Danamon

PT Bank Danamon Indonesia, Tbk.
Terdaftar dan diawasi oleh Otoritas Jasa Keuangan

Annual Report 2015

Growing with Our Customers

Theme Journey

2011
Opening Opportunities for Growth

In 2011, Danamon celebrated its 55th anniversary. Over the course of 55 years, Danamon has evolved to become a modern financial institution, serving customers, from individual customers and micro businesses to large scale business.

2011 saw achievements in many sectors, serving as the foundation for the next cycle of growth for Danamon. Such achievements open the way for Danamon to increase its presence and open up more opportunities towards for better living.

2012
Dedicated to Excellence & Delivering Value

Banknotes that circulate within a community can be works of art with high aesthetic value. As a financial institution, Danamon wishes to appreciate the beauty of unique fonts, pictures, colors and printing techniques. Ideas and symbolic meanings depicted in banknotes are presented through the Indonesian Banknote Series and as featured in a number of Danamon's corporate materials.

2013
Enhancing Our Capability to Reach Out and Serve

Danamon is able to produce a strong financial results to face the macro-economic uncertainty in the future.

In accord with its vision and mission, Danamon continuously improves its service quality in order to maintain customer loyalty.

2014
Managing Challenges, Transforming for Sustainability

Danamon relies on its wide network, services and products, all in a synergy with Adira Finance, Adira Insurance, and Adira Kredit. Danamon implements a business approach founded on prudence and efficiency, adopting corporate governance practice at international standards. Danamon closed 2014 in a strong position.

Aware of the challenges ahead, Danamon continues to transform its business model to increase productivity and sustainable performance.

2015

Growing with Our Customers

Danamon's success lies in the hands of customers. At all times, we conduct business with customers as the main focus, in line with our vision: "We care and enable millions to prosper." Having customers as our utmost priority is also embedded in the Danamon's mission: "A customer centric organization covering all customer segments, each with a unique value preposition, centered on sales and service excellence, supported by world class technology."

Danamon ended 2015 by continuing a business model transformation to further increase productivity and performance in a very challenging year. We believe that our short, medium and long term initiatives will provide a solid platform for future growth.

"Printed from recycled paper manufactured by Danamon's recycling partner, which used waste paper from Danamon's operations"

Growing with our Customers

Danamon's success lies in the hands of customers. At all times, we conduct business having customers as our main focus in line with our vision: "We care and enable millions to prosper." Having customers as our utmost priority is also embedded in one of Danamon's missions: "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."

Danamon ended a challenging 2015 with a continuing transformation of its business model to further increase productivity and performance. We believe that our short, medium and long term initiatives will provide a solid platform for growth in the future.

This Annual Report is available in Bahasa Indonesia and English.
In case of any discrepancies, the Indonesian version shall prevail.

Table of Contents

Theme Journey
1 Theme

5 Main Highlights

5 Performance Highlights 2015
6 Financial Highlights
14 Share and Bond Highlights
17 Securities Ratings
17 Prime Lending Rate
18 Information on Bonds/Sukuk
24 Significant Events 2015

26 Management Report

26 Report of The Board of Commissioners
32 Board of Commisioners
34 Report of the Board of Directors
44 Board of Directors
46 Board of Management
47 Syariah Supervisory Board
48 Report from the Syariah Supervisory Board
50 2015 – 2016 Plan and Strategy Discussion
52 Responsibility for Annual Reporting

54 Company Profile

54 Danamon at a Glance
55 Corporate Identity
56 Brief History
58 Organization Structure
60 Vision, Mission, and Corporate Values
62 Operational Areas
63 Board of Commisioners' Profile
66 Independent Parties' Profile
67 Board of Directors' Profile
71 Board of Management's Profile
73 Syariah Supervisory Board's Profile
74 Number of Employees
76 Shareholders' Composition
78 Majority and Controlling Shareholders
79 Share Listing Chronology
81 Other Securities Listing Chronology
82 Subsidiaries and Affiliated Companies
85 Corporate Group Structure
86 Capital Markets Supporting Institutions & Professionals
88 Awards & Certifications

89 Management Discussion and Analysis

90 2015 Economic and Banking Industry Review
93 Business Segment Review
94 Micro Banking
97 Consumer Banking
102 Small Medium Enterprise Banking (SME)
104 Syariah Banking
107 Wholesale Banking and Financial Institution
109 Treasury and Capital Market
111 Transaction Banking (Cash Management, Trade Finance & Financial Supply Chain)
113 Subsidiary Business Review
113 Adira Finance
117 Adira Insurance
120 Adira Kredit
123 Marketing Strategy and Market Share
127 Prospects and Business Development Strategy
128 Financial Review
128 Comprehensive Income
128 Profit/Loss
129 Income
131 Expenses
133 Dupont Analysis
133 Balance Sheet

133 Assets
134 Current Assets
141 Liabilities
144 Cash Flows
145 Financial Ratios
145 Solvability & Collectibility
147 Capital
152 Capital Investment and Material Commitment For Capital Expenditures
152 Impact of Changes In Interest Rates and In Exchange Rate On The Performance of Danamon
153 Information On Significant Increase Or Decrease In Sales/Net Income
153 Achievement of Targets 2015
154 Target Plan 2016
155 Information and Material Fact That Occured After The Date of Accountant Report
155 Events After The Date of The Financial Statements
155 Dividend Policy and The Allocation of Net Income
156 Allocation of Net Income
156 Employee Share Ownership Program (ESOP/MSOP)
156 Information On Allocation of Public Offering
157 Material Information About Investment, Expansion, Divestment, Business Merger/Consolidation, Acquisition or Debt/Capital Restructuring
157 Material Information About Transactions That Contain Conflict of Interest And/or Related Party Transactions
158 Changes of Regulations With Significant Impacts On The Company
162 Changes of Tax Regulations In 2015
162 Accounting Standards Issued but Not Yet Effective
166 Information of Business Continuity

167 Operational Review

168 Risk Management
249 Evaluation On Risk Management Effectiveness
250 Risk Management Activities Plan In 2016
252 Human Resources
260 Information Technology
263 Operations

266 Corporate Governance

267 Commitment To Implement Good Corporate Governance
267 Reference For Implementation
267 Corporate Governance Implementation Roadmap
268 Danamon's Good Corporate Governance Focus In 2015
270 Corporate Governance Policy, Structure and Implementation
272 Danamon's Corporate Governance Implementation Report
273 Shareholders
274 General Meeting of Shareholders (GMS)
281 The Board of Commissioners
297 Committees Under The Board of Commissioners
330 The Board of Directors
352 Committees Under The Board of Directors
359 Relations and Affiliated Party Transactions of The Board of Directors, Board of Commissioners and Majority Shareholders

Table of Contents

360 Corporate Secretary
364 Compliance Function
367 Implementation of Anti-Money Laundering Program (AML) and Combating Funding On Terrorism (CFT) Programs
368 Internal Audit Unit (IAU)
372 Company Accountant/External Auditor
374 Risk Management
377 Provision of Funds To Related Parties and Large Exposures
377 Internal Control Systems
379 Social Responsibility and Sustainability Report
386 Legal Matters and Important Issues Involving The Bank, Its Subsidiaries, Members of The Board of Directors And/Or Board of Commissioners
388 Disclosure of Administrative Sanction By Financial Services Authority (FSA)
388 Internal Fraud
388 Transparency of Financial and Non-Financial Performances
389 Share Options
389 Share Ownership Program For Employees And/Or Management
390 Share Buy Backs and Bond Buy Backs
390 Highest and Lowest Salaries Ratio
390 Conflict of Interest Transactions
390 Bank Strategic Plan
392 Provision of Funds For Political Activities
392 Company Information Access
393 Investor Relations
394 Public Affairs
397 Customer Care Unit
399 Consumer Service Quality
400 Corporate Culture
400 Code of Ethics
403 Whistleblowing System
405 Good Corporate Governance Self-Assessment
407 GCG-Related Awards
407 Statement of The Implementation of Good Corporate Governance Principles
408 **Integrated Corporate Governance**
409 Integrated Good Corporate Governance Implementation Report
409 The Implementation Principles Of Integrated Governance At Danamon Group
411 The Structure of Danamon Group Financial Conglomeration
411 Structure of Share Ownership
412 Majority and Controlling Shareholders
412 Danamon Group Management Structure
413 Intragroup Transaction Policy
414 Board of Commissioners of The Main Entity
415 The Board of Directors of Main Entity
416 Integrated Governance Committee
420 Integrated Compliances Work Unit
421 Integrated Internal Audit Work Unit
422 Implementation of Integrated Risk Management
424 Self-Assessment of ICG Implementation Report
425 **Syariah Corporate Governance**
426 Syariah Corporate Governance Implementation Report
432 General Summary

437 **Corporate Social Responsibility**

439 Governance Structure
439 Programs Implemented In 2015
443 Care For The Environment
444 Danamon Carbon Footprint
444 Regional Icon Preservation
445 Rapid Disaster Response
448 Programs Planned For 2016

453 **Corporate Data**

454 Products and Services
465 Executive Leaders
466 Office Address
475 Cross Reference of Financial Services Authority-FSA (formerly Bapepam-LK) No. X.K.6
481 Cross Reference of Annual Report Award Criteria
493 Cross Reference of Financial Services Authority-OJK

499 **Consolidated Financial Statements**

Performance Highlights 2015

2015 Performance reflects the success of efficient operations

- Pre-Provision Operational Profit grew 8% yoy to Rp8.4 trillion.
- Cost to income ratio improved to 51.7% from 55.7% in 2014.
- Operating costs dropped 8% to Rp 9 trillion in 2015.

Credit growth strengthened by the SME and Syariah

- Total loans stood at Rp129.4 trillion, while SME loans rose 5% yoy to Rp 22.4 trillion and Syariah loans grew 28% yoy to Rp3.2 trillion.
- Corporate and Commercial loans were relatively flat at Rp17.7 trillion and Rp16.0 trillion, respectively.

CASA and Deposits

- CASA decreased by 15% to Rp49.8 trillion, mainly in the expensive CASA segment, reducing cost of funds.
- Deposits grew 12% to Rp 67.0 trillion.

Maintaining a healthy loan to funding ratio and CAR

- Loan to funding ratio (LFR) is in a healthy position at 87.5%, below the limit set by Bank Indonesia.
- Capital adequacy ratio (CAR) on a consolidated basis is at 19.7%, while CAR stand-alone is at 20.8%.

Asset quality maintained within regulatory limits

- Non performing loans (NPL) ratio maintained at level of 3%, below the maximum regulatory limit of 5%.

Financial Highlights

(In billions of Rupiah except share data)	2015	2014	2013	2012	2011
CONSOLIDATED BALANCE SHEET					
Assets	188,057	195,821	184,338	155,791	142,292
Earning Assets-gross [a]	180,106	187,409	176,007	147,743	135,755
Loans-Gross [b]	129,367	139,057	135,383	116,583	101,859
Non Performing Loans	3,895	3,235	2,535	2,659	2,479
Marketable Securities-Gross	6,392	8,910	7,748	7,328	4,822
Government Bonds	6,916	6,605	5,598	4,063	3,947
Deposits [h]	116,967	118,921	110,856	92,721	88,793
Total Funding [c]	128,788	136,728	126,557	101,698	97,658
Total Liabilities	153,842	163,174	153,099	127,058	116,583
Equity and Minority Interest	34,215	32,647	31,239	28,733	25,709
Investments-Net	158	158	12	12	12
Number of Shares Issued and Fully Paid (in units)	9,584,643,365	9,584,643,365	9,584,643,365	9,584,643,365	9,584,643,365
CONSOLIDATED INCOME STATEMENTS					
Interest Income	22,421	22,991	20,131	18,858	16,882
Interest Expense	8,772	9,312	6,600	5,936	6,033
Net Interest and Underwriting Income	14,175	14,107	14,018	13,386	11,241
Other Operating Income	4,082	4,336	5,156	4,649	4,213
General and Administrative Expenses	3,415	3,652	3,689	3,388	3,080
Salaries and Employee Benefits	4,834	5,811	5,713	5,163	4,413
Allowance for Impairment Losses	5,082	3,986	3,348	3,151	2,183
Net Operating Income	3,943	4,063	5,605	5,571	5,174
Non-Operating Expenses-Net	662	510	75	84	623
Income Before Tax and Minority Interest	3,281	3,553	5,530	5,487	4,551
Income Tax Expense	812	870	1,371	1,370	1,149
Net Income	2,469	2,683	4,159	4,117	3,402
Net Income-attributable to parent entity	2,393	2,604	4,041	4,012	3,294
Net Income Attributable to Non-Controlling Interest	76	79	118	105	108
Other Comprehensive Income/(Expense)	69	78	(82)	(35)	(76)
Total Comprehensive Income	2,538	2,761	4,077	4,082	3,326

(In billions of Rupiah except share data)	2015	2014	2013	2012	2011
Basic Earnings Per Share	249.70	271.69	421.68	418.57	373.99
Total Comprehensive income-attributable to equity holders of the parent entity	2,459	2,683	3,961	3,978	3,260
Total Comprehensive income-attributable to non-controlling interest	78	78	115	103	113
KEY FINANCIAL RATIOS (%)					
I. Capital					
1. Capital Adequacy Ratio (CAR) Consolidated [d)]	19.7	17.8	17.9	18.9	17.6
Tier I	18.8	17.2	17.3	18.4	17.0
Tier II	0.8	0.6	0.6	0.5	0.6
2. Assets to Equity	5.5	6.6	6.6	6.3	6.4
II. Earning Assets					
1. Non Performing Earning Assets and Non Productive Assets to Total Earnings and Non Productive Assets	2.0	1.5	1.3	1.6	2.1
2. Non Performing Earning Assets to Total Productive Assets	2.5	1.9	1.6	2.0	2.1
3. Non Performing Loans (NPL) to Total Loans-Gross	3.0	2.3	1.9	2.3	2.5
4. Non Performing Loan (NPL) to Total Loans-Net	1.9	1.3	1.1	0.2	0.0
5. Allowance for Impairment Losses for Financial Assets to Productive Assets [e)]	2.9	2.3	2.3	2.2	2.3
6. Loan Loss Coverage	112.0	122.6	128.3	112.5	107.2
III. Rentability					
1. Return on Average Assets (ROAA)	1.2	1.4	2.5	2.7	2.6
2. Return on Average Equity (ROAE)	7.4	8.6	14.5	16.2	17.2
3. Debt to Assets	0.82	0.83	0.83	0.82	0.82
4. Debt to Equity	4.50	4.93	4.84	4.42	4.53
5. Net Interest Margin (NIM)	8.2	8.4	9.6	10.1	9.9
6. Cost to Income	51.7	55.7	52.6	50.8	51.8
7. Fee Income	21.9	22.4	26.7	25.7	27.7
8. Operating Expense to Operating Income	85.56	76.61	82.86	75.0	79.3
9. Cost of Funds	5.9	6.4	5.2	5.1	5.9

(In billions of Rupiah except share data)	2015	2014	2013	2012	2011
IV. Liquidity					
1. LFR e)	87.5	92.6	95.1	100.7	98.3
2. CASA Ratio	42.6	49.2	48	47	41
V. Compliance					
1.a. Percentage of Violation of Legal Lending Limit					
a.1. Related Parties	0.0	0.0	0.0	0.0	0.0
a.2. Third Parties	0.0	0.0	0.0	0.0	0.0
b. Percentage of Excess of Legal Lending Limit					
b.1. Related Parties	0.0	0.0	0.0	0.0	0.0
b.2. Third Parties	0.0	0.0	0.0	0.0	0.0
2. GWM Rupiah f)	15.7	19.7	18.2	17.6	14.6
Primary	7.6	8.1	8.1	8.1	8.3
Secondary	8.1	11.64	10.1	9.4	6.3
3. Minimum Reserve Requirement in Foreign Exchange	8.1	8.1	8.5	8.3	8.2
4. Net Open Position	0.3	1.1	0.6	0.5	0.5
VI. Others					
1. Total Employees g)	50,226	60,618	67,727	65,338	62,266
2. Total Branches g)	1,901	2,156	2,464	2,603	2,425
3. Total ATMs	1,454	1,473	1,483	1,467	1,258

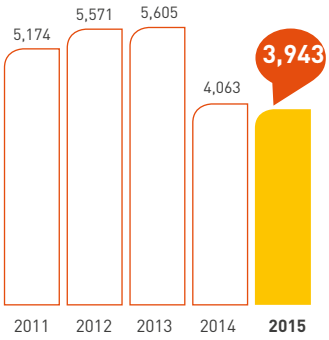
The figures are derived from consolidated financial statements 2015 which have been audited by Public Accounting Firm Purwantono, Sungkoro & Surja (a member firm of Ernst & Young Limited), 2014, 2013 and 2012 which have been audited by Public Accounting Firm Purwantono, Suherman & Surja (a member firm of Ernst & Young Limited) and 2011 which have been audited by Public Accounting Firm Siddharta & Widjaja (a member firm of KPMG International).

*) The consolidated financial statements as of December 31, 2011 and for the years then ended had been restated in relation to the first time adoption of SFAS 62, SFAS 28 (R2012), and SFAS 36 (2012).

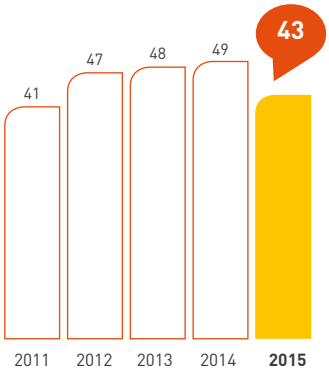
Notes

a) Including loans, receivables from consumer financing of Adira Finance and Adira Kredit, lease receivables from Adira Finance, current account with BI and other banks, placements with BI and other banks, marketable securities, derivative receivables, acceptance receivables.
b) Including receivables from consumer financing of Adira Finance and Adira Kredit.
c) Including customer time deposits, time deposits from other banks , Securities Issued and long term funding (>1 year maturity).
d) Minimum consolidated Capital Adequacy after credit risk, market risk and amortization of subordinate payables in 2008 and 2009. Minimum consolidated Capital Adequacy after credit risk, market risk and amortization of subordinate payables in 2010. Minimum consolidated Capital Adequacy after credit risk, market risk and amortization of subordinate payables in 2011 and 2012.
e) Excluding time deposit from other banks.
f) In line with BI regulation No. 15/15/PBI/2013 dated 24 December 2013 regarding "Reserve Requirement (RR) of Commercial Banks in Bank Indonesia in Rupiah and Foreign Currency For Conventional Bank", starting 31 December 2013, Primary RR for Rupiah Currency is set at 8% from total third party funds in Rupiah and Secondary RR is set at 4% from total third party funds in Rupiah. RR in foreign currency is set at 8% from total third party funds in foreign currency. In line with BI regulation No. 17/21/PBI/2015 dated 1 December 2015, RR Primer in Rupiah is set at 7.5 % from total third party funds.
g) Including Adira Finance, Adira Kredit and Adira Insurance.
h) Including Call Money.

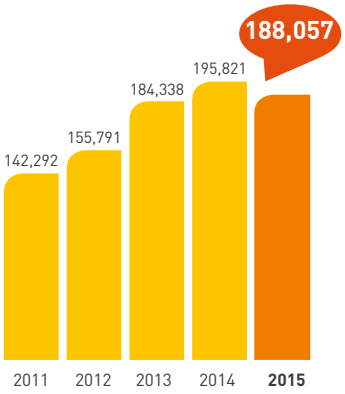
Net Operating Income
Rp billion



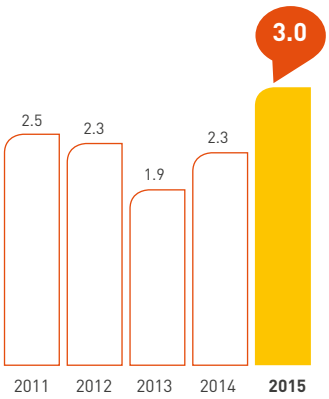
CASA to TPF Ratio
%



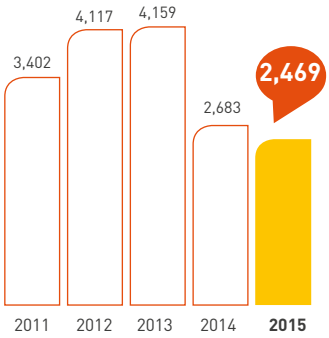
Assets
Rp billion



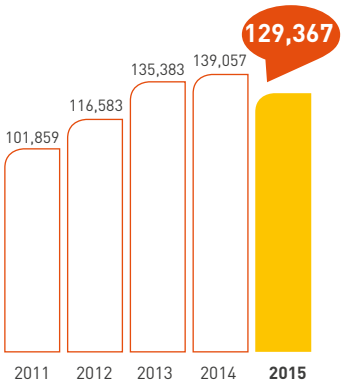
Gross NPLs
%



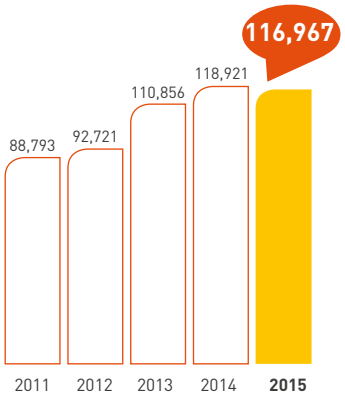
Net Income
Rp billion



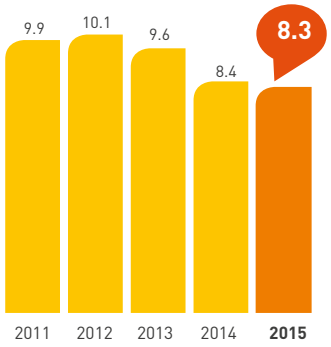
Loans
Rp billion



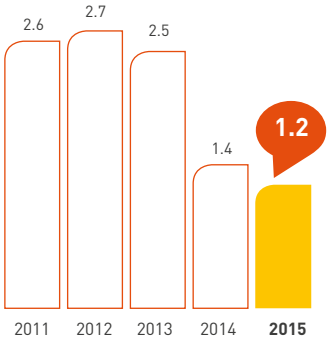
Third Party Funds
Rp billion



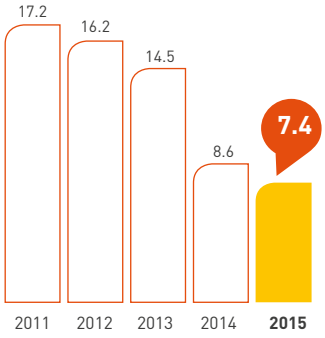
NIM
%



ROAA
%



ROAE
%



SOURCE AND UTILIZATION OF ZAKAT FUNDS
Danamon Syariah Business Unit
(Rp million)

No	DESCRIPTION	2015	2014	2013	2012	2011
1.	Initial Balance of Zakat Funds	1,844	299	194	76	175
2.	Source of Zakat Funds:	-	-	-	-	-
	a. Internal UUS	-	-	-	-	-
	b. External UUS	393	1,848	222	194	282
3.	Distribution of Zakat Funds to Zakat Organizer Entity					
	a. Lembaga Amil Zakat	2,077	303	117	76	381
	b. Badan Amil Zakat	-	-	-	-	-
4.	Increase (decrease) on Utilization of Zakat Funds	(1,684)	1,545	105	118	(99)
5.	Balance of Zakat Funds	160	1,844	299	194	76

SOURCE AND UTILIZATION OF QARDH FUNDS
(Rp million)

NO.	DESCRIPTION	2015	2014	2013	2012	2011
1.	**Source of Qardh Funds**					
	a. Infaq and Sadaqah	2	132	259	400	157
	b. Penalties	688	1,284	1,119	370	373
	c. Donation/Grants	-	-	-	-	-
	d. Non-halal Income	-	-	-	-	-
	e. Others	-	-	-	200	-
	Total Qardh Funds	690	1,416	1,377	970	530
2.	**Utilization of Qardh Funds**					
	a. Financing	-	-	-	-	-
	b. Donation	1,414	1,643	822	331	533
	c. Others	-	-	-	-	-
	Utilization of Qardh Funds	1,414	1,643	822	331	533
3.	**Increase (decrease) on Utilization of Qardh Funds**	**(724)**	**(228)**	**555**	**639**	**(3)**
4.	**Qardh funds at the beginning of the year**	**1,348**	**1,576**	**1,021**	**382**	**385**
5.	**Qardh funds at the end of the year**	**624**	**1,348**	**1,576**	**1,021**	**382**

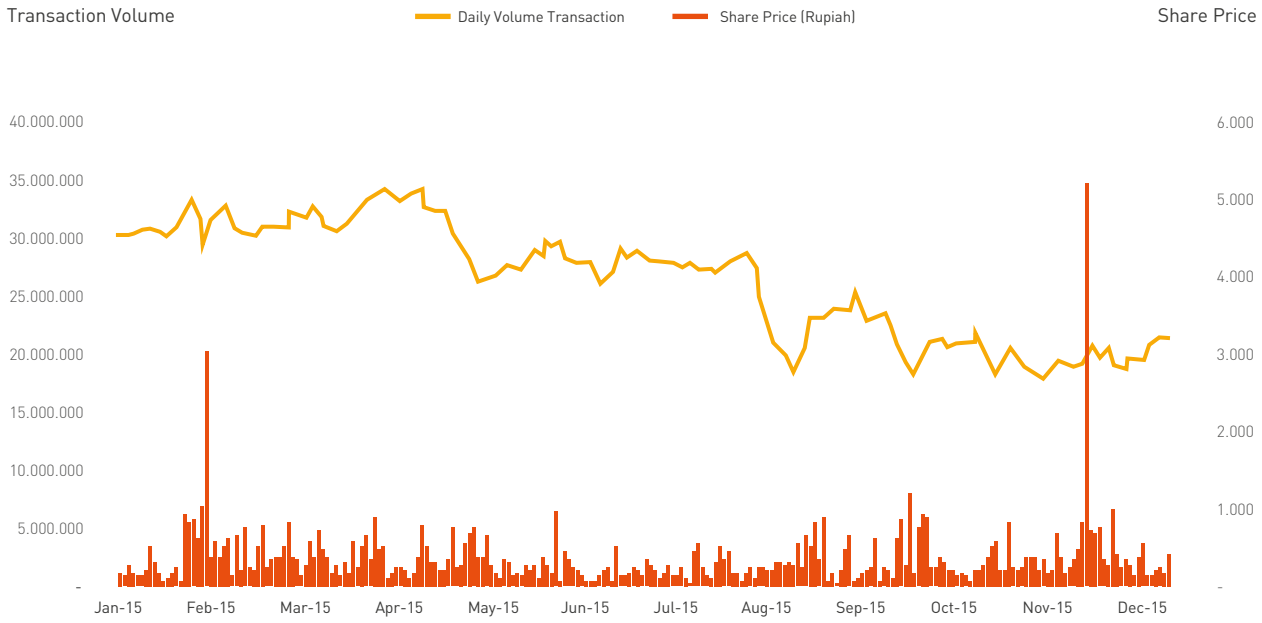
Table of Margin Distribution for the Month of December 2015 (Rp million)

No.	Type of funding	2015					2014				
		Average balance	Revenues to be distributed	Depositor's portion			Average balance	Revenues to be distributed	Depositor's portion		
				Ratio (%)	Total bonus & profit sharing	Rate of return indication (%)			Ratio (%)	Total bonus & profit sharing	Rate of return indication (%)
		A	B	C	D	E	A	B	C	D	E
A. FINANCING											
	1. Bank	285,118	2,979	-	-	-	239,828	2,364	-	-	-
	2. Non Bank	2,884,449	29,246	-	-	-	2,200,153	20,061	-	-	-
B. FUNDING											
1	**iB deposit current accounts**										
	a. Bank	5,182	44	-	-	-	3,769	32	-	-	-
	b. Non Bank	263,301	2,243	-	-	-	297,121	2,530	-	-	-
2	**iB current accounts**										
	a. Bank	13,492	115	10	11,49	1.00	9,166	78	10.00	8	1.00
	b. Non Bank	207,731	1,770	10	176,96	1.00	176,377	1,502	10.00	150	1.00
3	**iB deposit savings**										
	a. Bank	0	0	-	-	-	-	-	0.00	-	-
	b. Non Bank	2,389	20	-	-	-	3,043	26	0.00	-	-
4	**iB savings**										
	a. Bank	19,686	168	13	22	1.30	32,193	274	13.00	36	1.30
	b. Non Bank	259,245	2,208	13	287	1.30	264,896	2,256	13.00	293	1.30
5	**iB deposits**										
	a. Bank										
	- 1 month	420,314	3,581	42	1,504	4.21	203,542	1,733	46.00	797	4.61
	- 3 months	6,629	56	42	24	4.21	67,742	577	46.00	265	4.61
	- 6 months	0	0	42	0	4.21	84	1	46.00	0	4.61
	- 12 months	5,189	44	42	19	4.21	4,245	36	46.00	17	4.61
	b. Non Bank										
	- 1 month	1,535,582	13,081	42	5,494	4.21	1,130,724	9,630	46.00	4,430	4.61
	- 3 months	33,884	289	42	121	4.21	67,810	578	46.00	266	4.61
	- 6 months	17,164	146	42	61	4.21	52,121	444	46.00	204	4.61
	- 12 months	10,367	88	42	37	4.21	10,717	91	46.00	42	4.61
	TOTAL	**2,800,157**	**23,854**		**7,757**		**2,323,549**	**19,788**		**6,508**	

2013					2012					2011				
		Depositor's portion					Depositor's portion					Depositor's portion		
Average balance	Revenues to be distributed	Ratio (%)	Total bonus & profit sharing	Rate of return indication (%)	Average balance	Revenues to be distributed	Ratio (%)	Total bonus & profit sharing	Rate of return indication (%)	Average balance	Revenues to be distributed	Ratio (%)	Total bonus & profit sharing	Rate of return indication (%)
A	B	C	D	E	A	B	C	D	E	A	B	C	D	E
143,299	1,373	-	-	-	109,337	1,066	-	-	-	70,824	706	-	-	-
1,745,488	12,806	-	-	-	1,325,572	9,975	-	-	-	919,077	9,244	-	-	-
2,848	24	0.00	-	-	3,056	26	0.00	-	-	3,013	33	-	-	-
224,545	1,912	0.00	-	-	199,975	1,702	0.00	-	-	223,689	2,421	-	-	-
8,073	69	10.00	7	1.00	1,985	17	10.00	2	1.00	1,410	15	10.00	2	1.00
140,898	1,200	10.00	120	1.00	170,434	1,450	10.00	145	1.00	21,464	232	10.00	23	1.00
-	-	0.00	-	-	-	-	0.00	-	-	-	-	-	-	-
7,315	62	0.00	-	-	7,208	61	0.00	-	-	2,743	30	-	-	-
15,877	135	13.00	18	1.30	8,721	74	13.00	8	1.30	2,593	28	13.00	4	1.66
235,549	2,006	13.00	261	1.30	329,453	2,804	13.00	219	1.30	123,330	1,335	13.00	204	1.66
1,653	14	46.00	6	4.61	22,852	194	50.00	97	5.01	25,161	272	50.00	136	6.37
0	0	46.00	0	4.61	0	0	50.00	0	0.00	0	0	50.00	0	0.00
0	0	46.00	0	4.61	100	1	50.00	0	5.01	0	0	50.00	0	0.00
3,080	26	46.00	12	4.61	3,080	26	50.00	13	5.01	3,080	33	50.00	17	6.37
670,762	5,712	46.00	2,627	4.61	510,180	4,342	50.00	2,171	5.01	180,673	1,955	50.00	978	6.37
10,919	93	46.00	43	4.61	18,690	159	50.00	80	5.01	63,534	688	50.00	344	6.37
7,149	61	46.00	28	4.61	3,107	26	50.00	13	5.01	2,611	28	50.00	14	6.37
11,727	100	46.00	46	4.61	8,760	75	50.00	37	5.01	11,023	119	50.00	60	6.37
1,340,395	**11,414**		**3,168**		**1,287,601**	**10,957**		**2,785**		**664,324**	**7,189**		**1,783**	

Share and Bond Highlights

Danamon on the Indonesia Stock Exchange (BDMN) 2015



Volume and Share Price

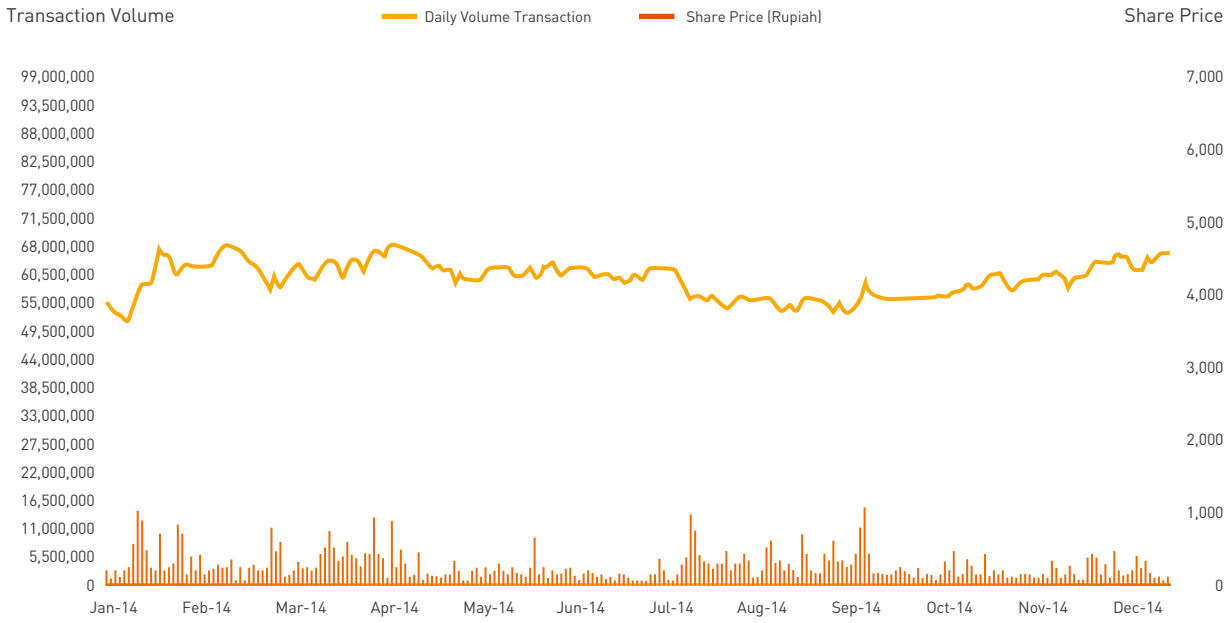
Share Price (Rp)	2015					2014				
	Highest	Lowest	Closing	Average	Market Cap (Rp million)	Highest	Lowest	Closing	Average	Market Cap (Rp million)
First Quarter	5,125	4,400	5,125	4,716	49,121,298	4,625	3,600	4,350	4,244	41,693,199
Second Quarter	5,150	3,890	4,300	4,398	41,213,967	4,640	4,090	4,145	4,316	39,728,347
Third Quarter	4,345	2,750	2,895	3,714	26,453,616	4,330	3,700	3,905	3,939	37,428.032
Fourth Quarter	3,360	2,695	3,200	2,976	36,421,646	4,525	3,895	4,525	4,172	43,370,511

Volume	Highest	Lowest	Closing	Average	Highest	Lowest	Closing	Average
First Quarter	20,257,100	533,100	3,573,300	3,067,934	14,523,100	385,700	6,077,500	4,809,670
Second Quarter	6,464,300	527,900	2,319,600	1,982,241	12,965,500	656,300	1,490,700	2,970,488
Third Quarter	8,063,700	284,000	8,062,700	2,126,577	15,104,200	309,800	2,567,100	4,295,685
Fourth Quarter	34,707,900	438,000	2,796,900	3,010,800	6,985,800	269,800	1,343,800	2,611,303

Source: Bloomberg

Note :
There were no temporary suspensions on Danamon's shares trading during 2015.

Danamon on the Indonesia Stock Exchange (BDMN) 2014



Volume and Share Price

Share Price (Rp)	2014					2013				
	Highest	Lowest	Closing	Average	Market Cap (Rp million)	Highest	Lowest	Closing	Average	Market Cap (Rp million)
First Quarter	4,625	3,600	4,350	4,244	41,693,199	6,550	5,550	6,450	6,029	61,820,950
Second Quarter	4,640	4,090	4,145	4,316	39,728,347	6,550	5,500	5,850	6,010	56,070,164
Third Quarter	4,330	3,700	3,905	3,939	37,428,032	5,850	3,900	3,975	4,646	38,098,957
Fourth Quarter	4,525	3,895	4,525	4,172	43,370,511	4,350	3,650	3,775	3,920	36,182,029

Volume	Highest	Lowest	Closing	Average	Highest	Lowest	Closing	Average
First Quarter	14,523,100	385,700	6,077,500	4,809,670	20,884,000	562,000	9,795,500	3,792,950
Second Quarter	12,965,500	656,300	1,490,700	2,970,488	24,180,000	592,500	5,158,000	5,666,222
Third Quarter	15,104,200	309,800	2,567,100	4,295,685	21,592,500	685,000	6,015,000	5,218,910
Fourth Quarter	6,985,800	269,800	1,343,800	2,611,303	31,207,500	492,500	2,184,500	3,724,767

Source: Bloomberg

Note :
There were no temporary suspensions on Danamon's shares trading during 2014.

STOCK PERFORMANCE	2015	2014	2013	2012	2011
AUTHORIZED CAPITAL					
Total Number of Shares					
A Shares	22,400,000	22,400,000	22,400,000	22,400,000	22,400,000
B Shares	17,760,000,000	17,760,000,000	17,760,000,000	17,760,000,000	17,760,000,000
Total par value (Rp million)					
A Shares	1,120,000	1,120,000	1,120,000	1,120,000	1,120,000
B Shares	8,880,000	8,880,000	8,880,000	8,880,000	8,880,000
Issued and fully paid Capital					
Total Number of Shares					
A Shares	22,400,000	22,400,000	22,400,000	22,400,000	22,400,000
B Shares	9,562,243,365	9,562,243,365	9,562,243,365	9,562,243,365	9,562,243,365
Total par value (Rp million)					
A Shares	1,120,000	1,120,000	1,120,000	1,120,000	1,120,000
B Shares	4,781,122	4,781,122	4,781,122	4,781,122	4,781,122
Unissued Capital					
Total Number of Shares					
A Share Series	0	0	0	0	0
B Share Series	8.197.756.635	8,197,756,635	8,197,756,635	8,197,756,635	8,197,756,635
Total Dividend (Rp million)	*	781,205	1,212,505	1,203,562	1,000,880
Earnings per Share (Rupiah)	250	272	421.68	418.57	378.78
Dividend Payout Ratio (%)	*	30	30	30	30
Dividend Growth	*	(0.35)	1	20	(0.83)
AGMS Dates	28 April 2016	7 April 2015	7 May 2014	10 May 2013	27 March 2012
Dividend Payment Date	*	8 May 2015	18 June 2014	19 June 2013	8 May 2012
Price Earnings Ratio**	12,90	16.66	8.95	13.50	10.82
Book Value of Shares (Rupiah)	3.540	3,420	3,261	2,973	2,674

* To be determined at the upcoming AGMS 2016 or any other date in compliance with the prevailing laws and regulations
** Based on year end share price

Securities Ratings

PT Bank Danamon Indonesia, Tbk.		
PEFINDO August 2015	Corporate Rating Outlook	$_{id}$AAA Stable
Fitch's February 2016	Outlook LT Issuer Default Rating ST Issuer Default Rating National Long Term National Short Term Viability Rating Support Rating Support Rating Floor	Stable BB+ B AA+ (idn) F1+ (idn) bb+ 3 BB
Moody's January 2016	Outlook Bank Deposits Baseline Credit Assessment Adjusted Baseline Credit Assessment	Stable Baa3/P-3 ba1 baa3

Prime Lending Rate

Prime Lending Rate in Rupiah PT Bank Danamon Indonesia, Tbk. 31 December 2015

	Prime Lending Rate in Rupiah Based on Business Segment				
	Corporate Loans	Retail Loans	Micro Loans	Consumption Loans	
				Mortgage	Non Mortgage
Prime Lending Rate	12.10%	13.00%	20.49%	12.25%	17.50%

Description:

a. Prime Lending Rate is used as basic calculation of credit interest the Bank will apply to the customers. Prime Lending Rate has not included calculation of estimated risk premium, the amount of which depends on Bank assessment of the risk of each or group of debtors. Hence, the rate of lending interest applied to debtors is not necessarily the same as the Prime Lending Rate.
b. Prime Lending Rate does not include credit secured with cash.
c. Corporate Credit includes credit disbursement to corporate and commercial customers.
d. Prime Lending Rate for micro loans is Prime Lending Rate for credit secured with collateral and bound accordingly by laws and regulations.
e. Prime Lending Rate for non-mortgage consumer loans particularly is a Prime Lending Rate for Automotive Credit (two wheeler vehicle) which is provided to customers through a joint financing scheme and does not include fund provision through credit cards and unsecured loans.
f. Information of applicable Prime Lending Rate can be viewed in publications at every branch and/or the Bank's website (www.danamon.co.id)
g. If necessary, the Bank at anytime applies changes in information of Prime Lending Rate.

Information on Bonds/Sukuk

Name of the Bonds/Nominal Amount/Rating	FSA Effective Date/ IDX Listing Date	Series	Nominal Amount (Rp bn)	Fixed Interest Rate p.a. /First Payment/Last Payment	Due Date	Principal Installment
Bank Danamon Bonds II Year 2010 with Fixed Rate Interest/2,800/ idAA+ a)	29 November 2010/10 December 2010	A	1,879	8.75%/9 March 2011/on due date	9 December 2013	9 December 2013 (bullet payment on due date)
		B	921	9,00%/9 March 2011/on due date	9 December 2015	9 December 2015 (bullet payment on due date)

Net Initial Public Offering Fund (Rp bn)	Use of Proceeds	The Capital Market Supporting Institutions and Professionals	Coupon Paid in 2014	Total Payment	Description
	The proceed of the bonds issuance has been fully used to extend credit in the micro (60%), SME (25%) and others segments (15%)	**Custodian:** PT Bank Mandiri (Persero) Tbk **Public Accountant:** Siddharta & Widjaja (a member firm of KPMG International) **Legal Consultant:** Hadiputranto, Hadinoto & Partners **Rating Company:** PT Pemeringkat Efek Indonesia **Underwriter:** PT Victoria Sekuritas	11 March 2013	41,103,125,000,00	Coupon 9th
			10 June 2013	41,103,125,000,00	Coupon 10th
			9 September 2013	41,103,125,000,00	Coupon 11th
			9 December 2013	41,103,125,000,00	Coupon 12th
			Total	164,412,500,000,00	Fully Paid
921			11 March 2013	20,72,500,000,00	Coupon 9th
			10 June 2013	20,722,500,000,00	Coupon 10th
			9 September 2013	20,722,500,000,00	Coupon 11th
			9 December 2013	20,722,500,000,00	Coupon 12th
			Total	82,890,000,000,00	
			11 March 2014	20,722,500,000,00	Coupon 13th
			10 June 2014	20,722,500,000,00	Coupon 14th
			9 September 2014	20,722,500,000,00	Coupon 15th
			9 December 2014	20,722,500,000,00	Coupon 16th
			Total	82,890,000,000,00	
			11 March 2015	20,722,500,000,00	Coupon 17th
			10 June 2015	20,722,500,000,00	Coupon 18th
			9 September 2015	20,722,500,000,00	Coupon 19th
			9 December 2015	20,722,500,000,00	Coupon 20th
			Total	82,890,000,000,00	Fully paid

Name of the Bonds/Nominal Amount/Rating	Bapepam Effective Date/ IDX Listing Date	Series	Nominal Amount (Rp bn)	Fixed Interest Rate p.a. /First Payment/Last Payment	Due Date	Principal Installment
Adira Dinamika Multi Finance Sustainable Bonds III Phase II Year 2015/Rp1,4 Tn/id AAA	25 August 2015	A	492	8,75%/25 November 2015/on due date	5 September 2016	5 September 2016 (bullet payment on due date)
		B	668	9,50%/25 November 2015/on due date	25 August 2018	25 August 2018 (bullet payment on due date)
		C	277	10,25%/25 November 2015/on due date	25 August 2020	25 August 2020 (bullet payment on due date)
Adira Dinamika Multi Finance Sustainable Bonds III Phase I Year 2015/Rp0,9 Tn/id AAA	25 June 2015	A	741	9,50%/30 September 2015/on due date	30 June 2018	30 June 2018 (bullet payment on due date)
		B	238	10,25%/30 September 2015/on due date	30 June 2020	30 June 2020 (bullet payment on due date)
Adira Dinamika Multi Finance Sustainable Bonds II Phase IV Year 2014/Rp1,5 Tn/id AAA	21 February 2013	A	607	9,60%/12 February 2015/on due date	12 December 2017	12 Desember 2017 (bullet payment on due date)
		B	808	10,50%/12 February 2015/on due date	12 December 2019	12 Desember 2019 (bullet payment on due date)
		C	88	10,75%/12 February 2015/on due date	12 November 2019	12 Nopember 2019 (bullet payment on due date)
Adira Dinamika Multi Finance Sustainable Bonds II Phase III Year 2014/Rp1,5 Tn/id AA+	21 February 2013	B	363	10,50%/14 August 2014/on due date	14 May 2017	14 Mei 2017 (bullet payment on due date)
		C	450	10,75%/14 August 2014/on due date	14 May 2019	14 Mei 2019 (bullet payment on due date)

Net Initial Public Offering Fund (Rp bn)	Use of Proceeds	The Capital Market Supporting Institutions and Professionals	Coupon Paid in 2015	Total Payment	Description
1,467	The proceeds have been fully used for automotive financing (Letter No. 166/ ADMF/CS/IX/15 dated 14 September 2015)	Custodian: PT Bank Negara Indonesia (Persero) Tbk	Coupon 1	11	Fully paid
		Public Accountant: KAP Purwantono Sungkoro & Surja	Coupon 1	16	
		Legal Consultant: Thamrin & Rachman	Coupon 1	7	
		Rating Company: Pefindo			
		Joint Lead Underwriters: PT CIMB Securites Indonesia, PT DBS Vickers Indonesia (Terafiliasi), PT Danareksa Sekuritas, PT Indo Premier Securities, PT Standard Chartered			
973	The proceeds have been fully used for automotive financing (Letter No. 142/ ADMF/CS/VII/15 dated 30 July 2015)	Custodian: PT Bank Negara Indonesia (Persero) Tbk	Coupon 1,2	35	Fully paid
		Public Accountant: KAP Purwantono Suherman & Surja	Coupon 1,2	12	
		Legal Consultant: Thamrin & Rachman			
		Rating Company : Pefindo			
		Joint Lead Underwriters: PT Mandiri Sekuritas, PT DBS Vickers Indonesia (Terafiliasi), PT Danareksa Sekuritas, PT Indo Premier Securities, PT Standard Chartered			
1,498	The proceeds have been fully used for automotive financing (Letter No. 159/ ADMF/CS/XII/14 dated 15 December 2014)	Custodian: PT Bank Negara Indonesia (Persero) Tbk	Coupon 1, 2,3 ,4	60	Fully paid
		Public Accountant: KAP Purwantono Suherman & Surja			
		Legal Consultant: Thamrin & Rachman	Coupon 1, 2,3 ,4	85	
		Rating Company : Pefindo			
		Joint Lead Underwriters: PT DBS Vickers Indonesia (Terafiliasi), PT Danareksa Sekuritas, PT Indo Premier Securities, PT Standard Chartered	Coupon 1, 2,3 ,4	9	
1,495	The proceeds have been fully used for automotive financing (Letter No. 077/ ADMF/CS/VI/2014 dated 16 June 2014)	Custodian: PT Bank Negara Indonesia (Persero) Tbk	Coupon 3,4,5,6	38	Fully paid
		Public Accountant: KAP Purwantono Suherman & Surja			
		Legal Consultant: Thamrin & Rachman	Coupon 3,4,5,6	48	
		Rating Company : Pefindo			
		Joint Lead Underwriters: PT DBS Vickers Indonesia (Terafiliasi), PT Danareksa Sekuritas, PT Indo Premier Securities, PT Standard Chartered			

Name of the Bonds/Nominal Amount/Rating	Bapepam Effective Date/ IDX Listing Date	Series	Nominal Amount (Rp bn)	Fixed Interest Rate p.a. /First Payment/Last Payment	Due Date	Principal Installment
Adira Dinamika Multi Finance Sustainable Bonds II Phase II Year 2013/Rp2,0 Tn/ id AA+	21 February 2013	B	880	10,50%/24 January 2014/on due date	24 October 2016	24 October 2016 (bullet payment on due date)
		C	490	11,00%/24 January 2014/on due date	24 October 2018	24 October 2018 (bullet payment on due date)
Adira Dinamika Multi Finance Sustainable Bonds II Phase I Year 2013/Rp2,0 Tn/ id AA+	21 February 2013	C	553	7,85%/1 June 2013/on due date	1 March 2016	1 March 2016 (bullet payment on due date)
		D	851	8,90%/1 June 2013/on due date	1 March 2018	1 March 2018 (bullet payment on due date)
Adira Dinamika Multi Finance Sustainable Bonds I Phase III Year 2012/Rp1,6 Tn/ id AA+	9 December 2011	C	673	8,75%/27 December 2012/on due date	27 September 2017	27 September 2017 (bullet payment on due date)
Adira Dinamika Multi Finance Sustainable Bonds I Phase I Year 2011/Rp2,5 Tn/ id AA+	9 December 2011	C	1533	9,00%/16 March 2012/on due date	16 December 2016	16 December 2016 (bullet payment on due date)

Net Initial Public Offering Fund (Rp bn)	Use of Proceeds	The Capital Market Supporting Institutions and Professionals	Coupon Paid in 2015	Total Payment	Description
2,086	The proceeds have been fully used for automotive financing (Letter No. 147/ ADMF/CS/XI/13 dated 22 November 2013)	Custodian: PT Bank Negara Indonesia (Persero) Tbk	Coupon 5,6,7,8	92	Fully paid
		Public Accountant: KAP Purwantono Suherman & Surja			
		Legal Consultant: Thamrin & Rachman	Coupon 5,6,7,8	54	
		Rating Company : Pefindo			
		Joint Lead Underwriters: PT HSBC Securities Indonesia, PT DBS Vickers Indonesia (Terafiliasi), PT Danareksa Sekuritas, PT Indo Premier Securities, PT Standard Chartered, PT Mandiri Sekuritas			
1,992	The proceeds have been fully used for automotive financing (Letter No. 032/ ADMF/CS/IV/13 dated 15 April 2013)	Custodian: PT Bank Negara Indonesia (Persero) Tbk	Coupon 8,9,10,11	43	Fully paid
		Public Accountant: KAP Purwantono Suherman & Surja			
		Legal Consultant: Thamrin & Rachman	Coupon 8,9,10,11	76	
		Rating Company : Pefindo			
		Joint Lead Underwriters: PT HSBC Securities Indonesia, PT Danareksa Sekuritas, PT Indo Premier Securities, PT Standard Chartered			
1,622	The proceeds have been fully used for automotive financing (Letter No. 155/ ADMF/CS/X/12 dated 15 October 2012)	Custodian: PT Bank Negara Indonesia (Persero) Tbk	Coupon 10,11,12	33	Fully paid
		Public Accountant: KAP Siddharta & Widjaya (bagian dari KPMG International)			
		Legal Consultant: Thamrin & Rachman	Coupon 10,11,12,13	60	
		Rating Company : Pefindo			
		Joint Lead Underwriters: PT CIMB Securities Indonesia, PT Danareksa Sekuritas, PT Indo Premier Securities, PT Standard Chartered			
2,514	The proceeds have been fully used for automotive financing (Letter No. 003/ ADMF/CS/I/2012 dated 13 January 2012)	Custodian: PT Bank Negara Indonesia (Persero) Tbk	Coupon 13,14,15,16	138	Fully paid

Significant Events 2015

29 January

Danamon's 2014 Performance Results

Danamon announced 2014 performance results.

27 February

Extraordinary General Meeting of Shareholders

The Extraordinary General Meeting of Shareholders (EGMS) approved the resignation of President Director, Henry Ho, and the appointment of the new President Director, Sng Seow Wah.

16 March

Mobil DSP Launch

Danamon Simpan Pinjam (DSP) launched Mobil DSP, a mobile banking service unit in the form of a vehicle equipped with banking products and services, such as account opening and loan application.

7 April

Annual General Meeting of Shareholders

Danamon's Annual General Meeting of Shareholders, among others, approved dividend payment for the 2014 financial year of 30% of the Bank consolidated net profit after tax also approved the appointment of Emirsyah Satar as Commissioner (Independent).

16 April

Danamon's Q1-2015 Results Announcement

Danamon announced its Q1-2015 results.

11 May

Danamon Supports FSA's JARING Program

Danamon participated in the JARING program initiated by the Financial Services Authority (FSA). With a network of branch offices that are spread throughout Indonesia, Danamon is able to reach customers in need of funding in the maritime and fishery sector.

19 June

Danamon and Adira Fast Breaking with Media

Danamon, Adira Finance, and Adira Insurance held a fast breaking event with members of the media to present latest information on their business growth. At this event, Danamon Syariah also launched its latest product, Tabungan Bisa Umrah iB.

28 July

Danamon's H1-2015 Results Announcement

Danamon announced its first semester of 2015 results.

22 August

Danamon Peduli held Festival Pasar Rakyat

Yayasan Danamon Peduli, through its national campaign called 'Jelajah Pasar Rakyat Nusantara', held Festival Pasar Rakyat to support the development of traditional markets in Indonesia.

26 October

Danamon's first nine months'2015 Results Announcement

Danamon announced its first nine months 2015 results.

12 November

Danamon 2015 Social Entrepreneur Awards and BISA Awards

Danamon held the awarding ceremony for their ninth Danamon Social Entrepreneur Awards (DSEA) in 2015 as well as conducting a talkshow titled 'Social Entrepreneurs' Role in the Country's Economic Growth'. Danamon also held the BISA Awards, which is awarded to the employees of Danamon and its subsidiaries who have shown corporate values in their working environment.

7 November

Danamon and Adira Media Workshop

Danamon, together with Adira Finance and Adira Insurance, held a Media Workshop, which featured 'The Readiness of Banking Industry, Financial Services and Insurance, in Facing Digital Transaction Era" as its theme. The workshop featured a speaker from Financial Services Authority (FSA).

21 November

Danamon Financial Literacy Program "Pojok Bisa"

Danamon conducted a financial literacy program initiated by Financial Services Authority (FSA) called 'Pojok Bisa' where Danamon aimed to raise awareness about financial planning for traders and general public, particularly housewives, so they can choose the right banking product to meet their financial needs.

30 November

Danamon held a Townhall Meeting

Danamon held a townhall meeting participated by 1,600 employees of Danamon, Adira Finance and Adira Insurance. Danamon's Management presented the Bank's strategy and business plan.

Report of The Board of Commissioners

We appreciate all the efforts made to develop and move forward with these transformative strategic initiatives to take Danamon to the next level, resulting in higher productivity and, ultimately, better performance going forward.

Ng Kee Choe
President Commissioner

Dear Valued Shareholders,

In 2015, the Indonesian economy grew by 4.8%, down from 5% last year due to lower exports, investments, government spending and consumption.

Volatility in the currency markets continued into the third quarter of 2015, following China's Yuan devaluation and the ongoing uncertainty over the rise in interest rate in the U.S. The Rupiah depreciated throughout the year reaching IDR 14,700/USD at the end of September 2015, before stabilizing at around IDR 13,600/USD in October 2015. This adversely impacted trade, investments and private consumption.

Government efforts to reinvigorate the economy through public spending and greater support for private investments was initially delayed by the reorganization of the newly elected government and budget disbursement issues in the first semester of 2015. These issues were consequently resolved and the economy started to show growth in the last quarter of 2015.

The economic slowdown also impacted the banking sector's loan growth and quality. Our loan growth declined from 3% in 2014 to minus 7% in 2015, while Non Performing Loans (NPLs) rose from 2.3% in 2014 to 3% in 2015. These loans were not limited to the export commodity sectors, but included other economic sectors as well.

Against this backdrop, Danamon implemented several initiatives to strengthen the Bank including improving operating efficiency and productivity through organizational realignment and centralization of support services.

BOARD OF DIRECTORS PERFORMANCE REVIEW AND THE BASIS OF ITS ASSESSMENT

Danamon's total consolidated outstanding loans decreased by 7% to IDR 129.4 trillion, carrying a manageable consolidated NPL of 3%. Loans to Commercial and Small Medium Enterprises (SME) grew, but those to the Self Employed Mass Market ("SEMM") and automotive financing declined. Our Trade Finance and Retail portfolio advanced with potential for further growth.

On funding, total consolidated third party deposits declined slightly by 1% to IDR 115.15 trillion with Current and Savings Accounts (CASA) recording a decline of 14% year on year, and CASA ratio dropped from 49% to 42%. This followed our decision to reduce interest rates payable for CASA balances. Total consolidated funding (third party deposits plus structured funding) also declined by 4% to IDR 138.15 trillion, in line with lower demand for loans.

Danamon's regulatory Loan to Funding Ratio (LFR) at the end of 2015 was 87.53%, improving from 92.6% at the end of December 2014, whilst the consolidated Liquidity Coverage Ratio (LCR) was at a healthy level of 123.06% at the end of year 2015.

Danamon recorded a Net Profit After tax (NPAT) of IDR 2.4 trillion. Return on Adjusted Asset (ROAA) and Return on Adjusted Earnings (ROAE) were 1.2% and 7.4% respectively. Greater selectivity was exercised in credit extensions against the challenging economic environment. Operating expenditure was 5% better than planned due to initiatives to improve efficiency and streamline operations.

Danamon continued to be prudent in its capital management. Its capital position remained strong with a Capital Adequacy Ratio (CAR) of 19.8%, which is significantly higher than the minimum regulatory requirement of 9 -10% for banks soundness rating of '2'.

The Board of Commissioners recognizes the challenges faced by Management due to the economic slowdown and less favorable business environment. The Board of Commissioners is grateful for Management's efforts to closely monitor Danamon's credit standards and maintain asset quality, building a more diversified, stable and granular deposit base.

The Board of Commissioners would like to compliment Management's effort in formulating Danamon's strategic priorities for the next 3 years.

EVALUATION OF COMMITTEES UNDER BOARD OF COMMISSIONERS' SUPERVISION

The Committees under the Board of Commissioners' supervision are the Audit Committee, the Risk Monitoring Committee, the Corporate Governance Committee, the Integrated Corporate Governance Committee, the Nomination Committee, and the Remuneration Committee. Based on the Board of Commissioners' evaluation, the Committees have carried out their responsibilities well and have contributed in assisting the Board of Commissioners.

Audit Committee

The Audit Committee has successfully accomplished its function as the reviewer of the Bank's financial statements, business and audit processes as well as its internal control and risk management systems. The Committee has effectively carried out its responsibility to ensure the integrity and accuracy of financial statements and adequacy of internal controls as well as ascertaining all significant issues have been properly addressed. Furthermore, the Committee has effectively evaluated the process and provided recommendations on the appointment of the Public Accountant.

Risk Monitoring Committee

The Risk Monitoring Committee monitors Danamon's risk management issues. Through prudent supervision coupled with constructive feedback from the Committee, Danamon was able to prudently manage its loan quality and all the risk aspects faced in the course of business.

Corporate Governance Committee

The Corporate Governance Committee exercised its function through continuous review and enhancement of good corporate governance practices at Danamon, which are important for Danamon's sustainability and enhanced valuation. The Committee actively monitors and provides advice on the implementation of various corporate governance initiatives. The Committee's and Management's efforts have brought Danamon forward as one of the respected institutions in terms of good corporate governance.

Integrated Corporate Governance Committee

Integrated Corporate Governance Committee is a newly established Committee that helps to supervise the implementation of integrated corporate governance at Bank Danamon (Main Entity) and its subsidiaries. Integrated Corporate Governance

Committee has well performed its duties and responsibilities in evaluating the implementation of integrated governance through the assessment of the adequacy of internal controls. The Committee has provided recommendations to the Board of Commissioners of the Main Entity on the refinement of integrated corporate governance policies, and has reviewed the Integrated Corporate Governance Committee charter.

Remuneration Committee and Nomination Committee

The Nomination Committee updated the procedures relating to the selection and appointment of members of the Board of Commissioners, members of the Board of Directors, and Independent Parties for the relevant Committees under the Board of Commissioners. The Board of Commissioners appreciates the Remuneration Committee's contributions in terms of independent evaluation and recommendation on the structure and policy of remuneration for the members of the Board of Commissioners, Board of Directors, and Senior Management.

INTEGRATED CORPORATE GOVERNANCE AND RISK MANAGEMENT

Corporate governance and risk management systems and practices in Danamon and its subsidiaries were aligned during 2015. Danamon set up an Integrated Corporate Governance Committee comprising Independent Commissioners from the Bank and its subsidiaries as well as Independent Parties. The Committee's duties include the monitoring and reporting of the implementation of corporate governance matters in Danamon and its subsidiaries, including integrated risk management as well as audit and compliance issues.

In accordance with the issuance of the 2014 Financial Services Authority (OJK) regulations on the implementation of an Integrated Corporate Governance for Financial Conglomeration as well as Integrated Risk Management for Financial Conglomeration, adjustments to Danamon Group integrated structure and infrastructure has been completed, which among others, include membership and committee assignments, integrated corporate governance and risk policy and intra-group transactions policy.

GOOD CORPORATE GOVERNANCE

Danamon is strongly committed to the implementation of good corporate governance. Significant progress has been made with regards to good governance practices.

Danamon has implemented a variety of key initiatives such as: GCG Self-Assessment, Alignment with ASEAN CG Scorecard, Consumer Protection Policy, Proper Composition of Committees, and Improvement on Board of Commissioners and Committees' Charters, Related and Affiliated Party List, Expense Policy, Risk Modeling and Integrated Negative List.

Danamon has engaged an independent consulting company to assist in conducting the Board of Commissioners' evaluation that highlighted the Board of Commissioners' performance on several aspects such as Corporate Governance, Board Composition, Information Management, Board Committee Effectiveness, Risk Management and Internal Control, Commissioners' development and management, Board Processes/Board Roles and Functions, President Director and Board of Directors Succession Planning.

Both the Board of Commissioners and Board of Directors strongly believe that implementing good corporate governance practices plays an important role in attaining stakeholders' and public trust, which ultimately will enhance the Danamon's standing.

CORPORATE SOCIAL RESPONSIBILITY

The Board of Commissioners supports Danamon's corporate social responsibility (CSR) activities, which are carried out by Yayasan Danamon Peduli (YDP) and the Bank. YDP currently implements Danamon's CSR activities across two major programs: Market Revitalization (Pasar Sejahtera), and Natural Disasters Rapid Response in areas close to Danamon's branches. Danamon also promotes financial literacy programs as part of its role in bringing added value to its stakeholders and the country.

In 2015, Danamon has made further enhancements to improve the quality of its CSR programs, enabling it to be utilized as a model of positive engagement between the private sector and local governments.

2016 PROSPECTS

The performance of the global economy and its impact on Indonesia will remain challenging with ongoing uncertainty over the rise in US interest rates next year.

Danamon will continue its strategic initiatives to achieve a more streamlined model for micro credits; supporting growth in consumer, SME and the commercial banking segments; improved synergy between Danamon and its subsidiaries; productivity enhancement in human capital and operations as well as centralizing Human Resources and Finance functions. Danamon will continue its prudent risk management policy with a renewed focus on credit and liquidity risk as well tightly managing its risk profile.

CHANGES TO THE COMPOSITION OF BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

In 2015, there were changes to the composition of Bank's Board of Commissioners. Emirsyah Satar joined the Board of Commissioners as The Independent Commissioner. The Board of Commissioners has a majority of Independent Commissioners. Sng Seow Wah was appointed as President Director of Bank Danamon following the retirement of Henry Ho. The Board of Commissioners would like to welcome Emirsyah Satar and Sng Seow Wah, and thank Henry Ho for his services and contributions.

CLOSING STATEMENT

On behalf of the Board of Commissioners, I would like to express gratitude and appreciation to the Board of Directors, Management, and all Danamon and its subsidiaries' employees who have worked hard in discharging their duties and responsibilities.

We also like to thank our customers, shareholders, and our regulators for their trust and continuing support towards Danamon.

Ng Kee Choe
President Commissioner

Board of Commisioners

Emirsyah Satar
Independent Commissioner

Manggi Taruna Habir
Independent Commissioner

Ng Kee Choe
President Commissioner

Gan Chee Yen
Commissioner

Ernest Wong Yuen Weng
Commissioner

J.B. Kristiadi
Vice President Commissioner/Independent Commissioner

Made Sukada
Independent Commissioner

Report of the Board of Directors

We have formulated the Bank's strategic priorities to diversify portfolios, enhance engagement with customers, increase collaboration among divisions, utilize effective technology, and improve human capital.

Sng Seow Wah
President Director

Dear Valued Shareholders,

On behalf of the Board of Directors, I am pleased to present the 2015 Annual Report on the business and operation of PT Bank Danamon Indonesia, Tbk ("Danamon") along with the audited accounts for the year ended December 31, 2015.

ECONOMIC AND BANKING OVERVIEW

Indonesia's economy faced considerable challenges during 2015. The economy expanded by 4.8% as compared with 5% the year before, due to several factors, namely: the slow down of world economic growth, the volatilities of global financial markets, the decline in demand and prices of Indonesia's major export commodities, and the relatively limited growth in domestic investments.

Pressures on the Indonesian Rupiah (IDR) also intensified, triggered by the uncertain timing of the Federal Reserve (Fed) rate hike, the depreciation of the Chinese Yuan, the rise in demand for foreign currencies to repay foreign currency corporate loans, and concerns regarding the sluggish domestic economy. The IDR weakened against United States of America Dollar (USD) to 14.700 in September before recovering and stabilizing at 13.600 in October. The IDR's recovery was, in part, due to the rise in positive sentiments and growing optimism on Indonesia's economic prospects as the Government announced its economic policy and exchange rate stabilization packages. The country's Current Account Deficit dropped to a more manageable level and inflation was projected to stay below 5%. This allowed the Central Bank (BI) to keep the BI rate at 7.5%.

The business environment was impacted by the lethargic economy which in turn reduced the overall banking industry growth. Consequently, the overall industry's loan growth was at 10.4%. Nonetheless, the banking system remained resilient, underpinned by adequate liquidity and capital position in the banks.

BUSINESS PERFORMANCE AND CHALLENGES FACED

Danamon experienced a decline of Net Interest Margin (NIM) by 18 basis points to 8.2%, and booked a lower consolidated Net Profit After Tax (NPAT) of IDR 2.4 trillion, a 9% decrease as compared to last year. Nevertheless, Danamon was able to contain its operating costs and improve pre-provision operating profit by 8% to IDR 8.5 trillion. Danamon's consolidated total assets also experienced a decrease of 4% to IDR 188 trillion. Although Non Performing Loans (NPL) increased in certain lines of business, nonetheless, the overall asset quality was acceptable as indicated by the consolidated NPL that stood at 3%. In terms of liquidity, taking into account the business and market dynamics as well as regulatory requirement, Danamon prudently managed down its Loan to Funding Ratio (LFR) from 92.6% last year to 87.5%. Danamon's capital structure also remained strong as reflected by an increase in CAR from 17.9% last year to 19.8%.

On our Syariah front, most of its business results were above the targets. Total asset and total financing grew significantly by 23% and 28%

respectively, reaching IDR 3.6 trillion and IDR 3.2 trillion respectively. Likewise, total funding expanded by 22% to IDR 3 trillion. Net Profit Before Tax (NPBT) was recorded at IDR 85 billion, a significant increase compared to last year.

Similar to most other banks, Danamon was faced with a very challenging business situation and tough competition that affected its performance. To overcome those challenges, Danamon shall work more collaboratively, adopt a flexible mindset to cope with the changing environment, be a better solution provider to our customers, and re-emphasize our corporate core values, including the practice of meritocracy within Danamon.

2015 LENDING PERFORMANCE & GROWTH OF THIRD PARTY FUNDING

Danamon's consolidated loan stood at IDR 129.4 trillion, lower by 7% year-on-year, mostly due to Mass Market loans that declined by 13% to IDR 61.2 trillion. Likewise, Retail Banking also declined by 3% to IDR 8.2 trillion. On the other hand, Small Medium Enterprises (SME) (including Syariah) and Wholesale Banking increased by 5% and 1% to IDR 22.4 trillion and IDR 17.7 trillion respectively, whilst Commercial Banking (including Syariah) remained flat at IDR 15.9 trillion.

Consolidated third party deposits decreased slightly by 1% year on year to IDR 115.1 trillion mostly due to the decline of Current Account balances. Current Account and Saving Account (CASA) balances decreased by 27% and 6% respectively, whilst Time Deposits increased by 11.5%, resulting in the drop of CASA ratio from 49% in 2014 to 42% in 2015. The decrease in our CASA balances took place as we ceased paying high interest rates. Total consolidated funding (third party deposits plus structured funding) also decreased by 4% to IDR 138.15 trillion. A more disciplined approach was introduced to our funding franchise in order to build a more diversified, stable and granular deposits base. Danamon successfully managed down its cost of funds.

TARGET VERSUS REALIZATION

Total loans channeled and total third party deposits by the end of 2015 reached approximately 95% and 96% of the targets respectively.

The level of third party deposits achieved was adequate given the decline in loan demand. LFR was at 87.5%, a marked improvement over the target of 91.5%.

Danamon implemented discipline in expense management. Interest expense for 2015 was IDR 8.8 trillion which was better than the target of IDR 9.2 trillion. Similarly, operating expenses was IDR 9 trillion, 5% better than planned.

Cost of credit in 2015 was IDR 4.9 trillion or 20% worse than planned mostly due to the worsening performance of our micro financing segment (Self Employed Mass Market, or "SEMM").

Consolidated Net Operating Income was recorded at IDR 3.9 trillion and Consolidated Net Profit After Tax before restructuring was IDR 2.6 trillion.

MAJOR INITIATIVES IN 2015

Danamon reviewed its operating model for SEMM business segment. This involved an end to end review process, including marketing, credit processing function and technology utilization. Management expects the new target operating model to increase efficiency and productivity while at the same time also providing better asset quality.

Synergy between Adira Finance and Adira Kredit was carried out by utilizing Adira Finance's vast network. In 2015, Adira Finance had started to offer durable product financing, which was previously offered through Adira Kredit. Management expects durable product financing to grow significantly in 2016, albeit coming from a very low base.

Centralization of Finance and Human Resources function through shared services was rolled out, resulting in cost savings, better and more consistent delivery of information. In addition, automation in document processing related to administration process, including credit processing, led to better accuracy control and turn-around time.

The initiative to leverage conventional bank branches to market Sharia products had helped to grow our Syariah loans by 25%.

A new and better approach adopted via Danamon's Assets & Liabilities Committee (ALCO), brought about better discipline in our funding franchise and lower cost of funding.

ORGANIZATIONAL CHANGES IN 2015

To expedite decision making process and provide better service to customers, there were some changes in the structure of the organization. The changes include:

- Mr. Muliadi Rahardja had taken a role as the Vice President Director responsible for the Sales & Distribution Network. Previously, Mr. Muliadi was the Operation Director as well as Director of SME Banking and SEMM.
- Consumer Banking and SME Banking was combined under one leadership. Michellina Triwardhany, previously the Director of Consumer Banking, is now responsible for both lines of business.
- Transaction Banking that was previously reporting to the Director of Treasury and Capital Market is now a separate product group. Yen Yen Setiawan was appointed as the Head of Transaction Banking, reporting directly to the CEO. Transaction Banking will become an important part of Danamon's strategy as a solutions integrator across all lines of businesses.
- Herman Savio was appointed as Treasury and Capital Market Head, reporting directly to President Director. Apart from the usual treasury functions and roles, Herman will play a key member in the Bank's Assets & Liabilities Committee, and build a larger Treasury Sales team which is an important part of our sales and service proposition for the Bank's customers.
- Yanto Edy Umar was appointed as Wholesale Banking Head, reporting directly to President Director. Yanto assumed responsibility for the Bank's Commercial and Corporate Banking and Financial Institutions' segment of customers.

DANAMON'S SUBSIDIARIES' PERFORMANCE

New car and new motorcycle industry demand declined by 16% and 18%, respectively. The weak industry demand significantly impacted Adira Finance's performance. Loans channeled through Adira Finance (including the joint financing portion) decreased by 6% to IDR 46 trillion. These loans represented 36% of total loans of Danamon group. Adira Finance's NPAT was IDR 665 billion in 2015, a 16% decline compared to last year's result.

Adira Insurance performed well in 2015, and posted Rp 2.38 trillion of insurance premium income, including from sharia insurance. This was an increase of Rp 89 billion over 2014. Compared to 2014, Adira Insurance also booked an increase of 15% in net insurance underwriting income to Rp 611 billion.

STRATEGIES PRIORITIES

During the year, management was actively trying to define our strategic priorities for the next 3 years. In the past, Danamon's earnings depended on the mass-market segment through auto financing and micro financing businesses. We can no longer continue to do so. Beyond our strengths in the mass market, Danamon will focus on growing the other business segments including Consumer, SME and Commercial Banking. We will also invest more to enable Adira Insurance to build its general insurance activities as its products are very complementary to the needs of the aforesaid business segments. These strategic initiatives will enable us to pursue the growing opportunities in business banking and also cater to the needs of the growing middle-class consumers.

Our aim is to serve customers' needs more holistically. In this regard, Transaction Banking will play a key role as a solution integrator across products and lines of businesses. Mobile cash management, treasury and bancassurance products and others can be more easily accessed by our customers. In addition, Syariah and Treasury products will also leverage conventional bank's existing sales force to boost growth.

We have in early 2016, established a new Sales and Distribution (S&D) organization to empower and enable our branches to serve customers better and improve the productivity of our entire branch network. This S&D organization enables branch staff to offer the best products or product bundles to match customers' personal and business needs. This initiative will provide more cross-selling opportunities, drive collaboration with shared goals and accountabilities across line of businesses and subsidiaries, as well as improve customer experience.

Establishing a better digital strategy is also a key aspect of our strategic priorities. With a young demography, the Indonesian population has rapidly adopted the use of technology in their daily lives. To provide more customer convenience, Danamon will invest in enhancing digital channels for both consumer and business segments. Through technology, it is our desire to empower customers to utilize our services at the time and place of their choosing. Technology will also enable us to improve productivity and efficiency.

The strategic priorities and direction will also enable us to prioritise the allocation of our resources from the operations, risk management and human capital aspects. We have commenced reviewing our risk and credit processes to enhance our ability to manage and control the risks as we emphasize coverage to our Consumer, SME and Commercial Banking customer segments.

Human capital is the most important resource of Danamon. Therefore we will put greater focus on talent development and skills training. Our Danamon Academy will be comprehensively enhanced to continuously upgrade the skillsets and productivity of our employees. Finally, Danamon adheres to the principle of meritocracy by rewarding people based on performance. All these will help us to continue attract and retain talented staff.

OPPORTUNITIES AND CHALLENGES IN 2016

With the growing middle class in Indonesia, prospects for banking remains exciting. We aim to increase our penetration in the market and we will serve more customers in all type of segments with additional focus on the Consumer middle-income, SME and Commercial segments. Through Adira Finance, we will tap more durable product financing markets. Danamon still has plenty of room to grow in this segment. We also aim to increase our market share in the insurance industry. While maintaining our strength in auto insurance, we will grow the other segments of general insurance such as health, personal accident, property and casualty, and cargo. The success of our strategy depends very much on developing our human capital, as well as our ability to groom and attract new talent.

CORPORATE GOVERNANCE

The Board of Directors is confident that consistent implementation of high standard corporate governance will improve performance, deepen the investors' confidence and trust, protect the interests of stakeholders and make a positive contribution to the banking industry. The Board of Directors is continuously applying the good corporate governance practices based on transparency, accountability, responsibility, independency and fairness in carrying out the business activities of Danamon.

Throughout 2015, the Board of Directors focused on improving and refining the implementation of corporate governance. Various efforts have been made, including the refinement of corporate governance implementation based on Financial Service Authority Guidelines and ASEAN Corporate Governance Scorecard. Governance related policies were prepared or updated including Board of Commissioners and Board of Directors Nomination Policy, Anti-Gratification Policy, Board of Commissioners and Board of Directors Performance Assessment Policy and Board of Commissioners and Board of Directors Diversity Policy. Furthermore, Danamon has improved the information disclosure on Danamon's website to provide an opportunity for shareholders and other stakeholders to obtain easy access to information about Danamon.

As the Main Entity, Danamon also implemented the Integrated Corporate Governance and Integrated Risk Management via our integrated structure and infrastructure. Among others, it includes: the establishment of Integrated Corporate Governance Committee and the Integrated Risk Management

Committee, the preparation of the Integrated Corporate Governance Policy and Integrated Risk Management Policy, the adjustment of duties and responsibilities of the Board of Directors and Board of Commissioners, as well as the adjustment of duties and responsibilities of Internal Audit Unit, Compliance Unit and Risk Management Unit.

CORPORATE SOCIAL RESPONSIBILITY (CSR)

The establishment of Yayasan Danamon Peduli (YDP) as a separate entity that implements our CSR is a reflection of our commitment to the community that we serve. YDP engages in activities that help improve the overall livelihood of people in the communities that we serve. Through YDP, we transform our visions and values into action.

In 2015, YDP focused on the market revitalization (PASAR SEJAHTERA) and rapid disaster response. YDP provided technical assistance to the market community and stakeholders. In addition, YDP also launched and organized 'market expedition' through market festivals in six people's markets on Java Island with the objective of promoting the people's market's existence. Through Rapid Disaster Response, YDP responded to disasters, both natural and man-made, such as earthquake, flood, landslide, or fire around Danamon/Adira branches through mobilization of employee volunteers. Furthermore, YDP facilitated disaster mitigation and preparedness trainings for communities in 7 regions where nine markets and 500 market communities (staff and merchants) participated.

EVALUATION OF COMMITTEES

In performing its duties and responsibilities, the Board of Directors is assisted by several Committees, namely: Risk Management Committee, Asset & Liability Committee, Information Technology Steering Committee, Fraud Committee, Compliance Committee, Operational Risk Management Committee and Integrated Risk Management Committee.

Risk Management Committee has fulfilled its oversight responsibilities with regard to the Bank's risk appetite, risk management framework, and supporting risk governance structure. The Committee periodically reviewed the risk management policies and oversaw the operation of the risk management framework, which shall be commensurate with the structure, risk profile, complexity and activities of the Bank.

Asset & Liability Committee has made noticeable contribution as a Committee that is responsible for balance sheet planning and management from a risk-return perspective and strategic management of interest rate and liquidity risks. The Committee determined policies and guidelines for liquidity risk, interest rate risk and capital management for Danamon that reflected adequate liquidity and capital, stable and diversified funding profile, with compliance to all regulatory requirements.

Information Technology Committee has served well as an oversight committee on matters of information technology. The Committee oversaw major information technology related strategies, projects and technology architecture decisions and monitored whether the Bank's information technology programs effectively supported the Bank's business objectives and strategies.

Fraud Committee has assisted the Board of Directors in reviewing and determining sanctions to employees that committed fraud, based on Internal Audit's fraud investigation reports and recommendations as well as taking into account the Bank's policy, collective labor agreement, code of ethics and corporate values.

Compliance Committee has performed well in assisting the Board of Directors with regards to compliance aspects of the Bank. The Committee reviewed the implementation of the Bank's compliance to the prevailing laws and regulations, and the fulfillment of commitments to Regulators on audit findings. In addition, the Committee socialized new compliance regulations to relevant parties, reviewed the integrated internal audit organization and evaluated the compliance policy of subsidiaries.

Operational Risk Management Committee has successfully performed its function in identifying, measuring, managing, reporting and controlling operational risk. The Committee documented sound practices to help ensure that operational risk is managed and measured in an effective and consistent manner across Danamon.

Integrated Risk Management Committee is a newly set up Committee. Integrated Risk Management Committee was established by Danamon in order to enable proper and aligned integrated risk management implementation across the entities that are members of Danamon's financial group. The Committee has provided recommendations with regards to the preparation of the integrated risk management policy and recommended improvements on the practices of integrated risk management.

HUMAN CAPITAL

Management launched the Bank's Balanced Scorecard in 2015 to provide a stronger sense of purpose and clarity of direction. The new dimensions i.e. Franchise Building, Risks and Controls and Human Capital are emphasized in the Balance Scorecard to ensure that Danamon continues to invest and build in a way that will provide more consistent and sustainable financial results. During the year, Danamon introduced meritocracy ("SIPASTI") – Sistem Penghargaan Sesuai Kontribusi. This system will create fairness and bring about a more robust performance management system and lay the foundation for our policy of paying for performance. The application of SIPASTI was widely communicated and supported through a number of socialization and training programs. It covered 1,086 employees starting from senior management down to 4 levels below.

Danamon's corporate values are as follow:

1. Caring
2. Honesty
3. Passion to excel
4. Teamwork
5. Disciplined Professionalism

Corporate values reinforcement has become one of Danamon's focus points to build a common ground for employees and managers. Danamon activated a number of campaigns and initiatives, kicked off at Board level and cascading down to Senior Management and employees at the regional level. Corporate values are also embedded in the performance management system.

Danamon has conducted an Employee Engagement Survey to understand our employees' concerns and aspirations. This is an important initiative among others in engaging our staff and addressing their issues. 38,554 employees or 97% of Danamon permanent staff participated.

The dynamic development of the Banking industry and markets require Danamon to make some adjustments in the area of customer centricity. Danamon initiated a centralization approach to its business model, known as Sales and Distribution organization. This new organization consolidates the role of management in our regional and Branch levels across our different regions to ensure better service to customers, facilitate cross selling and cross functional collaboration to maximize customers' experience in banking with Danamon. This transformation is being implemented in stages to be completed in 2016. Danamon did a series of orientation and communication programs to prepare our impacted employees for the changes.

Employee development program remains Danamon's focus and was manifested through 2,580 development programs that covered 64,216 employees and a total of 157,056 training man-days. The majority of training was in the area of functional expertise to support employees in meeting the required standard performance levels.

CHANGES IN THE BOARD OF DIRECTORS COMPOSITION

In 2015, there were changes to the composition of Danamon's Board of Directors. Henry Ho retired and Sng Seow Wah was appointed as Danamon's President Director, whilst Muliadi Rahardja was appointed as the Vice President Director, at the Extra-ordinary Shareholders' Meeting conducted earlier in the year. In addition, Pradip Chhadva and Kanchan Nijasure resigned as Directors of Danamon to pursue other interest.

AWARDS AND RECOGNITION

Recent awards received by Danamon were the 50 Best Publicly Listed Companies in Southeast Asia, and the 3 Best Publicly Listed Companies in Indonesia in Good Corporate Governance at the ASEAN Corporate Governance Award 2015 organized by ASEAN Capital Market Forum (ACMF). Danamon was also awarded the "Best Overall" in the 7th Indonesian Institute for Corporate Directorship (IIICD) Corporate Governance Conference and Award 2015. Furthermore, Danamon also received First Runner Up in the Financial Services Category of Sustainability Report Awards 2015 organized by the National Center for Sustainability Reporting (NCSR).

CLOSING REMARKS

On behalf of the Board of Directors, I would like to convey our sincere thanks to the Board of Commissioners for providing its full support and invaluable advice and guidance to the management throughout the year. I am also grateful for the commitment, support and effort of my fellow Board of Directors members, our senior management and employees. I would like to emphasize the importance of the role that our banking regulators play in helping create a conducive and stable environment so that customers and banks can go about their business with confidence.

To all of our other stakeholders, we would like to re-emphasize our commitment to do our best in delivering sustainable performance and bringing about significant contribution to Indonesia's economic development.

Sng Seow Wah
Board of Directors

Board of Directors

Muliadi Rahardja
Vice President Director

Michellina Laksmi Triwardhany
Director

Fransiska Oei Lan Siem
Director

Herry Hykmanto
Director

Satinder Pal Singh Ahluwalia
Director

Sng Seow Wah
President Director

Vera Eve Lim
Director

Board of Management

Herman
Treasury & Capital Market Head

Marta Jonatan
Human Resources Head

Antony Kurniawan
Operations Head

Yen Yen Setiawan
Transaction Banking Head

Yanto Edy Umar
Wholesale Banking Head

Syariah Supervisory Board

Dr. Hasanudin, M. Ag.
Member

Prof. Dr. H. M. Din Syamsuddin
Chairman

Drs. H. Karnaen A. Perwataatmadja, MPA, FIIS
Member

Report from the Syariah Supervisory Board

Assalamu'alaikum Wr. Wb.
Bismillahirrahmanirrahiim

Praise be to Allah SWT for His favors and blessings bestowed upon us, and blessings and praise to the Prophet Muhammad SAW.

The Syariah Supervisory Board (DPS) of Danamon Syariah Business Unit (UUS), being entrusted with supervising that all products and business processes have been carried out according to Syariah principles, in accordance with the prevailing rules and charter of the DPS, has performed its function and duties in supervising and providing opinions overall on new products of Danamon UUS.

The DPS of Danamon UUS considers that the Syariah banking activities conducted by Danamon UUS throughout 2015 have conformed to the rulings (fatwa) of the National Syariah Board - Indonesian Ulama Council (DSN-MUI) as well as the opinions issued by DPS Danamon UUS.

On this occasion, we would like to convey our appreciation for the cooperation and support from the Board of Directors and management team at Danamon, in their excellent performance in 2015 as well as their efforts to maintain the consistent implementation of Syariah principles in the Bank's activities. We hope that going forward, Danamon UUS will lead at the forefront of Syariah banking.

Wassalamu'alaikum Wr. Wb.

For and on behalf of the Sharia Supervisory Board

Prof. Dr. H. M. Din Syamsuddin
Chairman

2015 – 2016 Plan and Strategy Discussion

In 2015, Indonesia's economy faced considerable challenges. The country's economy expanded by only 4.8% due to several factors, namely the slowdown of world economic growth, the instability of global financial markets, the declining demand and prices of Indonesia's major export commodities, and the relatively limited domestic investment growth.

The business environment was affected by the slowing down of the economy and this has in turn reduced the overall banking industry growth. Banks chose to be more selective and cautious in disbursing loans, resulting in an overall industry's loan growth of 10.4%. Nonetheless, the banking system was resilient, underpinned by manageable credit, adequate liquidity, and strong capital adequacy ratio.

With these challenges, Danamon developed a 2015-2016 strategy with an implementation phase that extends to 2017. The strategy is based on a number of planned initiatives that aim to bring forth positive and significant changes for Danamon and its subsidiaries.

STRATEGIC FOCUS FOR 2015-2016

Beyond our strengths in the mass market, Danamon will focus on growing the other business segments including Consumer, SME and Commercial Banking. We will also invest more to enable Adira Insurance to build its general insurance activities. In addition, Danamon will increase Human Resources productivity by putting greater focus on talent development and skills training. Danamon will continue to conduct prudent practices in risk management with a focus on credit and liquidity risks.

2016 INITIATIVE

The Bank has defined a number of initiatives that will be implemented in 2016, including:

- Focus on developing mass market, SME, Commercial Banking, Consumer Banking, and Adira Insurance. Transaction Banking products will play an important role in improving Danamon's ability to generate funds and fee based income. In addition, Syariah and Treasury products will increase their conventional bank sales force to encourage growth.
- In early 2016, the Bank will launch new Sales and Distribution (S&D) networks by integrating new Consumer and SME branch networks into a single organization. The S&D organization will improve the ability of our branches to offer customers the best products or product bundle. This initiative is expected to increase cross selling opportunities, encourage collaboration and accountability among business lines and subsidiaries, and improve customer service.
- The Bank will continue to enhance digital channels for consumer and business segments, and digitalized the back-end processes. The Bank will also use data analytics to improve service to customers.
- Danamon have commenced reviewing our risk and credit processes to enhance our ability to manage and control the risks as we emphasize coverage to our Consumer, SME and Commercial Banking customer segments.
- The Danamon Corporate University will be developed comprehensively to improve skills and increase productivity of employees. Moreover, Danamon adheres to the principle of meritocracy by rewarding people based on performance. All these will help us to continue attract and retain talented staff.

Current Situation	Impact of Changes
Heavy reliance on 2 engines of growth, with recently declining performance	Additional 5 engines of growth creating more revenue streams and diversification
Businesses lack differentiation from competitors	Well defined, better marketed unique value propositions for each segment
Insufficient talent, with high attrition rate, hindering support for new business models	Holistic talent attraction, development and retention plan to support transformation
LOBs and Divisions operate in silos with slow implementation speed	Agile, energic and collaborative organization
Sub-optimal processes in place, which are largely manually driven	Leaner and optimized operating model, supported by digital and analytics capabilities
Culture with limited accountability and discipline in many parts of the organization	Renewed sense of puprpose with honesty discipline and SIPASTI as part of core values

3-Year Strategic Direction

Sustainable Growth to Bring Us to Double Digit ROE

1 ADMF and DSP

- **DSP**
  - Rationalize coverage model
  - Leverage DSP outlet to sell additional products
  - Adopt analystics-driven decision making
- **ADMF:**
  - Drive X-sell i.e CASA, wealth, insurance, white goods.
  - Expand alternative channels (kiosk, partnership with digital marketplaces, minimarts).

2 SME, Consumer, Commercial Banking and Adira Insurance

- **SME:**
  - Capture small SMEs with scalable business model
  - Tap low-cost funding
  - Enhance offerings through sector bundles, transaction packages, and value added service.
- **Consumer:**
  - Tailor proposition based on demographic/ lifestyle.
  - Target transaction and low cost funding
- **Commercial:**
  - Industry expertise as key differentiator
  - Strengthen transaction platfom to gain low-cost deposits and fees
- **Adira Insurance:**
  - Expand beyond auto
  - Leverage Danamon group customers.

3 Transaction banking, Treasury and Syariah

- **Transaction banking:**
  - Act as solution integrator across LoBs
  - Target low cost funding
  - Drive "sticky" client relationships, promote X-selling
- **Treasury:**
  - Strong advisory and customer support.
  - Original of holistic solutions
- **Sharia:**
  - Integrated offerings to target islamic Institutions, Umroh, halal and Hajj ecosystem
  - Leverage group network as product unit

4 Sales and Distribution Network

- **Objective:**
  - To offer holistic service and provide futher X-selling opportunities.
  - To drive collaboration with shared goals and accountabilities across LoBs and subsidiaries
  - Will be rolled out in January 2016

5 Digital Tecnology and Analytics

- **IT:**
  - Enhanced digital channel.
  - Digitalization of the back-end B2B
- **Analytics:**
  - Centralized business intellgence ("central brain") and marketing

6 Human Capital

- Institutionalize meritocracy ("SIPASTI") in performance
- Enhanced comprehensive Danamon Academy

Responsibility for Annual Reporting

Board of Commissioners' and Board of Directors' Statement on the Responsibility for the 2015 Annual Report of PT Bank Danamon Indonesia, Tbk.

We, the undersigned, testify that all information contained in the 2015 Annual Report of PT Bank Danamon Indonesia, Tbk. has been presented in its entirety, and assume full responsibility for the accuracy of the contents of the Company's Annual Report.

This statement is hereby made in all truthfulness.

Jakarta, 1 March 2016

Board of Commissioners

Ng Kee Choe
President Commissioner

J.B. Kristiadi
Vice President Commissioner/
Independent Commissioner

Ernest Wong Yuen Weng
Commissioner

Gan Chee Yen
Commissioner

Manggi Taruna Habir
Independent Commissioner

Made Sukada
Independent Commissioner

Emirsyah Satar
Independent Commissioner

Board of Directors

Sng Seow Wah
President Director

Muliadi Rahardja
Vice President Director

Vera Eve Lim
Director

Herry Hykmanto
Director

Fransiska Oei Lan Siem
Director

Michellina Laksmi Triwardhany
Director

Satinder Pal Singh Ahluwalia
Director

Danamon at a Glance

PT Bank Danamon Indonesia, Tbk., established in 1956, is one of Indonesia's largest financial institutions, with a network extending from Aceh to Papua. As of 31 December 2015, Danamon managed RP188.06 trillion in assets, supported by 1,901 conventional, Danamon Simpan Pinjam, Danamon Syariah and Adira branches and outlets. Danamon has a network of more than 1,454 ATMs and 70 CDMs, providing customers further access through thousands of ATMs through the ATM Bersama, ALTO, and Prima networks in 34 provinces across Indonesia.

In line with its vision"We care and enable millions to prosper", Danamon continuously strives to improve economic growth in all segments that it serves via a distribution network spanning Indonesia.

Danamon offers a wide range of banking products and services in SME banking, commercial banking, corporate banking, consumer banking, micro enterprises banking through Danamon Simpan Pinjam, trade finance, cash management, treasury, capital markets, financial institutions, and Syariah banking. In addition, Danamon also offers automotive and consumer goods financing through Adira Finance and general insurance through Adira Insurance.

Danamon continues to improve its products, services, and cross selling as important steps to bring the Bank closer to customers. In 2015, Danamon launched an e-Commerce payment service for online shopping through Danamon Online Banking, Danamon's internet banking service. The launch of this service is in line with the growth of internet shopping, a feature of today's lifestyle.

In 2015, Danamon Syariah, launched Tab Bisa Umrah iB, a saving plan product with profit sharing contract (mudharabah) designed specifically to prepare for umrah pilgrimage.

To increase awareness and public interest in financial services, Danamon has developed initiatives and financial education programs, with the 2015 launching of 'Pojok Bisa' a wide ranging platform to increase financial literacy for market traders on bookkeeping, for housewives on tips how to manage home finances and more. Danamon also invited successful small to medium entrepreneurs to share their success stories in building their businesses.

Danamon also has a strong commitment in conducting corporate social responsibility programs implemented by Yayasan Danamon Peduli. The programs include wet market revitalization through Program Pasar Sejahtera as well as various activities that consistently provide support through the Rapid Disaster Response.

In 2015, Danamon's consistent good corporate governance implementation earned the Bank international recognition as one of the 50 best public companies in Southeast Asia and one of the three best public companies in Indonesia for implementing Good Corporate Governance at the ASEAN Corporate Governance Awards 2015 organized by the ASEAN Capital Market Forum (ACMF). In addition, Danamon also received the "Best Overall" award in the 7th IICD Corporate Governance Conference and Awards.

As of 31 December 2015, 67.37% of Danamon shares were owned by Asia Financial (Indonesia) Pte. Ltd., 6.81% owned by JPMCB-Franklin Templeton Investment Funds, and the remaining 25.82% owned by the general public.

Corporate Identity

Name:
PT Bank Danamon Indonesia, Tbk.

Business:
Banking Services

Date of Establishment:
16 July 1956

Legal Basis of Establishment:
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.

Office Networks
As of December 31, 2015 Danamon has 1,901 offices in a network that consist of conventional branches, DSP and Syariah units as well as subsidiaries branches. The list of Danamon's branch offices can be viewed in the Corporate Data section of this Report.

Authorized Capital:
Rp10 trillion

Issued and Paid Up Capital:
Rp5.9 trillion

Stock Exchange:
Indonesia Stock Exchange

Share Code:
BDMN

ISIN Code:
ID1000094204

SWIFT Code:
BDINIDJA

Global Intermediary identification Number (GIIN):
WZU780.99999.SL.360

Share Ownership Composition:
Asia Financial (Indonesia) Pte Ltd.: 67.37%
JPMCB-Franklin Templeton Investment Funds: 6.81%
Public: 25.82%

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

Website & Email:
www.danamon.co.id
corpsec@danamon.co.id
public.affairs@danamon.co.id
investor.relation@danamon.co.id

Subsidiaries

PT Adira Dinamika Multi Finance, Tbk. (Adira Finance)

Business:
Financing

Head Office:
Landmark Centre Tower A,
26th – 31st Floor
Jl. Jend. Sudirman No.1
South Jakarta 12910
Phone: (+62 21) 5296 3232, 5296 3322
Fax: (+62 21) 5296 4159
Email: af.investor.relation@adira.co.id

Website & Email:
www.adira.co.id
af.investor.relation@adira.co.id

PT Asuransi Adira Dinamika (Adira Insurance)

Business:
Insurance

Head Office:
Graha Adira
Jl. MT. Haryono Kav. 42,
South Jakarta 12780
Phone: (+62 21) 2966 7373
Fax: (+62 21) 2966 7374

Website & Email:
www.asuransiadira.com
adiracare@asuransiadira.co.id

PT Adira Quantum Multifinance (Adira Kredit)

Business:
Financing

Head Office:
Landmark Centre Tower A, 27th Floor
Jl. Jend. Sudirman No.1,
South Jakarta 12910, Indonesia
Phone: (+62 21) 5292 2299
Fax: (+62 21) 529119

Brief History

1956
Established under the name of Bank Kopra Indonesia

1976
Name changed to PT Bank Danamon Indonesia

1988
Became an Indonesian private foreign exchange bank

1989
Went public through IPO in the Jakarta Stock Exchange

2000
Legal merger with 9 other banks

2003
Acquisition of the government's controlling stake by Asia Financial (Indonesia) Pte. Ltd.

2004
- The launch of Danamon Simpan Pinjam
- Acquired 75% of Adira Finance

2005
- Rapid expansion of Danamon Simpan Pinjam branch network
- Launch of the Bank's new Vision, Mission, and Values

2006
- Acquisition of American Express business in Indonesia
- Celebration of Danamon's 50th anniversary

2008
Establishment of Danamon Corporate University

2009

- Rights Issue of Rp4 trillion
- Increased acquisition in Adira Finance to 95%

2010

Danamon and Adira Finance issued Fixed Rate Bonds to diversify funding sources

2011

- Danamon celebrated its 55th anniversary
- Launch of Solusi Emas Syariah
- Rp5 trillion in rights issue
- Adira Finance bond issuance Rp5 trillion

2012

- Network expansion of Solusi Emas Syariah
- Launched credit, debit and ATM Manchester United card

2013

- Partnership with Wells Fargo and Overseas Private Investment Corporation (OPIC) as well as International Finance Corporation (IFC) to finance Indonesia's MSME sector
- Construction of Danamon's new headquarters "Menara Danamon"
- Published Global Reporting Initiative (GRI)-certified sustainability report

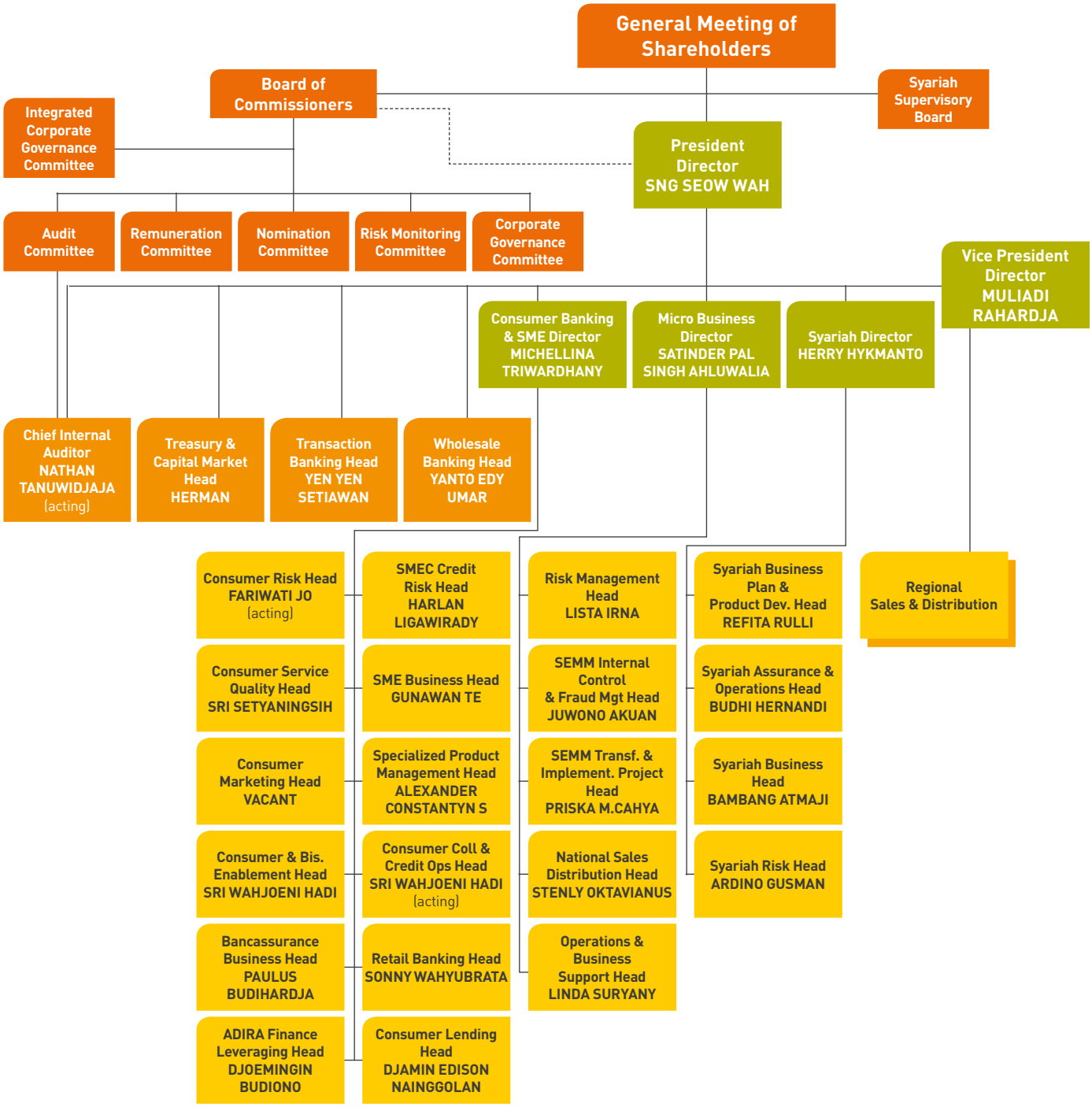
2014

- Launching of D-Mobile, Danamon Mobile Banking Application
- Launching of Tabungan BISA iB and Tabungan BISA Qurban iB Danamon Syariah
- Joint Program Literacy and Financial Education with Financial Services Authority (OJK) through Si MObil LitErasi Keuangan (SiMOLEK)
- Signing of Memorandum of Understanding with Indosat to promote strategic partnership between telecommunication and banking services
- Signing of Memorandum of Understanding with International Finance Corporation (IFC), a member of World Bank to develop design model of financing especially for agribusiness sector of Danamon Simpan Pinjam business unit.

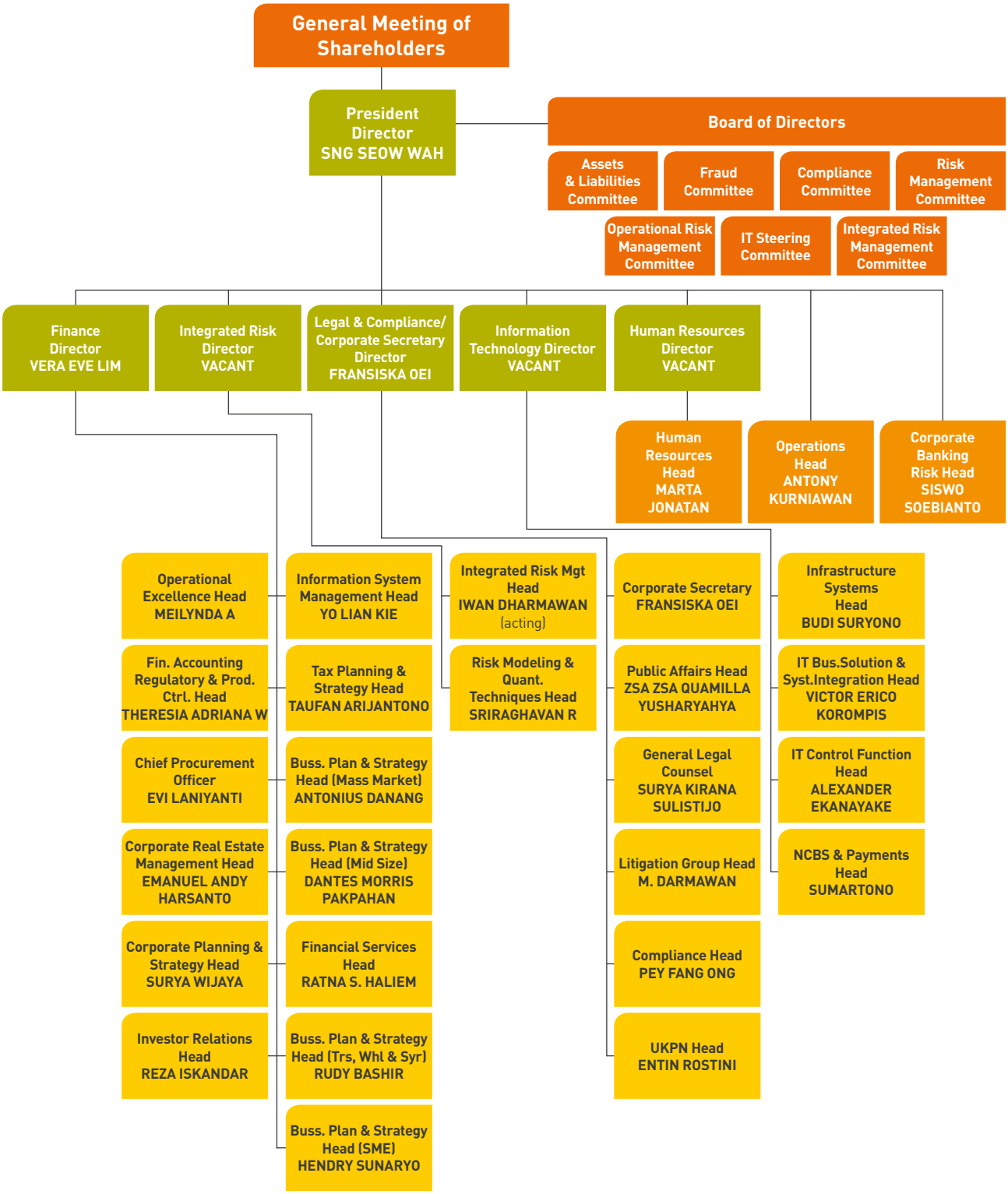
2015

- Cooperation with the International Islamic Trade Finance Corporation (ITFC) regarding Syariah Joint Trade Financing facilities.
- Launch of Mobil DSP for Micro customers.
- Launch of Bisa Umrah Savings iB.
- Launch of e-commerce feature for Danamon Online Banking.

Organization Structure



* Names of Chairman and Members of these Committees are presented in the Corporate Governance section of this Annual Report.


General Meeting of Shareholders
President Director SNG SEOW WAH
Board of Directors
Assets & Liabilities Committee
Fraud Committee
Compliance Committee
Risk Management Committee
Operational Risk Management Committee
IT Steering Committee
Integrated Risk Management Committee
Finance Director VERA EVE LIM
Integrated Risk Director VACANT
Legal & Compliance/ Corporate Secretary Director FRANSISKA OEI
Information Technology Director VACANT
Human Resources Director VACANT
Human Resources Head MARTA JONATAN
Operations Head ANTONY KURNIAWAN
Corporate Banking Risk Head SISWO SOEBIANTO
Operational Excellence Head MEILYNDA A
Fin. Accounting Regulatory & Prod. Ctrl. Head THERESIA ADRIANA W
Chief Procurement Officer EVI LANIYANTI
Corporate Real Estate Management Head EMANUEL ANDY HARSANTO
Corporate Planning & Strategy Head SURYA WIJAYA
Investor Relations Head REZA ISKANDAR
Information System Management Head YO LIAN KIE
Tax Planning & Strategy Head TAUFAN ARIJANTONO
Buss. Plan & Strategy Head (Mass Market) ANTONIUS DANANG
Buss. Plan & Strategy Head (Mid Size) DANTES MORRIS PAKPAHAN
Financial Services Head RATNA S. HALIEM
Buss. Plan & Strategy Head (Trs, Whl & Syr) RUDY BASHIR
Buss. Plan & Strategy Head (SME) HENDRY SUNARYO
Integrated Risk Mgt Head IWAN DHARMAWAN (acting)
Risk Modeling & Quant. Techniques Head SRIRAGHAVAN R
Corporate Secretary FRANSISKA OEI
Public Affairs Head ZSA ZSA QUAMILLA YUSHARYAHYA
General Legal Counsel SURYA KIRANA SULISTIJO
Litigation Group Head M. DARMAWAN
Compliance Head PEY FANG ONG
UKPN Head ENTIN ROSTINI
Infrastructure Systems Head BUDI SURYONO
IT Bus.Solution & Syst.Integration Head VICTOR ERICO KOROMPIS
IT Control Function Head ALEXANDER EKANAYAKE
NCBS & Payments Head SUMARTONO

Vision

We Care and Enable Millions to Prosper

Danamon believes that its purpose is to care for others: its customers, employees, and society at large, enabling them to thrive, grow, and achieve prosperity.

Mission

Danamon pursues its vision through the following missions:

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

- 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:
  - Business partner to its customers, and;
  - 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.

- 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 create value not offered by any other financial institution 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 services, utilizing the appropriate technology with utmost care and responsibility.
- It is key for Danamon employees to satisfy customers, be respectful and provide services that society will appreciate.
- Danamon views that the following positive attitudes are required:
  - Be adaptable, open and willing to continuously learn to respond to change.
  - Understand and focus on self and others' development.

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

- 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.

Corporate Values

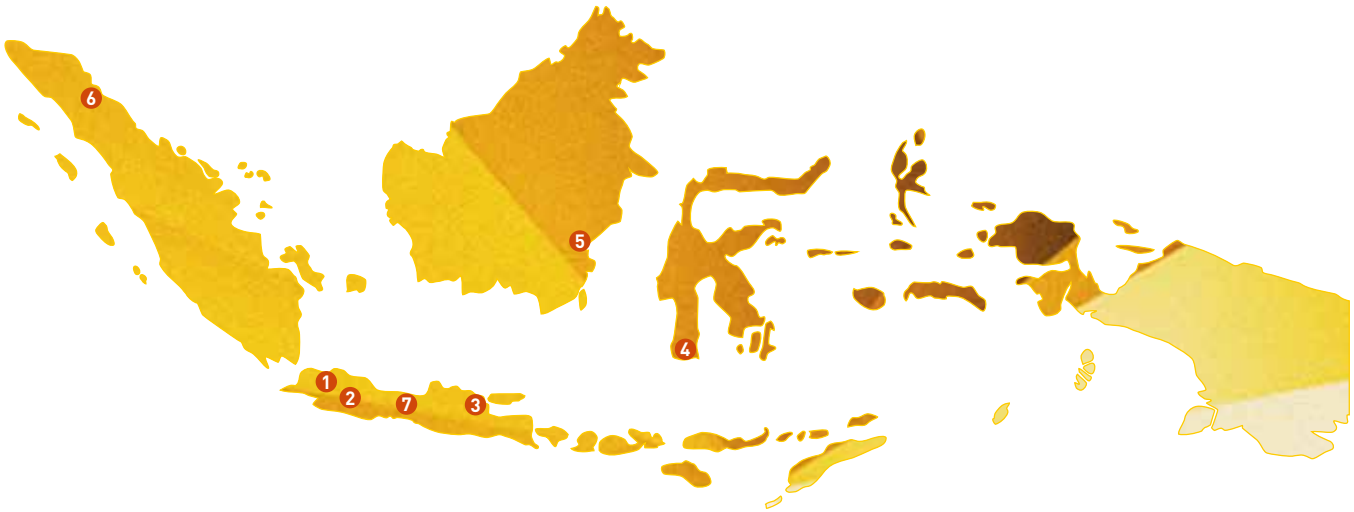
The corporate culture is the value that guides, structures, and controls the behavior of employees, the Board of Directors and the Board of Commissioners of Danamon in carrying out their duties and responsibilities for achieving objectives in line with the Bank's vision and mission.

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.

Board of Commissioners' and Board of Directors' Approval

In establishing Danamon's annual objectives and strategies, the vision and mission of Danamon have been referenced and the Board of Commissioners and Board of Directors have deemed the vision and mission still appropriate as the foundation to carry out Danamon's business activities.

Operational Areas



Danamon has a network throughout Indonesia from Aceh to Papua

Regional Office	Network	Address
1	Jakarta includes: Lampung, Tangerang, Bogor, Serang, Cilegon, Bekasi, Karawang	Jl. Matraman Raya No.52, East Jakarta
2	Bandung includes: Sukabumi, Tasikmalaya, Purwakarta, Cirebon	Jl. Merdeka No.40, Bandung
3	Surabaya includes: Kediri, Malang, Jember, Denpasar, Mataram, Kupang	Jl. Gubernur Suryo No. 12, Surabaya
4	Makassar includes: Jayapura, Ambon, Palu, Pare, Kendari, Ternate, Manado, Gorontalo	Jl. A. Yani No. 11-13, Makassar
5	Balikpapan includes: Pontianak, Palangkaraya, Banjarmasin, Samarinda, Tarakan	Jl. Sudirman No. 54, Balikpapan
6	Medan includes: Banda Aceh, Lhokseumawe, Siantar, Sibolga, Padang, Batam, Pekanbaru, Jambi, Palembang, Bengkulu	Jl. Diponegoro No. 35, Medan, North Sumatera
7	Semarang includes: Solo, Purwokerto, Yogyakarta, Kudus, Tegal	Jl. Pemuda No. 175, Semarang

Board of Commisioners' Profile

Ng Kee Choe
President Commissioner

Singapore citizen. Age 71. Domiciled in Singapore. Ng Kee Choe has been President Commissioner of PT Bank Danamon Indonesia, Tbk. since 2004 and reappointed as President Commissioner in the Bank's AGMS dated May 7, 2014.

Qualifications/Education History
He holds a Bachelor of Science (Honours) from the University of Singapore, in 1966.

Work Experience
He started his career in 1970 with DBS, and served as Vice Chairman of DBS Group Holdings until 2003. Previously, he also served as a Non-Executive and Independent Director of Singapore Exchange Limited (2003-2014), Chairman of NTUC Income (2005-2013) and Special Advisor to the Board of NTUC Income Insurance Co-Operative Ltd (2014) and a member of the Temasek Advisory Panel (2003-2014).

Currently, he serves as Director of Fullerton Financial Holdings Pte Ltd. since 2008, Chairman of CapitaLand Limited since 2012, Chairman of AusNet Services Holdings Pty Ltd., and Chairman of Tanah Merah Country Club since 2008, and is a member of the International Advisory Council of China Development Bank.

He received Distinguished Service Award by the Singapore National Trades Union Congress in 2013, The Meritorious Service Medal at the Singapore National Day Awards 2012, and The Public Service Star at the Singapore National Day Awards 2001.

J.B. Kristiadi
Vice President Commissioner/ Independent Commissioner

Indonesian citizen. Age 69. Domiciled in Indonesia. J.B. Kristiadi has been a Vice President Commissioner of PT Bank Danamon Indonesia,Tbk. since 2005 and reappointed as Vice President Commissioner and Independent Commissioner in the Bank's AGMS dated May 7, 2014.

Qualifications/Education History
He obtained his PhD (Public Administration) from Sorbonne University, France, in 1979.

Work Experience
Previously, he served as Director of State Wealth Management in the Directorate General of Monetary Affairs, Ministry of Finance (1980-1987), Director of Budget Ministry of Finance (1987-1990), and Chairman of the National Institute of Administration (1990-1998). Subsequently served as Assistant to the Coordinating Minister for Development Supervision and Administrative Reform (1999-2001) and Deputy Minister for Administrative Reform (2001-2003). He also served as Secretary General of the Ministry of Communication and Information (2003-2005), Secretary General of the Ministry of Finance (2005), Senior Advisor to the Minister of Finance (2009-2011), and Secretary Team of Tax and Customs Reform (2010). Now, he serves as a member of National Task Force for Bureaucracy Reforms (Chaired by Vice President of the Republic of Indonesia).

He also served as commissioner in a number of State-Owned Enterprises namely PT Tambang Batubara Bukit Asam (1980), PT Bank Dagang Negara (1982), PT Aneka Tambang Tbk (1986), and PT Bank Negara Indonesia Tbk (2005). Currently, he is active as a Professor at Padjadjaran University, Bandung.

Ernest Wong Yuen Weng
Commissioner

Singapore citizen. Age 70. Domiciled in Singapore. Ernest Wong Yuen Weng has been a Commissioner of PT Bank Danamon Indonesia, Tbk. since April 2010 and was reappointed as Commissioner in the Bank's AGMS dated May 7, 2014.

Qualifications/Education History
He earned a Bachelor's degree in Chemical Engineering from the University of Surrey, United Kingdom, in 1967.

Work Experience
He started his career in Singapore with the Economic Development Board and the Ministry of Finance (1967-1971), and joined the United Overseas Bank (UOB) Group in 1972 and was appointed as the Board Member and Group President (1990-2000). He was Chairman of the Association of Banks in Singapore, and joined MediaCorp as the Group CEO (2000-2005).

Currently, he serves as Chairman of Fullerton Financial Holdings Pte Ltd since 2011, Board Trustee & Chairman (Investment Committee) of Nanyang Technological University since 2006, Board Member of Pavilion Capital Holdings Pte Ltd. since 2012 and Chairman of A. Menarini Asia-Pacific Holdings Pte Ltd. since 2012.

Gan Chee Yen
Commissioner

Singapore citizen. Age 56. Domiciled in Singapore. Gan Chee Yen has been a Commissioner of PT Bank Danamon Indonesia, Tbk. since 2003 and was reappointed as Commissioner in the Bank's AGMS dated May 7, 2014.

Qualifications/Education History
He holds a Bachelor's degree in Accounting from the National University of Singapore.

Work Experience
Previously, he was a Co-Chief Investment Officer and Head of China (2010), Co-Chief Investment Officer, Temasek International Pte. Ltd. (2007), Senior Managing Director, Investment, Temasek International Pte. Ltd. (2005), Managing Director, Finance Temasek International Pte. Ltd. (2003), Finance Director of Singapore Technologies Pte. Ltd. (1996), Finance Senior Manager in Singapore Technologies Marine Ltd. (1988), Accountant, Showa Leasing (S) Pte. Ltd. (1986) and Auditor in Pricewaterhouse Coopers (1984).

Currently, he is the Chief Executive Officer of Fullerton Financial Holdings (International) Pte. Ltd., a wholly-owned subsidiary of Temasek Holdings (Pte.) Ltd. since 2012, Co-Chief Investment Officer and Senior Managing Director, Special Project in Temasek International Pte. Ltd. since 2011.

Manggi Taruna Habir
Independent Commissioner

Indonesian citizen. Age 62. Domiciled in Indonesia. Manggi T. Habir has been an Independent Commissioner of PT Bank Danamon Indonesia, Tbk. since 2005 and was reappointed as Independent Commissioner in the Bank's AGMS dated May 7, 2014.

Qualifications/Education History
He holds a BA's Degree in Economics from McGill University in 1977. He earned a Master's degree in Business Administration from University of Michigan in 1979 and a Master's degree in Public Administration from Harvard University in 2002.

Work Experience
Currently, he is the Chairman of the Supervisory Board of Yayasan Danamon Peduli and Commissioner of PT Asuransi Adira Dinamika, a subsidiary of 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 (1985-1991).

Subsequently, he was Research Director at PT Bahana Securities (1995-1998), President Director of PT Pefindo (1998-2001), and his last position before joining Danamon was Director at Standard & Poor's, Singapore. Now, he also serves as President Commissioner of PT Asuransi Adira Dinamika.

Made Sukada
Independent Commissioner

Indonesian citizen. Age 64. Domiciled in Indonesia. Made Sukada has been Independent Commissioner of PT Bank Danamon Indonesia, Tbk. since appointed by the Bank's AGMS dated May 7, 2014.

Qualifications/Education History
He graduated from Padjadjaran University majoring in Accounting in 1977, and earned a Master's degree in Economics from University of Pittsburgh, USA in 1984.

Work Experience
He started his career in 1979 with Bank Indonesia as Credit Analyst, promoted as division head in 1992, and assigned as Representative of Bank Indonesia in New York office (1993-1995). He was appointed as Deputy Director of Monetary Policy Management in 1995, and assigned to the IMF Office, Washington D.C. as an alternate Executive Director for 2 years. He then held the executive director's position of several departments in Bank Indonesia (1998-2010), including the head of departments that were involved in monetary policy formulation and implementation. His latest position was as an Advisor to the Board of Governor of Bank Indonesia before retiring in April 2014. Previously, he was an independent member of the Risk Monitoring Committee at Bank Permata (2010-2014).

Emirsyah Satar
Independent Commissioner

Indonesian Citizen. Age 56. Domiciled in Indonesia. Emirsyah Satar was appointed as Independent Commissioner of PT Bank Danamon Indonesia Tbk in the Annual GMS dated April 7, 2015.

Qualifications/Education History
He earned a Bachelor degree in Economics, majoring in Accounting from Universitas Indonesia in 1985.

Work Experience
Started his career as an Auditor at Coopers & Lybrand Audit Firm, Jakarta (1983-1985), then he joined Citibank N.A. Indonesia (1985-1990) with his last position as AVP Corporate Banking Group. Previously, he worked as General Manager - Corporate Finance Division at Jan Darmadi Corporation (1990-1994), President Director/CEO of PT Niaga Factoring Corporation and Managing Director/CEO of PT Niaga Leasing Corporation (1994-1996), Managing Director/CEO of Niaga Finance Co. Ltd, Hong Kong (1996-1998), and Finance Director/CFO of PT Garuda Indonesia (1998-2003). He joined Danamon in 2003 as Vice President Director (2003-2005), and then he returned back to PT Garuda Indonesia as the President Director (2005-2014).

Currently, he also serves as President Commissioner of PT Solusi Ecommerce Global (MatahariMall.com), Honorary Advisor to the Ministry of Tourism of the Republic of Indonesia, and Vice Chairman of Indonesia Chamber of Commerce (KADIN). Previously, he had served as commissioner in several companies in Indonesia, including Independent Commissioner of PT Bank Muamalat Indonesia, Tbk (2009-2015).

Independent Parties Profile

Yusuf Nawawi

Indonesian citizen. Age 61. Domiciled in Indonesia. Yusuf Nawawi has been an independent party and member of the Audit Committee and Risk Monitoring Comittee of Danamon since May 7, 2014.

Qualification/Education History
He received a Masters degree in economics from Universitas Sriwijaya in 1983, Palembang and Master of Business Administration degree from Weatherhead School of Management, Case Western Reserve University, USA in 1994.

Work Experience
He started his career at the Directorate General of Budget, Financial Department of the Republic of Indonesia (1978-1984), then he worked at Bank Rakyat Indonesia (BRI) as Director of the International Visitors Program (2001-2004), General Manager of Micro Banking (2004-2006), General Manager of Training and Development (2006-2010), and Presiden Director of BRI Pension Fund (2010-2014) before joining Danamon.

Expertise
Micro finance, corporate finance, derivative securities, credit management, risk management, investment management, training and development.

Particular Assignment
- Independent member of the Audit Committee
- Independent member of the Risk Monitoring Committee

Angela Simatupang

Indonesian citizen. Age 40. Domiciled in Indonesia. Angela Indirawati Simatupang has been an independent party and Risk Monitoring Committee member and an Independent Audit Committee member since 2014, and a member of the Integrated Corporate Governance Committee since 2015.

Qualification/Education History
She holds a Master of Commerce degree in International Business and Management of Technology from the University of Sydney, Australia in 2002.

She earned professional certifications in the area of governance, risk and control, which includes Certified Internal Auditor (CIA) and Certificate in Risk Management Assurance (CRMA) both awarded by the Institute of Internal Auditors, Certified Internal Control Specialist (CICS) awarded by the Institute of Internal Control, Enterprise Risk Management Certified Professional (ERMCP) issued by ERMA, and Certified in Risk & Information Systems Control (CRISC) awarded by ISACA.

Work Experience
She was one of the compilers of Indonesia"s Guidelines for Good Corporate Governance, Indonesian Good Public Governance, Whistleblowing System Guidelines published by the National Committee on Governance, a non-profit institution established by the Government of Indonesia.

Previously, she was assigned to RSM Australia (2005), gave lectures in Internal Audit and Risk Management at the Master program of Accounting and Professional Accountant Program of Universitas Indonesia (2008-2010), and has written various articles to socialize and promote public awareness of good governance (2007-2011).

Currently, she is a Managing Partner of Governance Risk Control practice at RSM Indonesia. Within the RSM organization, she is a member of RSM Asia Pacific Risk Advisory Sub-Committee and an International Contact Partner for Indonesia.

Expertise
Internal Audit, Internal Control, Risk Management, and Corporate Governance.

Special Assignments
- Member of Audit Committee
- Member of Risk Monitoring Committee
- Member of Integrated Corporate Governance Committee

Board of Directors' Profile

Sng Seow Wah
President Director

Singaporean citizen. Age 57. Domiciled in Indonesia. Sng Seow Wah was appointed as the President Director of PT Bank Danamon Indonesia, Tbk. in the Bank's Extraordinary General Meeting of Shareholders dated 27 February 2015.

Qualifications/Education History
He holds a Bachelor's degree in Accounting from the National University of Singapore in 1982 and attended the Advanced Management Program at The Wharton School, University of Pennsylvania in 2006, as well as the Corporate and Investment Banking Program at Macquarie University, Australia in 1992.

Work Experience
He is an experienced banker with more than 30 years of displaying a strong performance in a few well-respected regional and international banks.

Previously, he held the position of Managing Director of the Local Corporate Group, Citibank Singapore before he joined OCBC Bank Singapore as the Head of Enterprise Banking where he led the successful transformation of the business into a sustainable, high performing unit with a strong reputation for employee engagement, customer focus and service. He then served as the Executive Vice President at Fullerton Financial Holding (2008-2010), a wholly-owned subsidiary of Temasek Holdings, where he held several directorships across the Asian region. Prior to joining Danamon, he successfully accomplished his assignment in Malaysia as Group Chief Executive Officer of Alliance Bank Malaysia Berhad (2010-2014).

Currently, he also serves as President Commissioner of PT Adira Dinamika Multi Finance, Tbk., a subsidiary of PT Bank Danamon Indonesia, Tbk.

Roles and Responsibilities
He leads Danamon's Board of Directors and oversees the Bank's overall business and operations which include Sales & Distribution, Mass Market, Consumer & SME Banking, Wholesale Banking, Transaction Banking, Treasury & Capital Market, and Syariah Banking. He also oversees the Bank's Internal Audit, Human Capital, Integrated Risk, Finance, Information Technology, Corporate Secretary, Legal & Compliance, Operations, and the Bank's three subsidiaries, namely: PT Adira Dinamika Multi Finance Tbk, PT Asuransi Adira Dinamika, and PT Adira Quantum Multifinance.

Muliadi Rahardja
Vice President Director

Indonesian citizen. Age 56. Domiciled in Indonesia. Muliadi Rahardja has been a Director of PT Bank Danamon Indonesia since 1999 and reappointed as Director in the Bank's AGMS dated May 7, 2014.

Qualifications/Education History
He graduated from the Faculty of Economics, Universitas Indonesia, and earned an MBA from the Massachusetts Institute of Technology in 1998.

Work Experience
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 finance and business, insurance, garment and banking. His last position was Deputy Group Head of Management Information System. 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 as a Director of Danamon in 1999.

From 1999-2003, he served as Director of Operations and Technology. From 2004-2008, he served as Director of Human Resources. From 2008-2014, he was appointed as Director of Operations with his main duties being 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. From 2014-2015, he was appointed as Director of SEMM and SME.

Roles and Responsibilities
Vice President Director with responsibility of Sales and Distribution.

Vera Eve Lim
Director

Indonesian citizen. Age 50. Domiciled in Indonesia. She was appointed as a Director of Danamon in June 2006 and reappointed as Director in the Bank's AGMS dated May 7, 2014. She has served on the Board of Management and as Chief Financial Officer of Danamon since October 2003.

Qualifications/Education History
She holds a degree in Economics from Universitas Tarumanagara, in 1989. She completed an executive program in Stanford Graduate School of Business in 2008.

Work Experience
She joined Danamon in 1990, and has served in various senior positions in Danamon. Previously, she served as Chief Financial Officer of PT Bank Danamon Indonesia, Tbk. (2003-2006), and Vice President Commissioner of PT Asuransi Adira Dinamika (2008-2012). Currently, she also serves as Commissioner of PT Adira Dinamika Multi Finance Tbk. since 2010.

Roles and Responsibilities
Financial Planning & Control and Transformation Management Office.

As Danamon's Chief Financial Officer and Director, Vera Eve Lim is responsible for directing and overseeing all 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 Eve Lim helps the President Director and other business unit heads with up-to-date information regarding competition and business strategic direction, lead and coordinating corporate actions for the Bank and group such as acquisition, capital raising and corporate strategic planning. Also, she represents Danamon in dealing with the capital market and investing community.

Herry Hykmanto
Director

Indonesian citizen. Age 47. Domiciled in Indonesia. He has served as a Director of PT Bank Danamon Indonesia, Tbk. since 2008 and was reappointed as Director in the Bank's AGMS dated May 7, 2014.

Qualifications/Education History
He earned a degree from the forms faculty of Universitas Padjadjaran, Bandung in 1992.

Work Experience
He joined Danamon in 2003 and served as Head of Transaction Banking. Previously, he was Senior Cash Management & Trade Business Development Manager in Standard Chartered Indonesia (2000-2003), and the International Operation Head in Bank Universal (1992-2000).

In 1998, he became the first Indonesian banker to hold 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 and also active as one of the chairs in Indonesia Syariah Bank Association (ASBISINDO). Currently, he is active as a member of Yayasan Danamon Peduli Supervisory Board.

Roles and Responsibilities:
Syariah Business Unit.

Fransiska Oei Lan Siem
Director

Indonesian citizen. Age 58. Domiciled in Indonesia. She has been a appointed as a Director of PT Bank Danamon Indonesia, Tbk. since May 2009 and was reappointed as Director in the Bank's AGMS dated May 7, 2014.

Qualifications/Education History
She graduated in Law Faculty from Universitas Trisakti, and earned a Master's degree in Law also from Trisakti University in 1981.

Work Experience
She started her career at PT Ficorinvest as Legal Head (1982-1984), and joined Citibank N.A. and held various positions (1984-2000) with her latest position as Chief of Staff and Compliance Director. Then she joined PT Bank International Indonesia Tbk (BII) as Managing Director/Management Team (2000-2001), Legal and Compliance Advisor (2004-2005), and Director of BII (2005-2009).

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

Roles and Responsibilities
Compliance, Corporate Secretary, KYC Unit, Legal, Litigation, and Public Affairs.

She 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 and litigation matters, and public affairs, which manages Danamon's relations with the Bank's external and internal stakeholders, including the public, media, relevant institutions and associations, as well as communication with employees. On top of that, she oversees the Corporate Secretary Office and ensures the Bank's compliance with capital markets regulations and Good Corporate Governance principles.

Michellina Laksmi Triwardhany
Director

Indonesian citizen. Age 48. Domiciled in Indonesia. Michellina Laksmi Triwardhany has served as a Director of PT Bank Danamon Indonesia Tbk since 2010 and was reappointed as Director in the Bank's AGMS dated May 7, 2014.

Qualifications/Education History:
She holds a BS degree in Computer Science from North Texas State University, USA, 1987, and earned an MBA from the University of Texas at Austin, USA in 1990.

Work Experience:
She joined Danamon as Head of Consumer Banking in 2009. Her career spans multiple functions and geographies in the consumer banking area, including assignments in Singapore, Hong Kong, Philippines, and Malaysia.

She started her career as a management trainee in Citibank N.A. in 1990 and held numerous positions including Cards Business Director in Citibank (January-April 2001). She worked as General Manager in the Manhattan Credit Card Company, a subsidiary of Standard Chartered Bank in Hong Kong (2001-2003). She rejoined Citibank N.A. as a Country Card Business Director, subsequently as Retail Bank Director in Citibank N.A. Manila, Philippines (2003-2007), and most recently served with Citibank N.A. Malaysia as Country Business Head covering cards, mortgage, personal loan and retail banking (2007-2009). Currently, she serves as Vice President Commissioner of PT Asuransi Adira Dinamika.

Roles and Responsibilities:
Consumer Banking and SME.

Satinder Pal Singh Ahluwalia
Director

Canadian citizen. Age 53. Domiciled in Indonesia. Satinder Pal Singh Ahluwalia was appointed as Director of PT Bank Danamon Indonesia Tbk in 2010 and reappointed as Director in the Bank's AGMS dated May 7, 2014.

Qualifications/Education History
He is a Chartered Accountant in 1986 and Master of Commerce degree from Mumbai University, India in 1985.

Work Experience
He pursued a career in Standard Chartered Bank (1987-2002) 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 worked for ABN Amro Bank, Dubai as Senior Vice President and Regional Head, Consumer Lending Group Risk Management (2005-2006). He joined Bank International Indonesia as Managing Director and Chief Risk Officer (2006-2010). He was appointed as Commissioner in WOM Finance (2009-2010). Currently, he serves as Commissioner of PT Adira Quantum Multifinance.

Roles and Responsibilities:
Integrated Risk up to October 2015 and Micro Business from November 2015.

Board of Management's Profile

Antony Kurniawan
Operations Head

Indonesian citizen. Age 52. Domiciled in Indonesia. Antony Kurniawan has been Operations Head of Danamon since 2015.

Qualifications/Education History
He holds a Bachelor of Science degree in Industrial Engineering from Iowa State University, USA in 1986 and earned a Master of Science degree in Industrial Engineering from Columbia University, USA in 1988.

Work Experience
Joined Danamon in 2004 and served as Credit Audit Group Head (2004-2005), Operational Risk Management (ORM) Division Head (2006-2008), Control and Fraud Management Division Head (2008-2010), and Chief Internal Audit (2010-2015). Previously worked as Manufacturing Engineer with Symbol Technologies, Bohemia, New York (1988), at Citibank N.A. Jakarta with last position as Vice President (1989-1998), and was assigned to Citigroup North Asia Audit Team, Manila (1998-1999) and to Citigroup Asia Consumer Audit Team, Singapore (2000-2003).

Yen Yen Setiawan
Transaction Banking Head

Indonesian citizen. Age 43. Domiciled in Indonesia. Yen Yen Setiawan serves as Transaction Banking Head at Danamon since 2015.

Qualifications/Education History
Obtained a Bachelor of Science degree in Finance from University of Southern California, USA and an MBA from Loyola Marymount University, USA.

Work Experience
Joined Danamon as Head of Transaction Banking in 2015. Previously served as Management Associate with Citibank N.A. (1995-1996), Equity Sales with Peregrine Sewu Securities (1997), Senior Banker with Citigroup Corporate and Investment Bank (1997-2004), a Director at Deutsche Bank (2008) and Managing Director at Standard Chartered Bank (2005-2015).

Herman
Treasury and Capital Market Head

Indonesian citizen. Age 46. Domiciled in Indonesia. Herman has been Treasury and Capital Market Head of Danamon since 2013.

Qualifications/Education History
He holds a degree in Electrical Engineering from Universitas Trisakti, 1992 and is BSMR certified for level 3 and LSPP level 4.

Work Experience
He joined Danamon as Head of Treasury and Capital Market in 2013. Previously he worked as FX Trader in Bank Dharmala (1992-1994), Treasury Sales in Bank Credit Lyonnais Indonesia (1994-1995), Chief Dealer in Bank Sumitomo Mitsui Indonesia (1996-2005), joined Citibank, N.A. as Senior Risk Treasury Trader (2005-2008), Head of Risk Treasury (2008-2013), and Acting Country Treasurer (2013).

Yanto Edy Umar
Wholesale Banking Head

Indonesian citizen. Age 43. Domiciled in Indonesia. Yanto Edy Umar has been Wholesale Banking Head of Danamon since 2015.

Qualifications/Education History
He holds a degree in Mechanical Engineering from Institut Teknologi Bandung, in 1996. He also holds a Chartered Financial Analyst (CFA) and received an Investment Manager license (WMI) from Capital Market Supervisory Agency (Bapepam).

Work Experience
He joined Danamon in 2009 and served as Senior Vice President, Wholesale Credit Risk (2009-2012), Chief Credit Officer – Wholesale (2012-2015). Previously, he worked as Credit and Relationship Manager in Bank Mizuho Indonesia (1999-2004), Senior Credit Analyst in Pemeringkat Efek Indonesia (2004-2006), Senior Relationship Manager, Assistant Vice President in Bank OCBC Indonesia (2006-2007), and Credit Analyst, Associate Director in Fitch Ratings Indonesia (2007-2009).

Marta Jonatan
Human Resources Head

Indonesian citizen. Age 46. Domiciled in Indonesia. Marta Jonatan has been Human Resources Head of Danamon since 2014.

Qualifications/Education History
She holds a degree in Statistics from Institut Pertanian Bogor (1992).

Work Experience
She joined Danamon in 2014. Previously, she worked in United Tractors (1992-1998), joined Citibank N.A. Indonesia as Compensation and Benefits Manager (1998-2001), HR Business Partner for Consumer Business (2000-2001), Head of HR Services and Compensation (2002-2006), and HR Head for Institutional Client Group in Citibank N.A., Philippines (2006-2008). Previously, she also worked as Head of Human Resources in Bank Barclays Indonesia (2008-2010) and Human Resources Director of Microsoft Indonesia (2010-2014).

Syariah Supervisory Board's Profile

Prof. Dr. H.M. Din Syamsuddin
Chairman

Indonesian citizen. Age 57. Domiciled in Indonesia. Serves as Chairman of the Syariah Supervisory Board, Danamon Syariah
Business Unit, since 2002.

Qualifications/Education History
Obtained a Bachelor's degree from IAIN Syarif Hidayatullah, Jakarta in 1979 and earned a Master of Arts (M.A.) degree in 1988 and Ph.D in 1991, both from the University of California Los Angeles (UCLA), USA.

Work Experience
He is a Professor of Islamic Political Thought at UIN Jakarta; Chairman of PP Muhammadiyah (2005-2015), Chairman of Advisory Council MUI (2014-2015), Deputy Chairman of Advisory Council of ICMI (2010-2015), President of Asian Conference on Religions for Peace (ACRP) (2004-present), Co-President of World Conference on Religions for Peace (WCRP) (2006-present), Chairman of World Peace Forum (WPF) (2006-present), Chairman of Center for Dialogue and Cooperation among Civilizations (CDCC) (2007-present), Chairman of Syariah Supervisory Board at Bank Syariah Bukopin (2008-present), Member of Leadership Council of United Nations Sustainable Development Solution Network (UNSDSN) (2015-present), and Member of Group for Strategic Vision Russia-Islamic World (2006-present).

Drs. Karnaen A. Perwataatmadja, MPA., FIIS
Member

Indonesian citizen. Age 75. Domiciled in Indonesia. Serves as Member of the Syariah Supervisory Board, Danamon Syariah Business Unit, since 2010.

Qualifications/Education History
He holds a Bachelor's degree in Economics from Universitas Gadjah Mada in 1967, and a Master's degree in Public Administration (MPA) from Syracuse University, Maxwell School, USA, in 1979.

Work Experience
Chairman of Sekolah Tinggi Ekonomi Islam (STEI) Husnayain (2006-2015), Lecturer at postgraduate program at Universitas Indonesia (2000-present), Lecturer at postgraduate program at Trisakti University (2005-present), Lecturer at postgraduate program at Universitas Islam As Syafi'iyah (2005-present), Plenary Member of the National Syariah Council (DSN) - MUI (2004-present), DPS at BPRS Harta Insan Karimah (2004-2015), Asuransi Bintang Syariah Unit (2006-present) and Asuransi Manulife Syariah Unit (2009-present).

Dr. Hasanudin, M. Ag.
Member

Indonesian citizen. Age 55. Domiciled in Indonesia. Serves as Member of the Syariah Supervisory Board, Danamon Syariah Business Unit, since 2002.

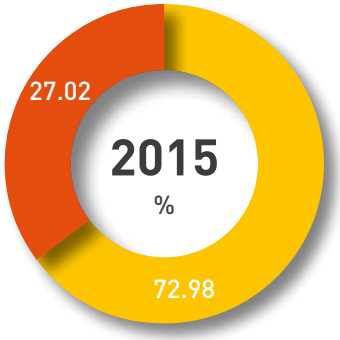
Qualifications/Education History
He holds a Bachelor's degree and Master degree (M.Ag) in Religious Studies in 1989, and Doctorate degree from IAIN Syarif Hidayatullah, Jakarta in 1997.

Work Experience
Lecturer at UIN Syarif Hidayatullah (1990-present), Vice Chairman of DSN-MUI (2015-present), Member of Syariah Supervisory Board of BNI Syariah (2012-present), Asuransi Tugu Pratama (2010-present), Reindo Reinsurance (2002-present), and Toyota Astra Finance Services (2014-present), Member of KPJKS OJK Working Team (Islamic Financial Services Development Committee-Financial Services Authority) (2014-2016), and Member of DSAS-IAI (Syariah Accounting Standards Council-Indonesia Accounting Association) (2014-present).

Number of Employees

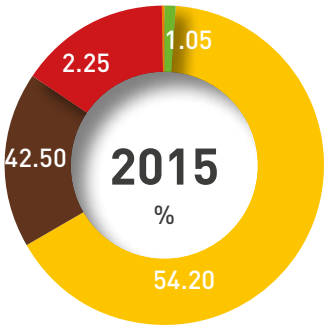
Employee Composition Based on Gender (Consolidated)

Gender	2015	2014	2013	2012	2011
Male	36,653	47,547	48,864	47,258	44,897
Female	13,573	13,071	18,865	18,08	17,369
Total	50,226	60,618	67,729	65,338	62,266



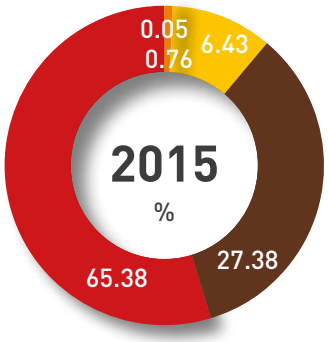
Data Headcount Danamon Per December 2015 (Consolidated)

Company	2015	2014	2013	2012	2011
Danamon	27,223	31,660	35,423	33,939	30,736
Adira Finance	21,351	26,098	28,519	28,093	28,272
Adira Quantum	524	1,691	2,863	2,439	2,417
Adira Insurance	1,128	1,169	922	867	841
Total	50,226	60,618	67,727	65,338	62,266



Employee Composition Based on Position (Consolidated)

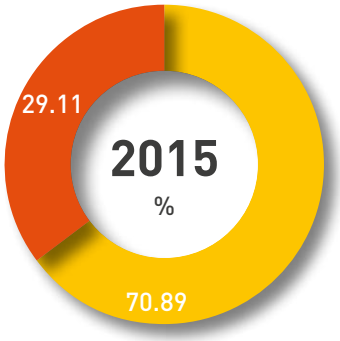
Grade	2015	2014	2013	2012	2011
Top Management & Technical Advisor	23	39	49	45	38
Senior Manager	384	422	407	362	336
Manager	3,229	4,045	3,495	2,909	2,586
Officer	13,751	16,818	16,894	15,618	13,903
Staff	32,839	39,294	46,882	46,404	45,403
Total	50,226	60,618	67,727	65,338	62,266



Employee Composition Based on Employement Status (Consolidated)

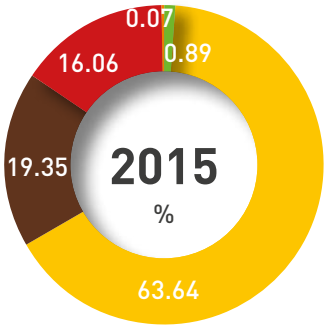
Employement Status	2015	2014	2013	2012	2011
Permanent [1]	35,606	42,476	47,075	47,186	45,265
Non Permanent [2]	14,620	18,142	20,652	18,152	17,001
Total	50,226	60,618	67,727	65,338	62,266

Notes:
1) Permanent Employees include permanent and probation.
2) Non Permanent employees include contracts, trainees, honorarium and expatriates. Data exclude outsourced employees.



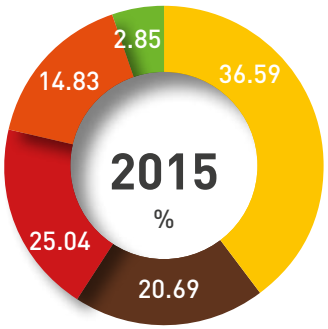
Employee Composition Based on Education (Consolidated)

Education	2015	2014	2013	2012	2011
Post Graduate	445	542	573	577	579
Bachelor	31,963	37,834	42,361	41,162	40,256
Diploma	9,719	11,982	14,007	13,678	13,297
Senior High School	8,065	10,161	10,671	9,789	7,986
Junior High School/Elementary School	34	99	115	132	148
Total	50,226	60,618	67,727	65,338	62,266



Employee Composition Based on Employment Period (Consolidated)

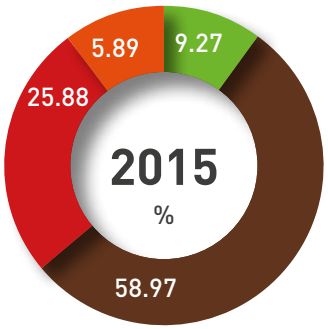
Year of Service	2015	2014	2013	2012	2011
0-3 years	18,380	25,128	36,053	39,385	38,040
3-5 years	10,391	14,555	11,676	8,066	7,661
5-10 years	12,576	10,896	11,479	10,311	9,259
10-20 years	7,450	8,774	7,354	6,534	6,344
>20 years	1,429	1,265	1,165	1,042	962
Total	50,226	60,618	67,727	65,338	62,266



Note:
* Data of employee include permanent, probation, contract, trainee, honorarium and expatriate employee.
* The aforementioned data exclude outsourced employees.
* Data of Top Management & Technical as of December 2015 exclude Commissioners, Audit Committee and Syariah Supervisory Board

Employee Composition Based on Age (Consolidated)

Age	2015	2014	2013	2012	2011
<25 years	4,655	6,343	9,066	9,364	9,676
25-34 years	29,616	36,584	41,983	40,960	39,484
35-44 years	12,996	14,520	13,966	12,764	11,297
>45 years	2,959	3,171	2,712	2,250	1,809
Total	50,226	60,618	67,727	65,338	62,266



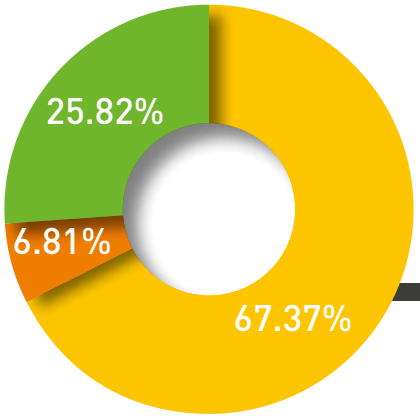
In order to improve its employees' competence, Danamon has always provided trainings both internally and externally to all Danamoners.

Training Program Statistics

Training Program	2015	2014	2013	2012	2011
Number of Training Programs	2,580	2,948	3,329	4,230	6,237
Number of Participants	64,216	70,278	90,864	83,277	67,632
Total Man-days	157,056	175,059	237,446	203,397	218,480
Total Investment on Training (Rp million)	182,170	225,942	261,079	265,705	285,673
Average Investment per Employee (Rp million)	2.84	3.21	2.87	3.19	4.22

Shareholders' Composition

As of 31 December 2015



- Asia Financial (Indonesia) Pte, Ltd.
- JPMCB-Franklin Templeton Investment Funds
- Public

The Board of Commissioners and Directors who own Danamon's shares are included in the Public Shareholders whose shares are below 5%.

Share Ownership Composition as of 31 December 2015

Shareholders	Number of Shares Issued and Fully Paid	Ownership Percentage	Total Nominal (in million Rupiah)
Series A Shares (Nominal Value Rp 50,000 (full value) per share)			
Public (Ownership below 5% respectively)	22,400,000	0.23%	1,120,000
Series B Shares (Nominal Value Rp 500 (full value) per share)			
Asia Financial (Indonesia) Pte. Ltd.	6,457,558,472	67.37%	3,228,779
JPMCB - Franklin Templeton Investment Funds	652,800,388	6.81%	326,401
Public (Ownership below 5% respectively, excluding ownership by the Board of Commissioners and Board of Directors)	2,435,298,929	25.42%	1,217,649
Board of Commissioners and Board of Directors			
Ng Kee Choe	94,275	0.00%	47
Sng Seow Wah	1,371,200	0.01%	686
Muliadi Rahardja	6,405,515	0.07%	3,203
Herry Hykmanto	502,256	0.01%	251
Vera Eve Lim	5,403,400	0.05%	2,702
Satinder Pal Singh Ahluwalia	382,900	0.01%	191
Fransiska Oei Lan Siem	1,426,130	0.01%	713
Michellina Laksmi Triwardhany	999,900	0.01%	500
Total Shares of A Series and B Series	**9,584,643,365**	**100%**	**5,901,122**

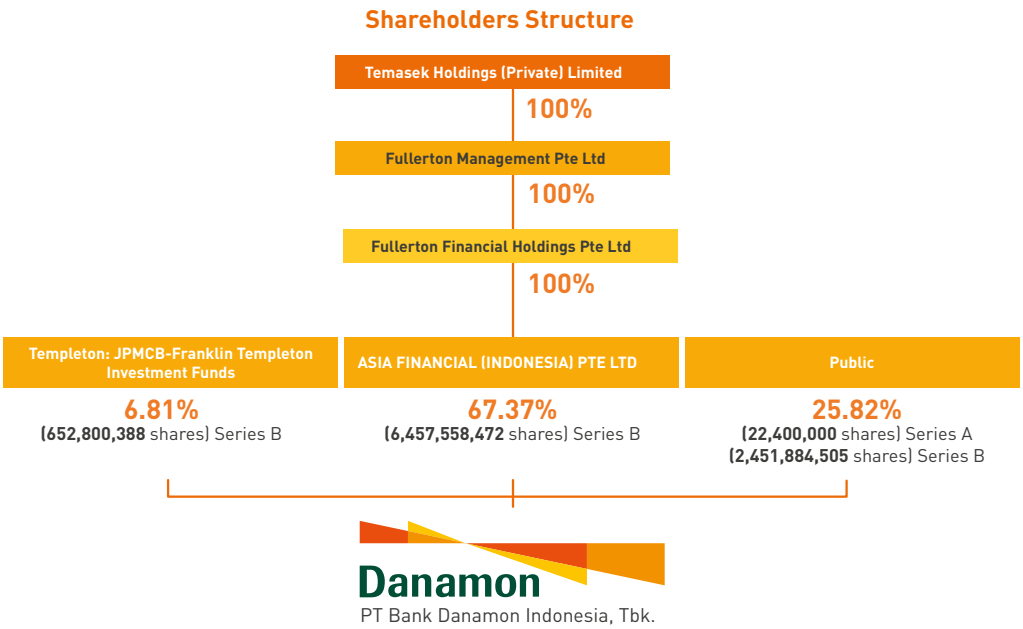
20 Largest Shareholders as of 31 December 2015

No,	Shareholders	Ownership	%
1	Asia Financial (Indonesia) Pte, Ltd	6,457,558,472	67.37%
2	JPMCB-Franklin Templeton Investment Funds	652,800,388	6.81%
3	Citibank Singapore S/A CBSG-Aranda Inv Pte Ltd	392,822,398	4.10%
4	JPMCB-Stichting Depositary APG EME MRKT EQ Pool	184,923,200	1.93%
5	JPMCB-Templeton Emerging Market Investment Trust Plc	150,551,933	1.57%
6	Singapex Investment Pte Ltd	130,414,740	1.36%
7	PT Guna Dharma	95,846,434	1.00%
8	GIC S/A Government of Singapore	62,834,764	0.66%
9	BBH Boston S/A Vangvard EMG MKTS STK INFD	52,815,824	0.55%
10	JPMCB-Fidelity Cntrl Inv Prfpts LLC	47,202,500	0.49%
11	Citibank New York S/A Dimensional Emerging Markets Value Fund	35,714,654	0.37%
12	BNYM SA/NV AS Cust of Employees Provident Fund	34,606,546	0.36%
13	SSB HJT3 S/A HKJC Equity Trust Fund	32,862,000	0.34%
14	JPMCB-PFA Kapitalforening	32,359,400	0.34%
15	JPMCB-Vanguard Total International Stock Index Fund	30,029,709	0.31%
16	RBC IST S/A Canada Post Corporation Pension Plan	26,304,085	0.27%
17	SSB OBIH S/A Ishares MSCI Emerging Markets ETF	24,923,316	0.26%
18	JPMCB-Templeton Developing Markets Trust	24,485,600	0.26%
19	SSB 1BA9 ACF MSCI Equity Index Fund B-Indonesia	22,703,189	0.24%
20	SSB S9RJ S/A Monetary Authority of Singapore	22,048,900	0.23%

The profile of public shareholders with ownership below 5% as of 31 December 2015 are as follows

No	Ownership Status	Number of Shareholders	Total Shares	Ownership Percentage
National Shareholders				
1	Individual Indonesia US	24,668	120,806,915	1.260%
2	Mutual Funds	423	128,657,387	1.342%
3	Danareksa	3	168	0.000%
4	Insurance	44	24,150,124	0.252%
5	Foundation	79	7,436,094	0.078%
6	Cooperative	38	112,993	0.001%
7	Others	68	38,576,260	0.402%
	sub total	25,323	319,739,941	3.336%
Foreign Shareholders				
1	Individual Foreign	187	10,806,145	0.113%
2	Foreign Entity	774	9,254,097,279	96.551%
3	Others	0	0	0,000%
	sub total	961	9,264,903,424	96.664%
	TOTAL	**26,284**	**9,584,643,365**	**100.000%**

Majority and Controlling Shareholders



About Temasek Holdings (Private) Limited

Incorporated in 1974, Temasek is an investment company based in Singapore. Supported by 11 offices globally, Temasek owns a S$223 billion (US$177 billion) portfolio as of 31 March 2014, mainly in Singapore and Asia.

Temasek's investment themes centre on:
- Transforming Economies
- Growing Middle Income Populations
- Deepening Comparative Advantages, and
- Emerging Champions

Its portfolio covers a broad spectrum of industries: financial services; telecommunications, media and technology; transportation and industrials; life sciences, consumer and real estate; as well as energy and resources. Temasek is guided by an independent board and managed on commercial principles to create and deliver sustainable long term value for its stakeholders.

As an active and engaged shareholder, Temasek promotes sound governance in its portfolio companies. Temasek supports the formation of high calibre, experienced and diverse boards to guide and complement management leadership.

Total shareholder return for Temasek since its inception in 1974 was 16% compounded annually. Temasek has had an overall corporate credit rating of "Aaa" by Moody's and "AAA" by Standard & Poor's since the company's inaugural rating in 2004.

Asia Financial (Indonesia) Pte Ltd has a 67.37% shareholding in PT Bank Danamon Indonesia Tbk as of 31 December 2015. Asia Financial (Indonesia) Pte Ltd is wholly-owned by Fullerton Financial Holdings Pte Ltd, which in turn is an indirect, wholly-owned subsidiary of Temasek.

For more information on Temasek, please visit www.temasek.com.sg

Share Listing Chronology

Danamon's shares are listed on the Indonesia Stock Exchange with the trading code BDMN.

Total issued shares are 9,584,643,365 shares. Total unlisted shares to meet Regulation No. 29 year 1999 regarding shares trading of commercial bank is 95,846,434 shares under the name of PT Guna Dharma.

In 2015, there was no corporate action conducted by Danamon which impacted the shares issued.

Series A Shares	
Shares from Initial Public Offering in 1989	12,000,000
Founders' shares	22,400,000
Bonus shares from capitalization of additional paid-up capital - capital paid in excess of par value in 1992	34,400,000
Shares from Limited Public Offering with Pre-emptive Rights (Rights Issue) I in 1993	224,000,000
Bonus shares from capitalization of additional paid-up capital - capital paid in excess of par value in 1995	112,000,000
Shares from Limited Public Offering with Pre-emptive Rights (Rights Issue) II in 1996	560,000,000
Founders' shares in 1996	155,200,000
Shares resulting from stock split in 1997	1,120,000,000
	2,240,000,000
Increase in par value to: 20 Rp10,000 (full amount) per share through reduction in total number of shares (reverse stock split) in 2001	: 20 112,000,000
Increase in par value to Rp50,000 (full amount) per share through reduction in total number of shares (reverse stock split) in 2003	: 5 22,400,000
Total Series A Shares as of 31 December 2015	**22,400,000**

Series B Shares	
Shares from Limited Public Offering with Pre-emptive Rights (Rights Issue) III in 1999	215,040,000,000
Shares issued in connection with the Bank's merger with the former PDFCI in 1999	45,375,000,000
Shares issued in connection with the Bank's merger with Bank Tiara in 2000	35,557,200,000
Shares issued in connection with the Bank's merger with 7 Taken-Over Banks* (BTOs) in 2000	192,480,000,000
	488,452,200,000
Increase in par value to Rp100 (full amount) per share through reduction in total number of shares (reverse stock split) in 2001	: 20 24,422,610,000
Increase in par value to Rp500 (full amount) per share through reduction in total number of shares (reverse stock split) in 2003	: 5 4,884,522,000
Shares from Limited Public Offering with Pre-emptive Rights (Rights Issue) IV in 2009	3,314,893,116
Shares from Limited Public Offering with Pre-emptive Rights (Rights Issue) V in 2011	1,162,285,399
Shares issued in connection with Employee/Management Stock Option Program (tranche I-III)	
-2005	13,972,000
-2006	24,863,000
-2007	87,315,900
-2008	13,057,800
-2009	29,359,300
-2010	26,742,350
-2011	5,232,500
Total Series B Shares as of 31 December 2015	**9,562,243,365**

Other Securities Listing Chronology

Bond Listing Chronology

Bond/ Trading Code/ Listing Agency	Number of Core and Interest Rate	Issuance Date	Due Date	Status	Trustee	Rating Agency	Annual Rating
Subordinated Debt Code: CI	US$300 7.65%	30 Mar 2004	30 Mar 2014 (Option Settlement 30 Mar 2009)	Buy back/ Settle-ment Date on 30 Mar 2009	DB Trustees (Hong Kong) Limited	Moody's Investors Service, Inc. Fitch, Inc	2004: B3 2005: B2 2006: Ba3 2007: Ba2 2008: B1 2004: B
Singapore Stock Exchange						S&P	2005: B 2006: B 2007: B 2008:BB-
Bond Series IA Year 2007 Code: BDM-N01A Indonesia Stock Exchange	Rp250,000,000,000 9.40%	20 Apr 2007	19 Apr 2010	Fully Paid	PT Bank Mega Tbk	PT Pemeringkat Efek Indonesia	2007:AA- 2008: id AA+ 2009: id AA+ 2010: idAA+
Bond Series IB Year 2007 Code: BD-MN01B Indonesia Stock Exchange	Rp1,250,000,000,000 10.60%	20 Apr 2007	19 Apr 2012	Fully Paid	PT Bank Mega Tbk	PT Pemeringkat Efek Indonesia	2007:AA- 2008: id AA+ 2009: id AA+ 2010: idAA+ 2011: id AA+ 2012: id AA+
Bond Series IIA Year 2010 Code: BDM-N02A Indonesia Stock Exchange	Rp1,879,000,000,000 8.75%	10 Dec 2010	9 Dec 2013	Fully Paid	PT Bank Mandiri (Persero) Tbk	PT Pemeringkat Efek Indonesia	2010: idAA+ 2011: id AA+ 2012: id AA+ 2013: id AA+
Bond Series IIB Year 2010 Code: BD-MN02B Indonesia Stock Exchange	Rp921,000,000,000 9%	10 Dec 2010	9 Dec 2015	Fully Paid	PT Bank Mandiri (Persero) Tbk	PT Pemeringkat Efek Indonesia	2010: idAA+ 2011: id AA+ 2012: id AA+ 2013: id AA+ 2014:idAAA 2015:idAAA

Corporate Action

In 2015 Danamon did not conduct any corporate actions which caused a change in number of total issued shares.

Subsidiaries and Affiliated Companies

Ownership Structure

Company	Bussiness Activity	% Ownership
Subsidiaries		
PT Adira Dinamika Multi Finance Tbk (Adira Finance)	Multifinance	95%
PT Asuransi Adira Dinamika (Adira Insurance)	Insurance	90%
PT Adira Quantum Multifinance (Adira Kredit)	Multifinance	99%
Affiliates		
PT Bank Woori Saudara Indonesia 1906 Tbk	Commercial Bank	2.75%
PT Bank Chinatrust Indonesia	Commercial Bank	1.00%
Others	Modal Ventura Telecomunication	0.25%

The addresses of Danamon's subsidiaries' head offices can be viewed in the Corporate Data chapter.

ADIRA FINANCE

On 26 January 2004, the Bank also signed a Call Option Agreement, which was then amended by the "Fourth Amendment to the Amended and Restated Call Option Agreement" dated 22 December 2006. Based on the Call Option Agreement, the Bank has a right to purchase up to 20% of the remaining total issued shares of Adira Finance at an approved pre-determined strike price. This call option expired on 30 April 2009. On 8 April 2009, the Bank signed "Extension to the Amended and Restated Call Option Agreement" which extended the Call Option expiry date to 31 July 2009. On the Call Option issuance date, the Bank paid a premium of Rp186,875 for this call option.

On 22 November 2005, BI gave formal approval of the 95% ownership investment in Adira Finance.

On 9 July 2009, the Bank executed its call option to buy 20% of Adira Finance shares with an acquisition cost of Rp1,628,812 miliion, which amount included the payment for call option of Rp186,875 miliion. Therefore, since 9 July 2009, the Bank had owned 95% of Adira Finance shares and had been entitled additionally to 20% of Adira Finance net profit since 1 January 2009. Adira Finance Articles of Association have been amended several times, the latest amendment of which was effected by notarial deed No. 19 dated 21 May 2015 by P. Sutrisno A. Tampubolon, S.H., M.Kn., and was made in relation to the amendment of Article 3, Article 11 paragraph 5, Article 12 paragraph 9, Article 13 paragraph 11, Article 14 paragraph 6, Article 15 paragraph 4, Article 15 paragraph 7, Article 15 paragraph 9, Article 16 paragraph 11, article 17 paragraph 3 letter a, Article 21, Article 22, Article 23, Article 24, Article 25 paragraph 2, Article 25 paragraph 5, Article 27 paragraph 6, Article 28 paragraph 1, Article 29 paragraph 7, Article 29 paragraph 8 which (i) was approved by the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU.0935663.AH.01.02. year 2015 dated 22 May 2015; (ii) was notified to and accepted by Directorate General of General Legal Administration of Department of Law and Human Rights of the Republic of Indonesia in accordance with as well as recorded on 22 May 2015 in Legal Entity Administration System Database according to Letter of Acceptance of Notification of Amendment to the Articles of Association of the Company No. AHU.AH.01.03-0933929; as well as (iii) was registered in Company Registration No. AHU-3508102.AH.01.11 year 2015 dated May 22, 2015 by the Ministry of Law and Human Rights of the Republic of Indonesia.

ADIRA INSURANCE

The Ministry of Finance in its letter dated 30 September 2009 approved the transfer of ownership of Adira Insurance shares from PT Adira Dinamika Investindo to the Bank. On 9 July 2009, PT Adira Dinamika Investindo signed a transfer agreement for 90% of Adira Insurance shares to the Bank. Accordingly, the Bank currently owns 90% of Adira Insurance shares.

Confirmation and approval for such transfer transaction was obtained from EGMS of Adira Insurance as stipulated on Deed No. 8 dated 9 July 2009 by P. Sutrisno A. Tampubolon, S.H., M.Kn., a Public Notary in Jakarta, which was received and registered in Database Legal Entity Administrative System of the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.10-12574 dated 7 August 2009. Adira Insurance Articles of Association have been amended several times, the latest amendment by notarial deed No. 12 of Pahala Sutrisno Amijoyo Tampubolon, S.H., dated 11 June 2015 regarding the changes in the composition of the Company's Board of Commissioners. This notification was received by the Minister of Laws and Human Rights of the Republic of Indonesia in its Letter of Receipt of the Announcement of Changes in Data of the Company No. AHU-AH.01.03-0940062 dated 11 June 2015.

BI in its letter dated 14 December 2010 had approved the Bank's plan to increase its ownership in Adira Insurance and increase Adira Insurance share capital from Rp15,000 to Rp100,000. The increase in Adira Insurance share capital to reach Rp100,000 was stipulated in Deed No. 26 dated 21 December 2010 by Charlon Situmeang, S.H., replacement of P. Sutrisno A. Tampubolon, S.H., M.Kn., Notary in Jakarta. This change was accepted by the Ministry of Law and Human Rights of the Republic of Indonesia in its Letter of Acceptance of the Announcement of Changes in the Company's Data No. AHU-AH.01.10-33415 dated December 28, 2010.

ADIRA KREDIT

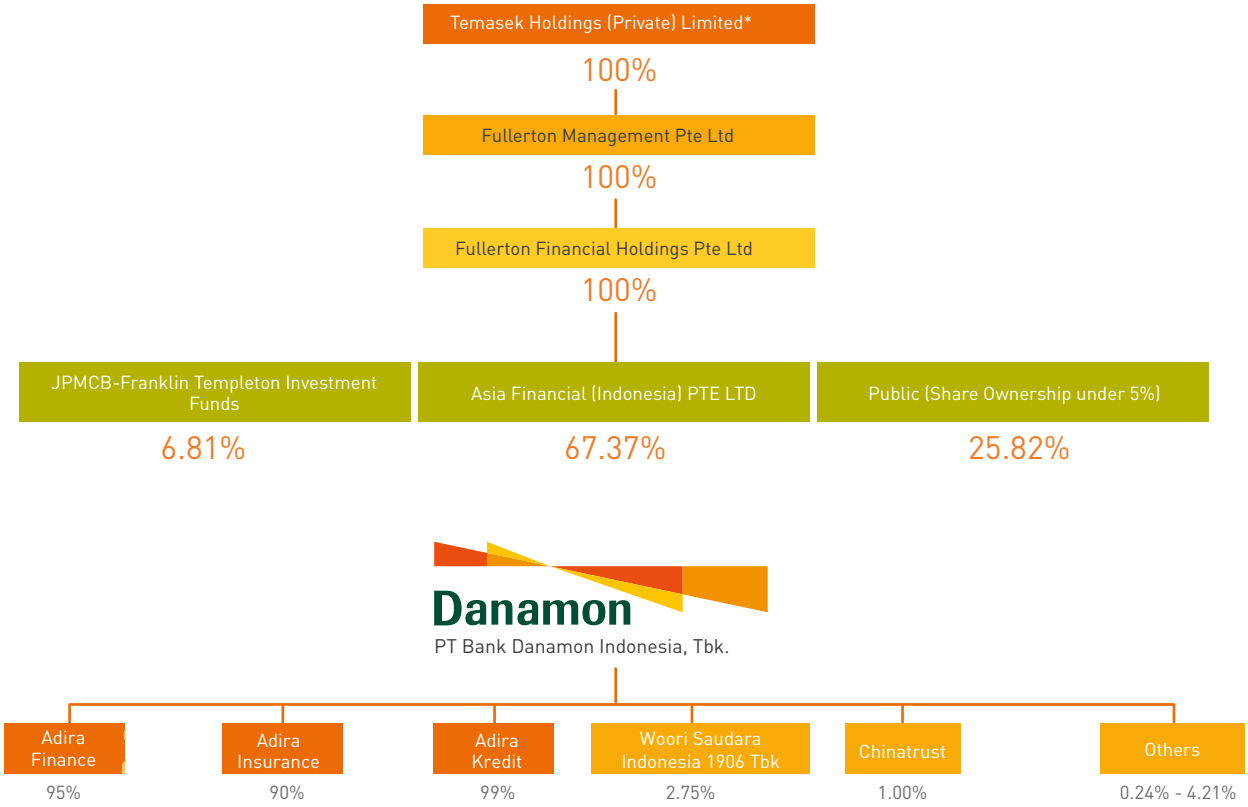
On December 12, 2007, a confirmation of agreement on sales and purchase of PT Adira Quantum Multifinance (Adira Kredit) was signed. Confirmation and approval for such transactions was obtained from the Annual General Meeting of Shareholders ("AGMS") of Adira Kredit as stipulated in Deed No. 15 dated June 13, 2008 made before a Public Notary in Jakarta, Catherina Situmorang, SH where the amendments were approved by the Ministry of Law and Human Rights of the Republic of Indonesia in Decree No. AHU.AH.01.10-18248 dated July 18, 2008.

BI, in its letter dated on December 31, 2008 approved Danamon's plan to increase its ownership in Adira Kredit from 90% to 99% and increase Adira Kredit capital share to Rp100 billion. Furthermore, on April 23, 2009, Danamon and Adira Finance entered into a sale and purchase of a share agreement with minority shareholders of Adira Kredit where minority shareholders agreed to sell, transfer and assign 900 shares and 100 shares constituting 9% and 1% of total issued shares of Adira Kredit to the Bank and Adira Kredit which was executed in May 2009.

As a result, Danamon and Adira Finance increased their ownership in Adira Kredit by 10%. Confirmation and approval for such transfer transaction was obtained from EGMS of Adira Kredit stipulated in Deed No.12 dated May 15, 2009 by P. Sutrisno A. Tampubolon, SH., M.Kn, a Public Notary in Jakarta, which was received and registered in the Database of the Legal Administrative System of Directorate General of Common Law Administration of the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.10-10739 dated July 17, 2009. The increase in Adira Kredit's share capital to Rp100 billion was stipulated in Deed No. 29 dated 23 July 2009 by P. Sutrisno A. Tampubolon,S.H., M.Kn., a Public Notary in Jakarta, and its amendments were approved by the Ministry of Law and Human Rights of the Republic of Indonesia in Decision Letter No. AHU-39039.AH.01.02 dated August 13, 2009, and published in Addendum No. 9659 of the State Gazette of the Republic of Indonesia No. 65 dated August 13, 2010.

Adira Kredit's Articles of Association have been amended several times, the latest by Notarial Deed No. 10 dated October 10, 2014 of P. Sutrisno A. Tampubolon S.H., M.Kn., concerning the changes related to the Board of Directors. The amendment was received and recorded by the Ministry of Law and Human Rights in its Letter No. AHU-35255.40.22.2014 dated October 13, 2014.

Corporate Group Structure



*Temasek is owned by the Singapore Ministry of Finance

Capital Markets Supporting Institutions & Professionals

Name of Company
PT Bank Danamon Indonesia, Tbk.

Date of Establishment
16 July 1956

Shareholders' Composition
Asia Financial (Indonesia) Pte, Ltd: 67.37%
JPMCB-Franklin Templeton Investment Funds: 6.81%
Public: 25.82%

Rating Companies

Standard & Poor's
30 Cecil Street
Prudential Tower, 17th Floor
Singapore 049712
Tel : (65) 6438 2881
Fax : (65) 6438 2320
Website : www.standardandpoors.com

Moody's Singapore Pte. Ltd.
50 Raffles Place #23-06
Singapore Land Tower 048623
Tel : (65) 6398 8300
Fax : (65) 6398 8301
Website : www.moodys.com

PT Fitch Ratings Indonesia
DBS Bank Tower, 24th Floor, Suite 2403
Jl. Prof. Dr. Satrio Kav. 3-5
Jakarta 12940, Indonesia
Tel : (62-21) 29886800
Fax : (62-21) 29886822
Website : www.fitchratings.com

PT Pemeringkat Efek Indonesia
(Pefindo)
Panin Tower Senayan City, 17th Floor
Jalan Asia Afrika Lot 19
Jakarta 10270, Indonesia
Tel : (62-21) 7278 2380
Fax : (62-21) 7278 2370
Email : www.pefindo.co.id

Notary

P. Sutrisno A. Tampubolon, S.H.,M.Kn
Jl. Sunda No. 7
(Sarinah – Thamrin – Menteng)
Jakarta 10350, Indonesia
Tel : (62-21) 3157 129 – 3921 128
Fax : (62-21) 3157 130

Trustee

PT Bank Mandiri (Persero) Tbk.
Plaza Mandiri
Jl. Jend. Gatot Subroto Kav. 36-38
Jakarta 12190, Indonesia
Tel : (62-21) 5265 045, 5265 095
Fax : (62-21) 5274 477, 5275 577
Website : www.bankmandiri.co.id

Securities Services Transaction Banking

PT Bank Danamon Indonesia, Tbk.
Menara Bank Danamon, 9th Floor
Jl. Prof. Dr. Satrio Kav. E4 No.6, Mega Kuningan
Jakarta 12950, Indonesia
Tel : (+62 21) 5799 1001-03
Fax : (+62 21) 5799 1073

Registered Public Accountant

Purwantono, Sungkoro & Surja
(a member firm of Ernst & Young Global Limited)
Indonesia Stock Exchange Building
Tower 2, 7th Floor
Jl. Jend. Sudirman Kav 52-53
Jakarta 12190, Indonesia
Tel : +62 21 5289 5000
Fax : +62 21 5289 4100
www.ey.com/id

Capital Market Institutions

PT Bursa Efek Indonesia
Indonesia Stock Exchange Building, Tower 1
Jl. Jend. Sudirman Kav. 52-53
Jakarta 12190, Indonesia
Tel : (62-21) 515 0515
Fax : (62-21) 5154 153
Email : listing@idx.co.id
Website : www.idx.co.id

PT Kustodian Sentral Efek Indonesia
Indonesia Stock Exchange Building
Tower 1, 5th Floor
Jl. Jend. Sudirman Kav. 52-53
Jakarta 12190, Indonesia
Tel : (62-21) 5152 855
Fax : (62-21) 5299 1199
Tol Free : 0800-186-5734
Email : helpdesk@ksei.co.id
Website : www.ksei.co.id

Share Registrar

PT Raya Saham Registra
Plaza Sentral, 2nd Floor
Jl. Jend. Sudirman Kav. 47-48
Jakarta 12930, Indonesia
Tel : (62-21) 2525 666
Fax : (62-21) 2525 028

For further information:

Investor Relations
PT Bank Danamon Indonesia, Tbk.
Menara Bank Danamon, 6th Floor
Jl. Prof. Dr. Satrio Kav. E4 No.6, Mega Kuningan
Jakarta 12950, Indonesia
Tel : (62-21) 5799 1001-03
Fax : (62-21) 5799 1441
Email : investor.relation@danamon.co.id

Corporate Secretary
PT Bank Danamon Indonesia, Tbk.
Menara Bank Danamon, 7th Floor
Jl. Prof. Dr. Satrio Kav. E4 No.6, Mega Kuningan
Jakarta 12950, Indonesia
Tel : (62-21) 5799 1001-03
Fax : (62-21) 5799 1160
Email : corpsec@danamon.co.id

Public Affairs
PT Bank Danamon Indonesia, Tbk.
Menara Bank Danamon, 5th Floor
Jl. Prof. Dr. Satrio Kav. E4 No.6, Mega Kuningan
Jakarta 12950, Indonesia
Tel : (62-21) 5799 1001-03
Fax : (62-21) 5799 1161
Email : public.affairs@danamon.co.id

Website : www.danamon.co.id

Awards & Certifications

2015
7th IICD Award
Indonesian Institute for Corporate Directorship
The Best overall

2015
ASEAN Corporate Governance Conference and Awards
Top 50 Publicity Listed Companies from ASEAN

2015
Asean Corporate Governance Conference and Awards
Top 3 Publicity Listed Companies from Indonesia

2015
20th Infobank Awards
Infobank
Bank with "Very Good" Citation for 2014 Financial Performance

2015
Platinum Trophy
Infobank
For "Best of the Best" Financial Performance 2005 – 2014

2015
Brand Rating
Brand Finance plc
Ranked 14th Most Valuable Indonesia Brand 2015

2015
Asia's Best Companies
Finance Asia
Best Managed Companies (ranked 8th)

Management Discussion and Analysis

Contents

90 2015 Economic and Banking Industry Review
93 Business Segment Review
94 Micro Banking
97 Consumer Banking
102 Small Medium Enterprise Banking (SME)
104 Syariah Banking
107 Wholesale Banking and Financial Institution
109 Treasury and Capital Market
111 Transaction Banking (Cash Management, Trade Finance & Financial Supply Chain)
113 Subsidiary Business Review
113 Adira Finance
117 Adira Insurance
120 Adira Kredit
123 Marketing Strategy and Market Share
127 Prospects and Business Development Strategy
128 Financial Review
128 Comprehensive Income
128 Profit/Loss
129 Income
131 Expenses
133 Dupont Analysis
133 Balance Sheet
133 Assets
134 Current Assets
141 Liabilities
144 Cash Flows
145 Financial Ratios
145 Solvability & Collectibility
147 Capital
152 Capital Investment and Material Commitment For Capital Expenditures
152 Impact of Changes In Interest Rates and In Exchange Rate On The Performance of Danamon
153 Information On Significant Increase Or Decrease In Sales/Net Income
153 Achievement of Targets 2015
154 Target Plan 2016
155 Information and Material Fact That Occured After The Date of Accountant Report
155 Events After The Date of The Financial Statements
155 Dividend Policy and The Allocation of Net Income
156 Allocation of Net Income
156 Employee Share Ownership Program (ESOP/MSOP)
156 Information On Allocation of Public Offering
157 Material Information About Investment, Expansion, Divestment, Business Merger/Consolidation, Acquisition or Debt/Capital Restructuring
157 Material Information About Transactions That Contain Conflict of Interest And/or Related Party Transactions
158 Changes of Regulations With Significant Impacts On The Company
162 Changes of Tax Regulations In 2015
162 Accounting Standards Issued but Not Yet Effective
166 Information of Business Continuity

2015 Economic and Banking Industry Review

The Indonesian economy grew by 4.8% in 2015, continuing moderate growth, though with a slowing trend which began in 2011. With, however, the global economy adjusting to its "new normal" and efforts of President Jokowi's government beginning to re-energize the economy in the final quarter of 2015, it is expected that the Indonesian economy will rebound and grow by more than 5% in 2016. Risks remain in that global or domestic economic performance might fall outside the range of expectations.

The subdued growth of the Indonesian economy in the last few years is largely a reflection of weak demand for primary commodities stemming from the weak global economy. While the global economy did not significantly worsen in 2015, it still faced considerable challenges. Growth softened in the U.S. and the Euro area, while Japan entered a technical recession. China also underwent a slowdown, with a rebalancing of its economy towards domestic and service sector consumption as the desired engine of growth. Only India managed to post solid GDP growth in 2015.

Following the trend in the last few years, 2015 prices of Indonesia's main export commodities continued to weaken, particularly crude oil, palm oil, copper, coal and rubber, impacting total export value. The magnitude of the decline in 2015, however, was particularly sharp as the US Dollar value of Indonesian exports fell by almost 15%, in comparison with reductions in the previous couple of years which had been less than 4%. The export value of goods and services in 2015 declined in real terms, making 2015 the first year this happened since the onset of the global recession in 2009.

The decline was experienced by all major categories of Indonesian exports and the biggest contraction came from the export values of mining and quarrying commodities, which fell by 15%. The impact of this significantly affected growth in the major mining and plantation regions of Sumatera and Kalimantan, whose GDPs grew by less than 4%. Both regions had also been impacted by forest fires and haze during the long dry-season, which is estimated by the World Bank to have cost Indonesia 1.9% of GDP. GDP per capita in Indonesia, which has been declining since 2012, and was down to US$ 3,371 in 2015.

Many economic indicators however had begun to reverse their declining trends in the 3rd and 4th quarters of 2015. These came as the new government of President Jokowi started to perform faster realization of the state budget and speedier implementation of government projects. Government consumption rose to 6.6% in the 3rd quarter (from 2.1% in second quarter), and investment growth increased to 4.6% in the 3rd quarter (from 3.7%). This improvement is also reflected by other indicators, such as quarterly cement sales figures showing increased growth after the 2nd quarter of 2015 , and after the decreasing growth and stagnation in the first two quarters.

There was a sharp uptick in global financial volatility in the 2nd and 3rd quarters of 2015, brought about by uncertainty surrounding the Chinese economic slowdown, its capital market performance and renminbi depreciation, in addition to the uncertainty and rising apprehension over the magnitude of US Fed interest rate "normalization" policies. This uncertainty impacted emerging markets, especially commodity exporting countries such as Indonesia through pressure from capital outflows and significant depreciation of their currencies.

Indonesia experienced significant net-selling by non-residents in the capital market in 2015, estimated at around Rp22 trillion, while Jakarta Stock Market Index declined 12.6% during the year to Rp4,593 at the end of 2015. The Rupiah exchange rate against the USD depreciated by 9.6% from Rp12,474 at the beginning of 2015 to Rp13,785 at the end of 2015.

Year		2015	2014	2013	2012	2011
National Income Accounts						
Real GDP Growth	%	4.8	5.0	5.8	6.26	6.49
GDP- Nominal		837	888	871	879	845
GDP/capital- Nominal (USD)	USD	3,371	3,500	3,490	3,596	3,509
External Accounts						
Exports		150.3	175.3	183.5	188.5	200.8
Imports		142.8	168.4	177.4	179.9	166.0
Balance of Trade	USD million	7.5	6.9	6.1	8.6	34.8
Int'l Reserve	USD million	105.9	111.9	99.4	112.8	110.1
IDR/USD	end of period	13,785	12,240	12,189	9,670	9,068
Others						
BI Policy Rate	% end of period	7.5	7.75	7.5	5.8	6.0
Consumer Price Index	% end of period	3.35	8.36	8.4	4.3	3.79
Jakarta Composite Index	end of period	4,593	5,227	4,274	4,317	3,822
S&P's Rating - FCY		BB+	BB+	BB+	BB+	BB+

Banking Industry

As the economic growth continued to weaken, lending growth in the Indonesian banking industry in 2015 was impacted and grew at 10.4% through the year, slightly less than the 11.6% growth in 2014. Liquidity in the industry remained stable, while non-performing loans (NPL) maintained a relatively low level of 2.5%, rising slightly from 2.2% at the end of 2014. The overall capital position of Indonesian banks remained strong with a Capital Adequacy Ratio (CAR) of 21.4% at the end of 2015, increasing by 180 bps from 19.6% at the end of 2014, and much higher than the minimum level of 8%.

During the 2nd and 3rd quarters of 2015, Indonesian monetary authorities had to deal with heightened pressure against the Rupiah, as uncertainty in global financial markets escalated. Direct market interventions were conducted and several measures were taken by BI to stabilize the Rupiah. For stability, the BI benchmark interest rate was maintained at 7.5% throughout most of 2015. After financial markets regained stability in the 4th quarter, monetary measures were taken to accelerate growth and the Banking Primary Reserve Requirement was reduced by 0.5% to 7.5% in December 2015.

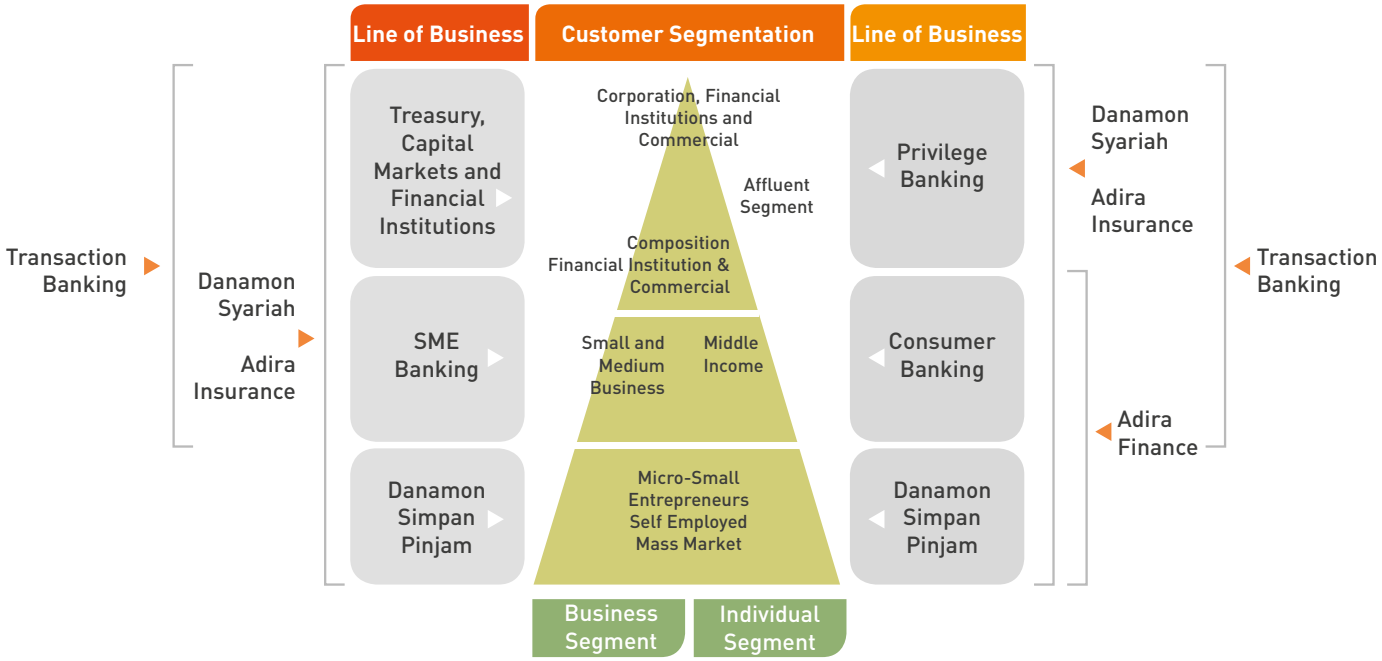
The total assets of the Indonesian banking industry grew by 9.2% to Rp6,132.6 trillion, a slower growth than 2014 (13.3%), with an industry Return on Assets (ROA) of 2.3% in 2015. The industry loan portfolio of Rp4,057.9 trillion consisted of 47.2% working capital loans, while total consumer and investment loans contributed 27.3% and 25.5% to the total loan portfolio, respectively. Working capital loans amounted to Rp1,916.3 trillion, an increase of 8.9% from the previous year, while consumer loans amounted to Rp1,105.8 trillion, an increase of 9.1%, and investment loans amounted to Rp1,035.9 trillion, an annual increase of 14.7% from the end of 2014.

In terms of deposits, third party funds grew at a rate slower than 2014, at 7.3%, and reached Rp4,413 trillion per December 31, 2015 from Rp4,114 trillion per December 31, 2014. The slower growth of third party funds largely resulted from slower growth in time deposits with total time deposit funds growing by 4.6% to Rp2,029.5 trillion by the end of 2015, while time deposit growth in 2014 was 20.9%. Current Account and Savings Account (CASA) funds posted an increase of 11% and 8.7% and reached Rp987.5 trillion and Rp1,396 trillion, respectively.

Business Segment Review

In 2015, Danamon moved forward to improve competitiveness and business profitability, focusing across all customer segments on productivity and service improvements.

Lines of Business: Customer Segmentation



Business Segments Financial Highlights

Rp billion	2015					2014				
	Retail	Mid size	Wholesale	Others	Total	Retail	Mid size	Wholesale	Others	Total
Assets	70,952	38,500	54,931	23,675	188,057	79,491	39,814	49,834	26,681	195,820
Liabilities	63,631	23,277	59,420	7,514	153,842	71,077	27,487	47,517	17,094	163,174
Net Interest Income	10,268	2,242	1,138		13,648	11,008	1,869	803		13,680
Non-Interest Income	3,286	423	114		3,823	3,773	388	(205)		3,956
Income from Operations	13,554	2,665	1,252		17,471	14,781	2,257	598		17,636
Operational Expenses	(7,429)	(1,012)	(242)		(8,683)	(8,483)	(1,046)	(292)		(9,821)
Loan Expenses	(4,163)	(483)	(279)		(4,924)	(3,521)	(197)	(80)		(3,799)
Non-Operational Income & Expenses	14	(3)	-	(593)	(583)	(52)	(2)	-	(408)	(462)
Profit Before Tax	1,976	1,167	732	(593)	3,281	2,725	1,012	226	(408)	3,554
Income Tax Expenses	(447)	(309)	(205)	148	(812)	(649)	(268)	(56)	102	(871)
Net Income (Loss) After Tax	1,529	858	527	(445)	2,469	2,076	744	170	(306)	2,683

* Note:
Retail Business consists of micro, retail, credit card, insurance, consumer financing, syariah.
Midsize Business consists of SME and commercial.
Wholesale Business consists of corporate banking, financial institutions and treasury.
Others: non-allocated assets.
Transaction Banking provides services to Corporate and Commercial Banking, Retail and SME segment.

Micro Banking

Micro Banking improved operational processes, enabling more effective and efficient operations, in an effort to remain competitive and profitable amidst challenges.

Danamon Simpan Pinjam Customer

Danamon Simpan Pinjam, the Bank's micro banking unit, has a primary objective to enable millions to prosper by providing micro and small enterprises with working capital loans.

Defined as businesses with annual gross sales below Rp 2.5 billion, micro and small enterprises are estimated to number more than over 57 million in Indonesia, based on 2013 data by the Ministry of Cooperatives. Mainly operating in traditional markets, micro and small enterprises are the main recipients of DSP loan disbursements.

DSP promotes a unique value proposition by adopting a community approach that emphasizes ease, speed, and convenience. DSP units are normally located and operated in the midst of communities, enabling customers to readily access DSP services.

DSP offers customers a range of savings and loan services. Customers with credit loan accounts can access the DSP pickup service for loan repayments, freeing customers to attend to their businesses while conveniently meeting their obligations.

2015 Business Initiatives

In its 11th year of operations, DSP has been facing steadily increasing challenges. Competition and macroeconomic conditions have challenged business growth and credit loan quality. In addition, to maintain both competitiveness and business profitability, operational processes have needed improved effectiveness and efficiency. Consistent with the Bank's 2015 Business Plan, DSP formulated its strategies based on the following pillars:

1. Business Alignment
   - DSP objectives aim at healthy and sustainable growth. In 2015 DSP transformed its business through:

- Consolidating Secured and Un-secured Lending units (Pasar Model and Solusi Modal) enabling more efficient market penetration while closing inefficient units.
- Developing the agribusiness section through cooperation with IFC (International Finance Corporation) of the World Bank Group. This cooperation covers service and support in implementing a rural business model towards measured development of an agribusiness portfolio whilst addressing inherent risk.
- Enhancing collaboration with strategic partners that require micro banking services for their supply chain networks.
- Increasing growth of the DSP savings portfolio in accordance with market potentials.

• DSP strives to improve customer loyalty through:
  - Enhancing relationships with communities surrounding DSP units, connecting with existing and potential customers.
  - Improving the quality of the customer loyalty program by integrating marketing aspects with customer education on financial literacy.
  - Improving key customer loyalty through a referral program from existing debtors.

• DSP consistently places human resources improvement as a top priority to support business growth and increase staff loyalty through:
  - Enhancing staff quality and competencies through systematic and comprehensive training programs.
  - Individual performance assessment scheme and fair incentives in accordance with corporate strategies.
  - Strengthening corporate values while enhancing and embedding accountability and a meritocracy-based culture.

• DSP is also committed to expanding alternative distribution networks such as mobile, kiosks and DSP partners.

2. Controlled and disciplined loan collection processes through:
   • Segregating sales and credit approval functions.
   • Improving the quality of collection and recovery process of non-performing loans.
   • Refining early detection against fraud and fraud prevention processes, while focusing on educating customers.
   • Imposing clear and firm sanctions and penalties on employees who do not adhere to Company regulations.
3. Effective and efficient operational processes, by improving effectiveness and efficiency of the distribution network and organization structure through:
   • Adjusting processes and organization structure to improve the quality of services and operational efficiency.
   • Reviewing and right sizing roles to ensure consistent value added and avoiding overlaps and redundant processes.
   • Focusing on developing units with growth fand profitability potential, while closing units with little or no growth or profitability potential.

- Implementing shared services among the business lines from branches to head office in order to reduce, or eliminate, overlapping operational functions.
- Maximizing technology to achieve effective, efficient, and optimum operations.

2015 Business Performance

DSP offers credit and accumulates Third Party Funds (TPF). Due to Indonesia's macro-economic slow down and internal consolidation, as of end 2015, DSP recorded total outstanding loans of Rp14.61 trillion, a 23% decrease in comparison to the Rp18.97 trillion achieved in 2014. In 2015 DSP accumulated Rp830 billion in TPF, representing a 27.7% decrease compared to the Rp1,147 billion in TPF in 2014.

2016 DSP Plan

For 2016, DSP has a strategy which rests on the following pillars:

1. Business Transformation
   To ensure healthy and sustainable growth, the transformation of DSP is expected to continue through tight alignment of the distribution network, strengthening the funding base, developing alternative channels, collaborating with strategic partners, and enhancing relationships with loyal customers and communities.
2. There will be significant focus on internal digitization, leading to effective and efficient operational processes and accelerating customer turn-around time, aligning processes and organization, optimizing shared services and providing alternative payment channels.
3. Significant automation to make credit and collection processes faster, and more efficient and controllable by optimizing use of technology such as rule-based credit engine and aggressive centralization.
4. Focus on managing and preventing fraud through tighter processes, adopting fraud detection technology, improving human resources and embedding an operating culture based on accountability and meritocracy.
5. Improve human resources quality to support business growth and employee loyalty through strengthening of corporate values and culture, reinforcing synergy across units and developing employee competency through e-learning programs.

Consumer Banking

Consumer Banking launched new customer acquisition programs focused on home loans in the secondary property market. For the affluent market, Consumer Banking unveiled a credit card product and expanded banking transaction features and convenience.

D-Mobile Feature

Danamon's Consumer Banking offers comprehensive services to individual customers, covering transaction services for both self-employed and salaried employees, bancassurance, home loans, and other lending facilities. This business unit contributed approximately 30% to the Bank's business growth.

Consumer Banking provides solutions to meet the needs of customers through savings, current, and deposit accounts as well as with credit cards, unsecured loans, home loans, and other financing schemes. Consumer Banking also provides bancassurance and investment products in partnership with insurance and asset management companies.

In 2015, Indonesia's economy faced a number of challenges, such as the slowdown of economic growth and tight banking liquidity, causing a decrease in Third-Party Funds by 11.1% or IDR 60.0 trillion in 2015. The growth of Third-Party Funds in 2015 at the industry level was 7.9%. Current and Savings Account (CASA) low cost funding decreased by 8.5% in 2015, equivalent to IDR 32.2 trillion, compared to IDR 35.2 trillion in 2014.

		YoY	2015	2014
Third Party Funds	Current	(1.4)	2.6	4
	Savings	(1.6)	29.6	31.2
	Deposits	(4.7)	27.7	32.4
	Total	(7.5)	60.0	67.5
Number of Accounts	Current	(859)	16,317	17,176
	Savings	35,208	1,272,117	1,236,909
	Deposits	9,014	112,540	103,526
	Total	43,363	1,400,974	1,357,611

Consumer Banking was able to increase acquisition of new Third Party Funding customers from 1.36 million accounts in 2014 to 1.40 million accounts in 2015 through initiatives put in place in 2015.

Third-Party Funds Initiative and Performance, 2015

Consumer Banking introduced work campaigns that focused on attracting new customers and increasing account balances. Regular marketing campaigns included Community Marketing, banking expo (IBEX and GNNT) and Nonton Bareng (customer gatherings) to watch Manchester United FC matches. Campaigns were conducted through community banking, such as product bundles tailored to specific business sectors. Consumer Banking also provided

access to Adira Finance by enabling customers to open saving accounts through the Danamon Lebih – Adira scheme.

Consumer Banking also launched the Usage Scheme in June 2015 by introducing an online shopping payment service using Danamon's Online Banking. Activation of this scheme will increase transactions through D-Mobile and Danamon Online Banking's e-commerce promotion. The "Poin Lebih" pilot program was also introduced to increase customer loyalty.

Other initiatives taken in 2015 were re-branding Danamon Access Center (DAC) to Hello Danamon 1-500-090, and partnering with BCA and Rintis to issue the Danamon Flazz prepaid card or e-money to be launched in 2016. Additionally, Danamon optimized its branch network through relocations, closures, and reclassification of branch status.

2015 Home Loans and Unsecured Loan Initiatives

Realizing lower rates of home purchases and sales through developers, focus in 2015 was on the secondary market, the Balance Transfer Program, and Consolidated Loan products. An initiative was also taken to increase holding products through cross selling programs and adding sources of incoming applications through the Referral Program, Developers, Office Acquisition, Brokers, and Branch and Lead.

Considering the slowdown in economic growth and the increase in interest rates, Home Ownership Financing (KPR) decreased by 1.0% to IDR 3.67 trillion in 2015 compared to IDR 3.72 trillion in 2014. The Non Performing Loans (NPL) ratio increased to 1.9% in 2015 compared to 1.1% in 2014.

Uncollateralized Credit (KTA) financing decreased by 28.0% to Rp1.34 trillion in 2015 compared to IDR 1.86 trillion in 2014. NPLs increased to 6.5% in 2015 compared to 3.4% in 2014. However, in order to maintain the Uncollateralized Credit's portfolio quality, the Bank intensified its focus on promoting cross selling.

Product		YoY	2015	2014
KPR	Outstanding (bio.)	(39)	3,677	3,715
	NPL (%)	0.8	1.9	1.1
KTA	Outstanding (bio.)	(515)	1,341	1,856
	NPL (%)	3.0	6.5	3.4

Other than KPR Danamon, Consumer Banking also offers Apartment Ownership Financing (KPA), Ready-To-Build Property Credit (KSB), Home Renovation and Construction Credit (KPPR) and Multi Use Credit. KPR Danamon offers a flexible tenure of up to 20 years and a financing amount of up to IDR 15 billion, tailored to the customer's capability.

As for Uncollateralized Credit or Instant Cash, Consumer Banking offers cash loans without collateral to salaried and self-employed debtors who meet the conditions of a minimum income of IDR 2 million per month and are aged between 21 years and 60 years.

Credit Card Initiative and Performance in 2015

Danamon's credit card business enjoyed continuous growth in 2015. The number of credit cards issued grew by 9.3%, equivalent to 872,700 cards. Asset value grew by 10.5%, equivalent to IDR 2.3 trillion.

	YoY	2015	2014
Ending Receivables - Nett (IDR bio.)	215	2,259	2,044
NPL% (90 days +)	0.8	2.1	1.3
Transaction Vol. (IDR trio.)	0.6	10	9.4
# Cards in Circulation	74,277	872,663	798,386

In 2015, Danamon made products more attractive to the affluent segment by introducing the World Elite Card.

Danamon is the only bank that issues the American Express card in Indonesia. The American Express card is a charge card without a pre-set spending limit which offers customers a convenient and enjoyable shopping experience. There are three types of charge card, Green, Gold, and Platinum. Each category specifically targets different segments of the affluent society.

Danamon also targets football fans by issuing the Manchester United credit card. The Manchester United credit card is the only card that offers Manchester United football fans an opportunity to watch football matches at Old Trafford through its Red Match Program.

Card holders are also treated to promotional schemes, in partnership with retail and food and beverage outlets. In 2015, Bank Danamon worked with over 200 partners at over 1,000 outlets, to offer benefits to customers. Offers from the WOW scheme included buy-1-get-1 promotions, special discounts of up to 50%, and Dine For Free, from participating partners.

Danamon's iconic points reward scheme, known as the "10x Reward Program" is on-going.

In order to penetrate specific card user segments, the Bank has issued credit cards with different categories and associated benefits. The cards are tailored to specific segments, such as Classic, Gold, Platinum, World, World Business and World Elite.

Electronic Channel Initiative and Performance 2015

The main target of Consumer Banking in developing its electronic channel is to increase fee-based income, develop delivery channels and introduce new features that take into consideration customers' and non customers' needs while undertaking banking transactions through D-Mobile (mobile banking), Danamon Online Banking (internet banking), SMS Banking and ATM/CDM. Some of the services, such as ATM and D-Mobile can be enjoyed by non-customers for certain features.

In 2015, new ATM features included online payment for prepaid XL phone cards, Property and Home Tax, American Express Cash Advance, and Indosat Data Package.

Danamon Online banking has seen development by way of a faster and simplified system while continuing to pay attention to security. In line with the growth of commerce and industry, Bank Danamon developed "E-commerce Gateway" to work together with its e-commerce partners to increase transactions for online shopping payments.

Since the launch of the D-Mobile banking service in 2014, the number of transactions has risen significantly to 10 million transactions by the end of 2015. One of D-Mobile's main features is D-Cash, which allows customers to withdraw cash from an ATM without using a card. Due to its uniqueness, the number of transactions using D-Cash showed a significant increase.

Danamon still continues to innovate in expanding D-Mobile. In 2015, D-Mobile developed a feature called SosMEd D-Cash whereby customers are able to transfer a certain amount of funds using Facebook. Other developments include adding new billers, opening of online saving accounts, product simulation, and credit card activation services. These developments have made D-Mobile Danamon customers' leading mobile application choice.

In order to increase the number of electronic channel users, One Stop Service Frontliner was introduced at branches, to simplify registration for internet banking by allowing customers to activate SMS Tokens at SSO Counters without going to an ATM.

The signing ceremony with PRIMA network is part of Danamon's new strategy to appeal to customers when setting up new accounts and by adding new benefits in order to enhance customer loyalty. Test runs have been conducted since 2000 and the scheme was successfully launched in 2015.

Bancassurance Initiative and Performance 2015

Bancassurance launched a work program designed to add new customers and holding products for existing customers through cross selling marketing. Manulife specialists were placed at Danamon branches to assist in acquiring new customers and increasing product range. This year, the Bank has introduced six new insurance products to further accommodate customers needs.

	YoY	2015	2014
NOA	10.3%	190,861	173,069
Premium	21.2%	1,813,160	1,495,571
APE	25.8%	696,197	553,586

APE: Annualized Premium Equivalent (in mio. IDR)

Products offered to private individuals include: Traditional and Credit insurance, Travel insurance, and Unit Link Insurance. Corporate customers are offered Mass Medical Insurance and Pension Funds, Fire Protection Insurance, Travel Insurance, Transport Insurance and Heavy Equipment Transportation Insurance.

2016 Consumer Banking Plan

In 2016, Third-Party Funds will continue with the schemes of the previous year:

1. Increase customer transactions by way of traditional and e-channels.
2. Offer product benefits in line with the characteristics of customer business segments through product bundling.
3. Develop customer loyalty and customer engagement with reward programs, aiming to increase account balances and numbers of transactions.
4. Improve efficiency in product development by creating partnerships with other banks and institutions.

Through the KPR and KTA Consumer Banking the Bank plans to engage with customers by building Customer Lifecycle capability, the use of D-Mobile application, and to continue to increase product range as a whole and strengthen the availability of

the recurring payment facility. In order to decrease NPLs and to improve the KTA portfolio quality, constant review of marketing strategy is essential as well as discontinuation of acquisition schemes that increase NPLs. The Bank will also focus on cross selling to existing Bank customers and be selective in offering schemes to existing Bank customers as well as intensifying the collection strategy for customers with overdue payments.

In 2016, the credit card business will focus on e-commerce by developing digital channel platforms and launching schemes to expand online transactions. To support the growth of card ownership, the Bank will intensify the issue of credit cards through cross selling to increase market share and will involve e-strategic partners to enhance lending product appeals. The Bank will also continue to maintain credit quality by implementing due diligence in providing credit, by segmenting the credit offerings and better handling of problematic loans.

E-Channels will have further developments with the latest features catering to customers with safe, convenient, and user friendly services by adding new channels such as UMB (USD Mobile Banking) and offering card based E-Money in partnership with BCA, and development of server based E-Money, known as an Electronic Wallet.

Bancassurance strategy in 2016 will focus on increasing these activities:

1. Continuing improvements in marketing staff quality and productivity in all segments
2. Launching new products that are more competitive and compatible with customers' needs and characteristics
3. Improving penetration of insurance policy holder markets and intensifying cross selling program to Danamon's existing customers by offering products to family members as well as to company employees
4. Initiating offer of basic and traditional products via e-channel.

Small Medium Enterprise Banking (SME)

SME Banking continued the business growth strategy by focusing on the high growth trading sector, the addition of new features on to existing products, an intensified community approach and optimized distribution network.

Textile Factory of SME's Customer

Danamon's Small and Medium Enterprise (SME) Banking offers complete and easily accessible banking services for businesses with sales from Rp2.5 billion to Rp50 billion per year. Statistics reveal that there are around 57.9 million micro small and medium businesses in Indonesia. Only around 20% of that number uses any form of banking service to support their business operations.

Business Initiatives 2015

To achieve sustainable business loan growth, SME Banking continued with previous strategies focusing on the trading sector at the distributor level such as construction materials, basic food commodities, spare parts and automotive accessories, and electronic goods. At present, the trading sector still shows the highest business growth.

SME Banking has also added new features to existing products, increasing small business transactions for the benefit of clients. SME Banking also offers community programs such as Distributor Financing (DF), Financial Supply Chain (FSC), and CASA Value Chain (CVC) by working together with other business lines such as Wholesale Banking, Danamon Simpan Pinjam and the Adira Group, to meet the credit and deposit needs of customers.

SME Banking will pay special attention to sectors that are vulnerable to macro economic change, such as mining, minerals, commodities, and support businesses.

Business Performance 2015

At the end of 2015, total credit channeled by SME Banking amounted to Rp22.17 trillion, a decrease of 1.3% compared to year end 2014. This was a result of a slowdown in national macro economic conditions in 2015, especially for industries vulnerable to change,

such as mining, minerals, commodities, and support businesses.

The above credit volume was accompanied by an NPL ratio of 4.2%, higher than the 2014 year end ratio of 2.5%. This increase was mostly caused by a decrease in heavy equipment credit quality, reflecting the downturn in the mining industry.

Third Party Fund sourcing for year-end 2015 was IDR 10.57 trillion, a decrease of 16.3% compared to year-end 2014. This was is line the SME Banking strategy to focus on sourcing third party funds of a more granular nature and not to concentrate on a specific client group.

2016 Plan

In 2016, the potential for SME business growth looks to be promising.

SME Banking will re-focus on marketing mortgage products for commercial property and on increasing client business with Bank Danamon.

Business growth will continue to adopt a community-based approach with focus on the distribution network to increase small business transactions.

The SME Banking community based program plans to expand Distributor Financing (DF), Financial Supply Chain (FSC), and CASA Value Chain (CVC) programs. SME Banking will also increase efforts in product cross selling to establish SME Banking as a one-stop banking solution for customers.

Credit business growth will also be supported by continuous improvements in the credit initiation process, which should result in faster credit processing, accompanied by risk control improvements. The introduction of innovations will offer those essential solutions required by the business community. In this way, business growth can be achieved with a lower NPL than the 2015 NPL ratio.

For funding, the SME banking will continue its strategy to focus on sourcing third party funds of a more granular nature and not to concentrate on a specific client group.

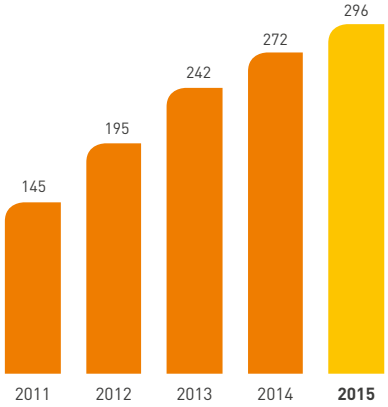
Syariah Banking

To achieve sustainable business growth, Danamon Syariah developed unique syariah products on offer through both conventional and syariah branches, all the while maintaining focus on growing its SME portfolio, particularly employee cooperative and Syariah Rural Banks (BPRS) financing.

Danamon Syariah Customer

The mission of Danamon Syariah is to develop an efficient and robust customer-oriented Islamic banking service as a solution for small and medium businesses and the retail segment, supported by reliable infrastructure and technology.

Indonesia, with a predominantly Moslem population of about 85%, offers significant growth potential for Syariah Banking. The Indonesian Banking Statistics Report issued by the Financial Services Authority (OJK) indicates that the growth of the Syariah Banking Industry over the last 5 years based on assets is as follows:



Danamon Syariah focuses on providing financing services to the retail segment, small and medium businesses, Employee Cooperatives, and Syariah-based rural banks with acquisition of third party funds focusing on the retail segment.

Danamon Syariah Products and Services

Danamon Syariah offers a number of financing and funding products. Danamon Syariah flagship financing products include iB-financing for Employee Cooperatives, iB-financing for Syariah Rural Banks (BPRS), iB financing for working capital, and iB-financing for investment and leasing. In terms of

funding products, Danamon Syariah offerings include iB-Tabungan Qurban, a savings deposit to prepare for qurban rites, iB-Tabungan Umroh, a savings deposit to prepare for the Umrah pilgrimage and iB-Tabungan Bisa which simplifies transactions for customers.

Danamon Syariah also offers cash management services, Syariah-based trade finance transactions, and Proteksi Prima Amanah for the retail segment and for small and medium businesses.

2015 Initiatives

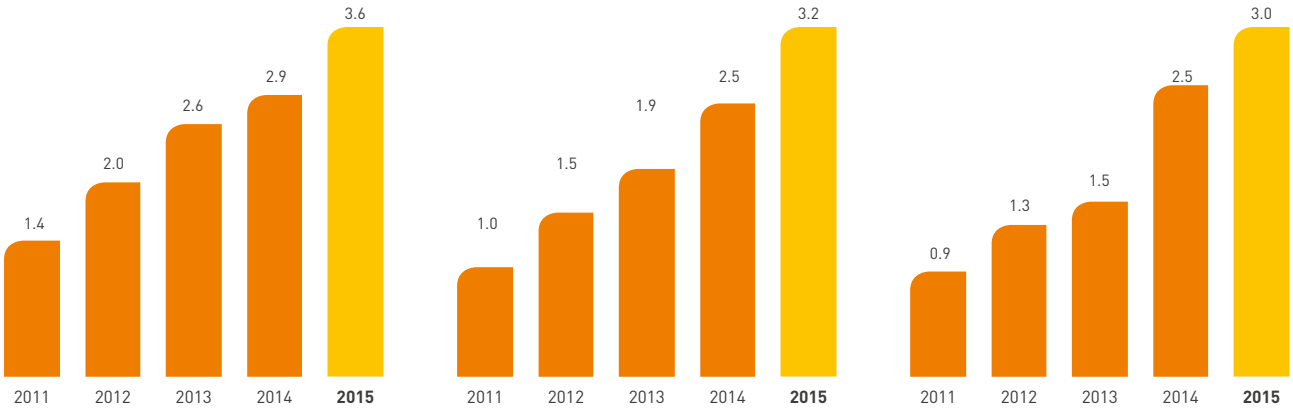
Danamon Syariah carried out a number of initiatives in 2015 including:

1. Optimizing the Syariah branch network and office channeling to increase third party funding.
2. Developing unique Syariah-based products marketable through the parent-bank branch network.
3. Continuing to consolidate branch offices as part of business transformation.
4. Focusing on the growth of its portfolios, particularly the small and medium businesses portfolio, through financing for Employee Cooperatives and Syariah Rural Banks (BPRS).
5. Focusing on the growth of its commercial segment through financing of heavy equipment and trade finance, including structured trade and commodity finance.
6. Optimizing cash flows generated by financing through cash management.
7. Focusing on improving human resources productivity.

2015 Performance

Amidst the macro economic and industry slow down throughout 2015, Danamon Syariah maintained growth. Over the last 5 years based on assets, financing and funding were as follows:

Financing – in Rp trillion



In 2015, Danamon Syariah generated a net profit of Rp85 billion compared to Rp7 billion in the previous year, a twelve-fold increase. Such a significant increase is attributed to an increase in income of Rp206 billion after a distribution margin of 22%. In addition, in 2015 Danamon Syariah's operational expenses decreased by 13%, equivalent to Rp153 billion compared to Rp176 billion in the preceding year.

Danamon Syariah financing experienced a 28% increase, equivalent to Rp3.2 trillion compared to the preceding year. The growth of Syariah financing is due to financing of small and medium businesses, Employee Cooperatives, and Syariah Rural Banks (BPRS).

Complementing the growth in financing was an increase of third party funds by 22%, the equivalent of Rp3 trillion, compared to the preceding year.

In 2015, Danamon Syariah received a number of awards which included the Second Best Overall Performance of 2014-2015 Banking Service Excellence in the Syariah Business Unit category. In addition, Danamon Syariah was also honored as being Top Rank in the 2015 Infobank Digital Awards in the Syariah Business Unit category and Second in Rank in the 2015 Infobank Digital Awards in the Savings Products category.

In 2015, Danamon Syariah successfully introduced leading products, such as Tabungan Umroh which assists customers in financial planning for the umroh and Proteksi Prima Amanah, which is Syariah life insurance.

2016 Initiatives

2016 Danamon Syariah Initiatives are:

1. Maintain healthy market share growth based on Syariah principles and provide on-going service to the retail segment, and to small and medium business customers.
2. Optimize the entire infrastructure of its parent bank network to actively market Syariah-based products.
3. Build a strong funding structure by maximizing the use of its parent bank technology and distribution network.
4. Develop customer-oriented Syariah-based products.
5. Increase the productivity and improve the competency of its human resource talents for the betterment of the Syariah Banking Industry.
6. Increase efficiency through synergizing with the parent bank's support and operational units.
7. Continually improve risk management and corporate governance.

Wholesale Banking and Financial Institution

Wholesale Banking continued focus on loan quality by implementing a thorough early-stage selection process and by structuring loans to meet customer needs.

Danamon Customer's Factory

The Commercial and Corporate Banking business lines were combined to form Wholesale Banking, following a reorganization in 2012. The commercial banking segment is defined as businesses with sales of under Rp500 billion/year (< US$ 50 mio), or a non-public company with credit limit between Rp10 billion and Rp100 billion. The corporate segment has been set to serve customers with sales of over Rp500 billion/year (≥US$ 50 mio), or a non-public company with credit limit above Rp100 billion.

Wholesale Banking offers various products in line with the complexity of the required financial solution of the commercial and corporate customers covering cash management, trade finance, financial supply chain, loans and FX transactions. In addition, commercial and corporate customers are a basis for strengthening relationships between divisions within Danamon and its subsidiaries.

Financial Institution (FI) is a unit within Wholesale Banking that provides services to other banks, security companies, investment managers, pension funds, insurance companies, non-governmental institutions, as well as other non-bank institutions. Products offered include providing credit, cash management, custody service and trade finance as well as treasury services.

2015 Initiatives

In line with the 2015 Bank Business Plan, a series of initiatives and strategies were implemented including continuing initiatives and strategies which had been implemented successfully in the previous years:

1. Focus on credit quality through initial quality selection suited to customer needs and regular review of debtor's business activity are part of the responsibilities of account managing department. For liabilities, focus is on Third Party Funds to grow the CASA portfolio.
2. Continue developing Financial Supply Chain and cross selling products. To maximize the capital turnover, the Bank focuses on supply chain financing (corporate – commercial, commercial – SME) and also cross selling to other lines of business including subsidiaries.

3. Quality of Human Resources by focusing on strengthening each employee's self awareness as part of the team and by promoting transparency in measuring performance and productivity.
4. FI initiated service improvements to International Bank partners for cash pick-up, increased third party funding from the NBFI segment and fee based income. FI also developed a new product, the EDC Mobile Payment, marketed since February 2015. In addition, FI also introduced the Penerimaan Negara second generation system, called MPN G2 in June 2015.

2015 Performance

The initiatives outlined above have generated an increase in Wholesale Banking credit portfolio in 2015 by 4% to Rp37.18 trillion compared to Rp35.90 trillion in 2014. This was achieved by increasing corporate credit in 2015 by 4.4% to Rp16.6 trillion compared to Rp15.92 trillion in 2014. For the commercial sector, in 2015 credit decreased by 5.9% to Rp16.34 trillion compared to Rp17.37 trillion in 2014.

In Wholesale Banking credit quality, NPLs rose from 1.8% in 2014 to 2.8% in October 2015. In the corporate sector NPLs in 2015 were 1.08% compared to 1.09% in 2014. Commercial sector NPLs rose from 0.73% in 2014 to 1.73% in October 2015. The increase in NPLs was mainly caused by the mining industry, especially the coal sector.

For Third Party funding, given the slowdown in the economy in 2015, Wholesale Banking was able to maintain Third Party Funds at the previous years' level of Rp28.70 trillion.

2016 Plan

In 2016, Wholesale Banking will maintain its focus on increasing third party funds especially CASA to balance credit growth. Special attention will be shown to prudent credit approval process in order to maintain high credit quality. Also, the Bank will improve supply chain and cross selling services, aiming to be the customer's first choice for Wholesale Banking transactions.

The main Wholesale Banking initiatives in 2016 are as follows:

- Credit growth focused on industries with growth potential, open to opportunities for supply chain and cross selling synergy.
- Trade Finance products, especially Off Balance Sheet transactions, will continue to be the key product for Wholesale Banking its effort to generate higher fee based income for the Bank. Cash Management products, financial supply chain marketing as well as Wholesale Banking's cooperation with SME Banking and DSP will continue to be intensified.
- Development and improvement of transaction services will continue to be implemented through the use of electronic channels such as EDC, internet banking and cash pick up service.
- Consistent approach to maintain Human Resources professionalism and compentency as well as implementation of a contribution based compensation system. Human Recources competency will continue to be developed by specific Wholesale Banking training programs such as understanding of the financial supply chain and cross selling products.
- Intiatives to improve quality of the credit portfolio include account monitoring and regular review of business and credit risk/approval teams.
- FI will continue the 2015 strategy to increase market share in NBFI segment especially for custody and Fixed Income sector as well as the global expansion of the correspondent bank network to support the trade finance and treasury business lines.

Treasury and Capital Market

Treasury and Capital Market ensures that the Bank's liquidity remains healthy. It recorded significant growth through its cash pick-up service to multinational customers and boosted funding from non-bank financial institutions.

Dealing room

The Treasury and Capital Market Division (TCM) is assigned by the Assets and Liability Committee to manage the liquidity risk of the Bank. In this case, TCM's role is to ensure the liquidity needs of the Bank in supporting business growth. Also, TCM is given the mandate to manage interest rate risk on the Bank's balance sheet.

TCM provides treasury products to meet corporate and individual customer needs as well as to take advantage of market opportunities through trading activities based on prudent banking principles. As a partner, TCM offers various products and services across Danamon's business units, and provides mitigation for foreign currency exchange risk and interest rate risk as required by the Bank's customers.

TCM also participates in activities such as trading in government bonds (Treasury Bills, Sukuk) and corporate bonds in the primary and secondary market. This is reflected in the appointment of Danamon by the Ministry of Finance as one of the major dealers in government bonds.

Business Activities in 2015

In compliance with the Loan to Funding ratio (LFR) set by Bank Indonesia, TCM together with the related business units has implemented an initiative to obtain third party funds from onshore and offshore deposit sources to be included in the LFR. On a regular basis and as needed, TCM diversifies funding sources through capital market instruments including interbank transactions and Repurchase Agreements (Repo) as an alternative to swap transactions with Bank Indonesia.

In 2015, TCM continued implementing the second stage of the ALM system which includes Fund Transfer Pricing (FTP) and Dynamic Simulation Modules. Unlike implementation of the first stage in 2014 which used static analysis, the second stage provides TCM with the capability to conduct dynamic balance sheet simulation analyses in relation to liquidity and interest rate risk management.

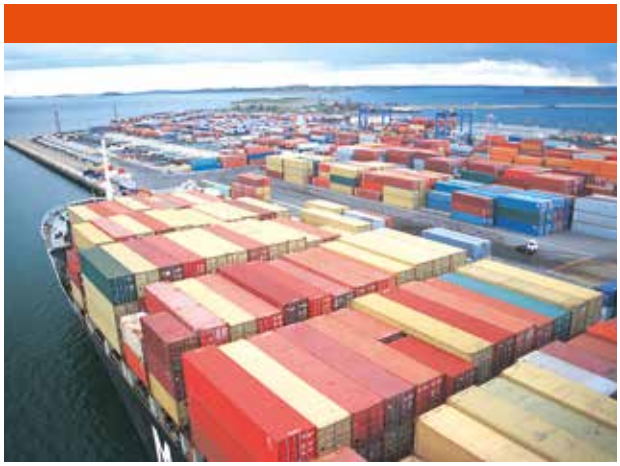
Foreign currency transactions (FX spot, FX forward, FX Swap, Cross Currency Swap) and bond transactions are still the main products in meeting customer needs as well as the Bank's trading activities.

In performing its business activities, TCM has always and shall continue to uphold the prudence principle in supporting the Bank's business growth.

To support volume transaction growth, Danamon continues to improve quality of service in terms of product features and service development.

Transaction Banking (Cash Management, Trade Finance & Financial Supply Chain)

Transaction Banking improved service quality and speed and introduced services aimed at boosting utilization of trade finance.



View at Port

Amidst challenging market conditions, Transaction Banking continued to improve service quality and speed, develop new banking products and services and improve CASA concentration risk.

Transaction Banking focused on becoming a solutions integrator, collaborating with all Lines of Business (LOB) to achieve the Bank's revenue and volume targets. Transaction Banking also strived to increase cross-selling of the Bank's products and to increase low-cost CASA as well as to become a product expert for LOB and Sales & Distribution in providing integrated solutions. Transaction Banking product coverage includes Cash Management, Trade Finance and Financial Supply Chain.

2015 Initiatives and Business Performance

Strategies implemented in 2015:

- Improved CASA concentration risk and lowered cost of funds of Current Accounts.
- Strived to maintain CASA and Trade volumes.
- Focused on existing clients to increase Trade Finance utilization and provide solutions and other banking products.

In line with the 2015 Bank Business Plan, Transaction Banking launched the new EDC Mobile Payment product in February 2015. In June 2015, the second generation Penerimaan Negara system for Tax Payment called MPN G2 was launched. Transaction Banking has also started a project to revamp cash@work, Bank Danamon's Internet Banking for business, and to expand mechanisms to support customer transaction needs.

With the strategies and initiatives undertaken in 2015, the Bank managed to maintain growth in cash management transactions, which increased 14% to 11.9 million transactions compared to 10.5 million transactions in 2014 with transaction volume increasing by 5% to Rp443.0 trillion from Rp421.2 trillion in the previous year.

Trade assets decreased by 11% to Rp9,781 billion in 2015 compared to Rp10,996 billion in the previous year. Furthermore, fee-based income slightly declined 1% to Rp274.5 billion in 2015 compared to Rp277.1 billion in the previous year.

	YOY	2015	2014
Trade Assets (Rp billion)	-11%	9,781	10,966
Fee based income (Rp billion)	-1%	274.5	277.1
Number of cash@work customers	11%	12,062	10,894
Number of Cash Management Transactions (cash@work)	14%	11,946,706	10,506,422
Volume of Cash Management Transactions (Rp trillion) (cash@work)	5%	443.0	421.2

2016 Strategy and Business Plan

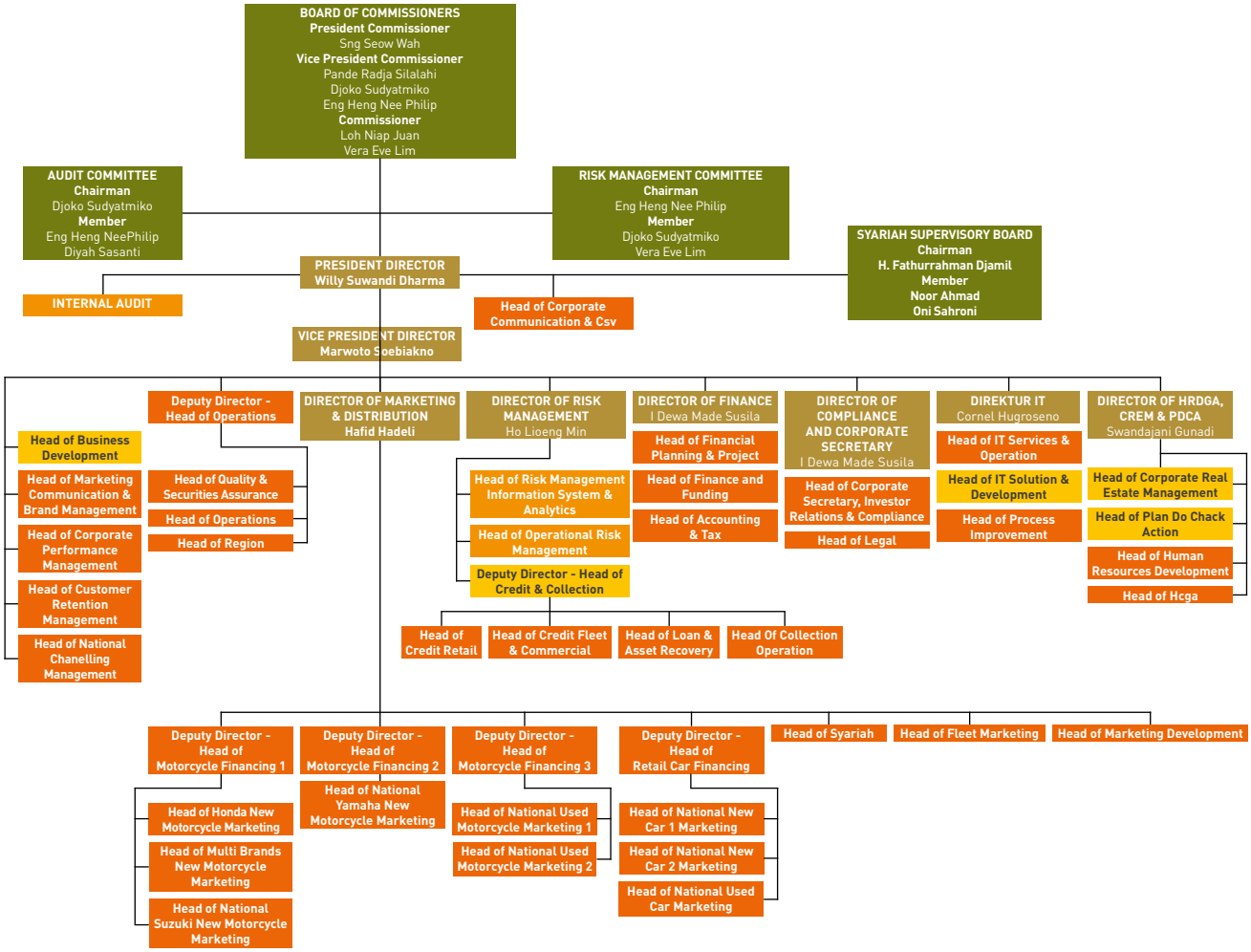
- Focus on granular deposits and provide solutions suitable to customer needs.
- Expand customer base through Trade Finance & Financial Supply Chain.
- Boost cross-selling of Bank's products & services as bundled solutions.
- Improve Trade asset quality.
- Enhance system capability and develop new products.
- Support Sales & Distribution and LOB as product experts.

Subsidiary Business Review

Adira Finance

Throughout 2015, Adira Finance disbursed financing for the purchase of 1.5 million motorcycles of Rp17.6 trillion, as well as financing for 111 thousand automobiles of Rp12.6 trillion.

ADIRA FINANCE ORGANIZATION STRUCTURE



Adira Finance's vision is "Creating shared values for the sustainability of the company and the welfare of Indonesian society." This vision is being realized through the following missions:

- Provide a variety of products and services to serve every stage in a customer's life cycle;
- Provide beneficial and friendly experiences for stakeholders; and
- Enable communities to reach prosperity.

The Company is committed to building long-term partnerships with consumers and business partners by introducing its new logo and tagline, "Sahabat

Setia Selamanya." The new logo is a manifestation of the Company's long term business strategy to support sustainable performance.

With this new identity, Adira Finance seeks to serve consumers in all aspects of life to create a long-term relationship or customer for life. The Company hopes that consumers sense the presence of Adira Finance as a friend who is capable of providing the solutions they need, and seeks to work together in the "Sahabat Adira" concept. Sahabat in the philosophy of Adira Finance contains personalized values to be reflected to the consumers: intelligent, trustworthy, friendly, helpful, attentive, and committed.

Adira Finance's key market segment is people with mid and mid to low income levels who need both two-wheeler and four-wheeler, new and used, motor vehicles primarily for productive purposes.

Services and Products

In principle, the Company offers the following products and services:

No	Product and Services	Description
1.	Consumer Financing	Financing for the purchases of goods based on the needs of consumers with installment payments.
2.	Leasing	Financing provided as capital goods either through Finance Lease or Operating Lease for use for a certain period which is to be repaid through installments.
3.	Syariah-based Consumer Financing	Financing for purchases of goods based on the needs of consumers which is to be repaid through Syariah-based installments.

Strategy and work program 2015

The Company applied the following strategy for 2015:

Improve the quality of relationships with and provide the best value for the company's stakeholders

To improve the quality of relationships with stakeholders, Adira Finance conducted various programs and activities that stimulate active communication with its stakeholders. The programs to be implemented include partnerships with dealers and other corporate business partners, and encouragement and provision of facilities for consumers' community activities.

Commitment to optimal service to consumers

Adira Finance will continue to optimally improve service to consumers, by enhancing the quality of both service infrastructure in the business network and human resources. By providing customer-oriented maximum services that meet their expectations, Adira Finance seeks to become a reliable provider of financial services and a key partner who is loyal to its consumers for their entire lives. In addition, the company continues to enhance its commitment to the highest level possible and seeks to build bonds with consumers.

The Implementation of balanced risk management

To keep risks managed in a sustainable way, the company consistently improves the quality of its risk management both in terms of systems and human resources, and keeps it balanced with strict execution of the precautionary principles.

Improving Operational effectiveness and efficiency

Adira Finance continues to increase operational effectiveness and efficiency by reorganizing business network systems, and upgrading information technology as well as other operating systems. Recently developed is the Mobile Collection System (MCS) that allows field officers to access a list of the company's customers online and input findings from visits to on-line customers without having to return to the office.

Applied adaptive strategies of the latest developments

In response to the current business progress, the company remains flexible in continuously monitoring and adapting to current developments and maintains the principles of prudence while continuing to implement effective strategies in an effort to sustain business and create shared value for the community through the establishment of Keday and deeper relations with other partners.

Performance in 2015

	Target 2015	2015	2014
New Financing (Rp billion)	5% Growth	30.5	34.1
Non Performing Loans(%)	2% Below	1.7	1.5

Throughout 2015, Adira Finance provided financing for the purchase of 1.5 million motorcycles, amounting to Rp17.6 trillion. Financing was also disbursed for the purchase of 111 thousand new cars, amounting to Rp12.6 trillion. Since May 2015, the Company provided financing for the purchase of durable goods as a strategy to offer a 'one-stop solution' to consumers, and financing for this new sector reached Rp270 billion.

At the national level, sales of new vehicles, of both new motorcycles and new cars were for the entire year were affected throughout 2015 by challenging business and economic conditions. Sales of new motorcycles fell 18% to 6.5 million units. Furthermore, sales of new cars were down 16% to 1.0 million units. This had an impact on Adira Finance's business as financing for new vehicles fell 20% to Rp18.6 trillion. However, Adira Finance managed to increase financing for used vehicles by 7% to Rp11.7 trillion. Thus, new financing was down only 10% to Rp30.5 trillion overall.

Syariah-based financing also increased by 90% to Rp4.5 trillion, representing 15% of new financing in 2015. Overall, Syariah-based financing contributed 12% to the financing receivables under management or Rp5.4 trillion at the end of 2015.

By the end of 2015, the amount of financing receivables under management reached Rp46.4 trillion. Through strong prudent credit management, NPF was maintained at 1.7%, and has remained stable since the first semester of 2015. This figure is well below the maximum limit of 5%.

Adira Finance Strategies and Plans for 2016

Adira Finance still sees the current strategies as relevant to be implemented in 2016. Generally, Adira Finance's strategies are as follows:

Focus on high-yield portfolio

The company focuses on financing for assets with a high return rate and maintaining the quality of financing assets.

Prudent implementation of risk management

By conducting a thorough study of the financial ability of every potential customer and requiring minimum down payment.

Commitment to productivity and efficiency

Continuous improvement in systems and procedures to improve productivity, support financial activities and improve efficiency.

Strong and close relationship

The company seeks to maintain good relations and increase the confidence and satisfaction of both consumers and business partners.

Optimization of business network

The company continues to optimize the functionality and performance of its business network in order to provide the best services to consumers and business partners.

IT and Human Resources Development

The company continuously seeks to develop IT and Human Resources.

Synergy with the parent company, PT Bank Danamon Indonesia Tbk

Joint products, network expansion and the consumer-based business potential of PT Bank Danamon Indonesia Tbk has created a strategic business synergy.

Balanced Diversification of funding sources

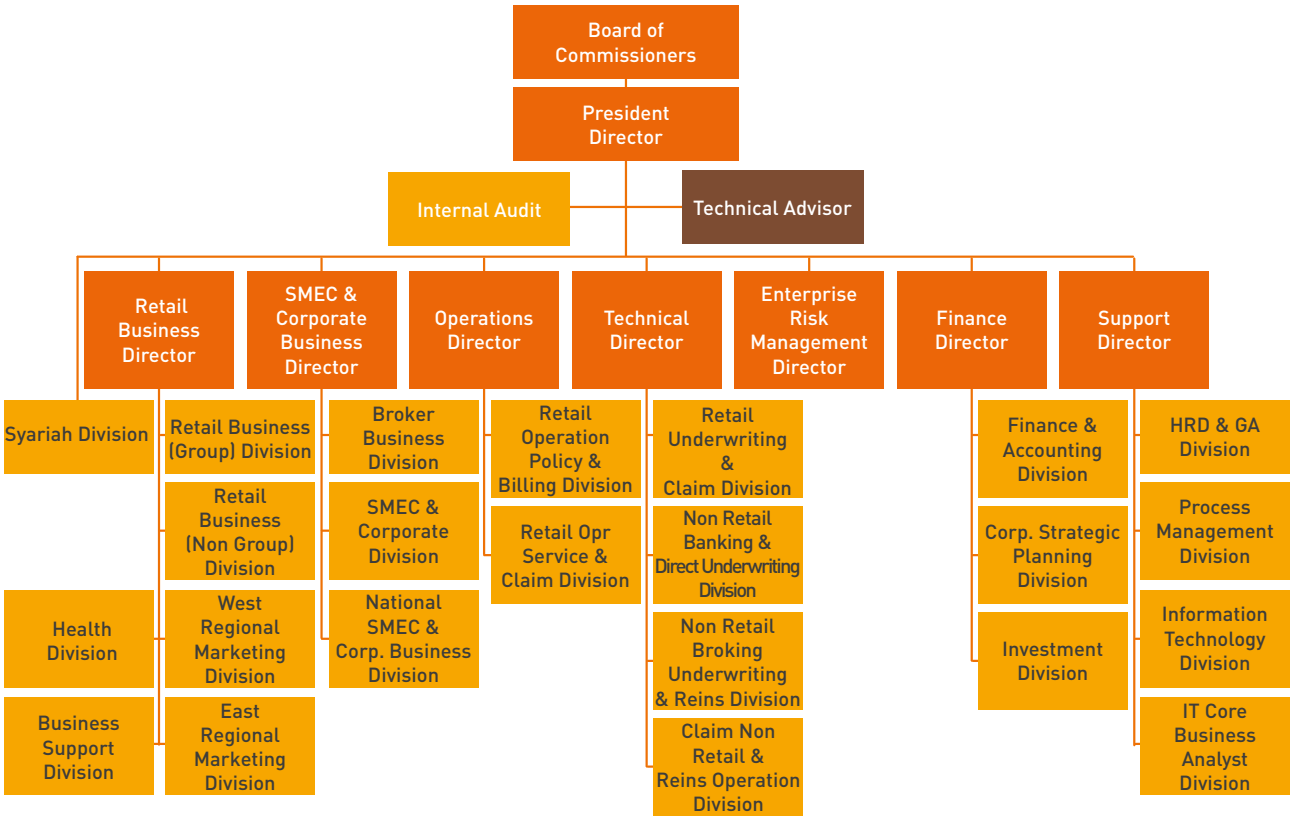
The company always seeks access to stable and competitive sources of funding to maintain sufficient funds for financing. Besides the full support from the Parent Company, Adira Finance is also moving towards diversification by accessing options available in the capital market in an effort to capture emerging business opportunities and maintain a balanced and effective capital structure.

Subsidiary Business Review

Adira Insurance

Adira Insurance implemented strategies in line with the Bank Business Plan, including innovative product development, distribution network expansion, and service innovation and excellence.

ADIRA INSURANCE ORGANIZATION STRUCTURE



Adira Insurance is a company engaged in general insurance business and a member of the Danamon Group in which PT. Bank Danamon Indonesia, Tbk. has been the majority shareholder since 2004. The company was established in 2002, and after 14 years of operation, has assets of Rp4,903 trillion and capital of Rp1,556 trillion.

With the vision of "To be the Insurer of Choice", at the end of 2015 the company manages nearly 10 million active policies comprising various insurance products. The products available include conventional and Syariah based insurance. Leading products include motor vehicle insurance coverage such as Autocillin car insurance and Motorpro motorcycle insurance, Medicillin health insurance and Travelling travel insurance. The Company also provides other products such as Accident, Property, Heavy Equipment, Marine Hull, Engineering, Surety Bonds, Cargo, Litigation and other insurance products.

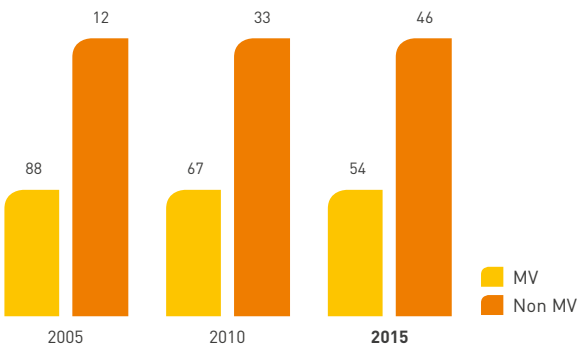
Adira Insurance's Employee and her Customer

Business Initiatives 2015

As stated in the Bank Business Plan, the strategy and initiatives implemented by Adira Insurance in 2015 were:

- Innovative Product Development
  The company strived for a balanced business portfolio and innovative services that customers need as well as the expansion of the distribution network. The company not only developed and explored customer's needs in the automotive business line, but also focused on the needs of customers in the non automotive

Comparison of MV & Non-MV Portfolios in 2005, 2010 and 2015



  sectors such as health, property, cargo and micro insurance.

- Distribution Network Expansion
  The distribution network is continually expanded in line with the development of digital based distribution. In 2015, the company opened new networks in cooperation with four digital based marketing places. Through these market places, the Company sold various products such as Dengue Fever (DBD) insurance, Typhoid insurance, Motorpro motorcycle insurance, Travellin travel insurance and Autocillin car insurance vouchers. The company also collaborated with online travel agents' customers to provide travel insurance for en route travellers.

  Also, the company has expanded cooperation with various business partners including 532 certified agents, 83 dealers, 44 brokers, 15 leasing companies, and 14 banks. In addition, the company has also worked together with business partners in the energy, mining and various other industries.

- Service Innovation and Service Excellence
  Efficient processing utilizing technology has always been the method of achieving superior and effective service. In 2015, the company improved the quality of its website from just an information source to a website for generating transactions. With changes in appearance, new features and change in the website address to www.asuransiadira.com, the website offers customers the option to purchase on-line DBD insurance, Typhoid insurance, accident insurance (known as Proteku), motorcycle insurance, car insurance, and travel insurance (known as Travellin). Specifically for Travellin travel insurance, customers are able to purchase products and make insurance claims through the www.travellin.co.id website.

To meet customers' need for digital access, the Autocillin Mobile Claim Application and Medicillin Mobile Claim have been made as simple as possible. In relation to digital technology, in 2015, the Company also developed an integrated internal system to accelerate and improve customer service. Other than the internal system, an important undertaking was embedding a culture of service and caring in all of the company's employees enabling and encouraging them to provide the best possible service to customers.

2016 Strategy and Business Plan

The Company's strategy in 2016 is as follows:

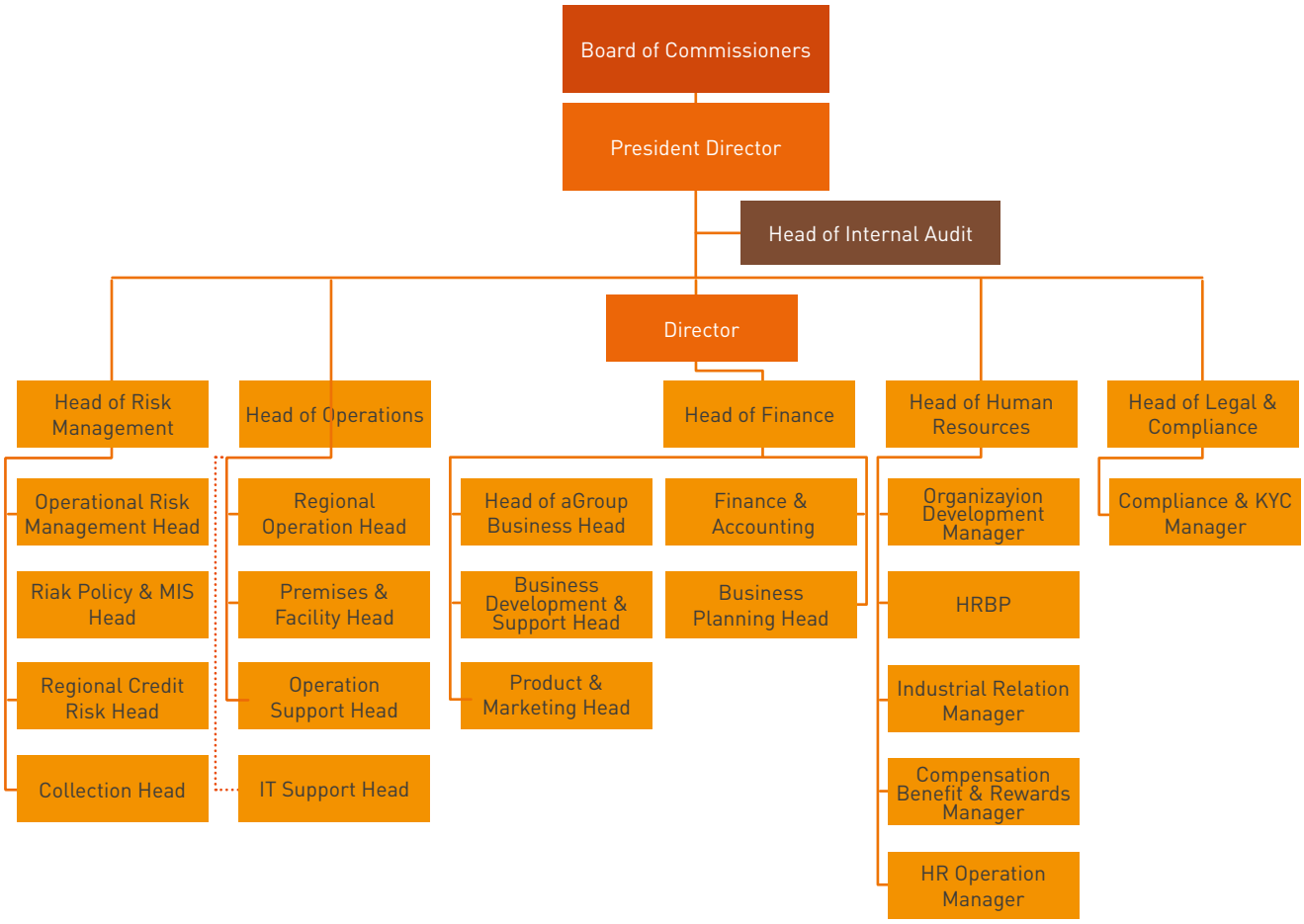
- Portfolio Balancing. Other than aspiring to become an automotive expert, the company also aims to become a professional player in the property and health industry as well as to strengthen the cargo business line to complement the Commercial and Small Medium Enterprises (SME) business sectors.
- Improve cooperation with the Danamon Group by collaborating with commercial, SME and consumer banking as well as Bank Danamon's branches to boost customer referrals to the company.
- Strengthen the main distribution network and build alternative networks as follows:
  - Continue investment outside the Danamon's distribution network, such as brokerage companies or other banks.
  - Develop the digital distribution network
  - Provide value added services to strengthen sales value to customers.

Subsidiary Business Review

Adira Kredit

Adira Kredit serves all consumer segments with unique values based on sales excellence and superior service, all in order to achieve the aspiration of becoming a leading and preferred financial institution.

ADIRA KREDIT ORGANIZATION STRUCTURE



Adira Kredit at Glance

PT. Adira Quantum Multifinance is a company that provides financing for purchases of consumer goods such as Electronics, Computers, Furniture and other Appliances with an office network covering major cities in Indonesia.

Better known as Adira Kredit, the company officially began operations on March 23, 2003. Adira Kredit has always been committed to providing quality service. Adira Kredit is fully supported by Bank Danamon as its major shareholder.

The company's vision of "We Care and Enable Millions to Prosper" has a meaning that employees at all levels will give deep attention with sincerity to the shareholders and all stakeholders. The company's mission is to move forwards to become a "Leading Financing Institution " in Indonesia with a strong market presence offering consistent service to all consumer segments through unique values based on sales excellence and superior service. Fulfilment of this will ultimately help realize the company's aspiration of becoming a leading and preferred financial institution, keen to work optimally, and an institution which borrowers, employees, shareholders, regulators and the local community hold in high respect.

Services and Products

The need for quality items often cannot be met due to low purchasing power. It is for that reason that Adira Kredit has come to provide solutions and alternatives to the public to buy items on credit.

Adira Kredit offers financing facilities for purchases of consumer goods such as electronics, computers, furniture, appliances, tablets and mobile phones with installment payments.

Strategy and Work Program in 2015

Consistent with its work program, the company in 2015 curtailed business and operational activities in most areas while beginning to develop an alternative strategy for synergy with Adira Finance to study and identify possible new business models.

Adira Kredit operations will focus on financing in its 9 (nine) business outlets that have shown large contributions, namely Padang, Pekanbaru, Batam, Bandung, Surabaya, Banjarmasin, Balikpapan, Manado and Makassar, concentrating also on low-risk consumer segments.

All business outlets of Adira Kredit are still making collections while all of its existing payment channels can still serve customers and receive payments from them. Adira Kredit also continues to operate its centralized customer service through its Service Centre.

Performance in 2015

	2015 Target	2015	2014
New Financing (in Billion Rupiah)	-1.3%	116.8	118.3
Non Performing Financing	10.4%	4,058	3,674

The strategy to significantly reduce business and curtail operational activities in 2015 led to a much lower target figure for new financing compared to the previous year.

Impairment of net receivables declined quite considerably due to the implementation of this strategy during 2015, and this has resulted in a higher ratio of non performing loans as the value of consumer financing receivables declined accordingly.

Strategy and Plan for 2016

The strategy followed in the previous years will continue to be implemented in 2016, including:

Management Policy and Strategies

The company will continue to implement its restricted operational strategy, to effect pause on sales at all business outlets while developing new financing schemes with Adira Finance and enhancing efficiency in terms of labor costs and asset management.

Collection activities will continue to be carried out at Adira Kredit business outlets while all of its existing payment channels will continue to serve customers and receive installment payments from them. Services to customers will be provided through Customer Service, including handling of consumer complaints and providing information to remind consumers of the value and maturity of their installments.

The Company is also considering several options for business sustainability including the option for merger with Adira Finance to create synergy in sustainable business with the Company's other subsidiaries.

Risk Management and Compliance Functions

The Company will continue to implement the Risk Management function in accordance with the Company's provisions that are integrated with the Parent Company. The compliance function is implemented independently and is integrated with that of the Parent Company.

Development and Marketing Plans

Business development will be more directed towards co-financing jointly developed with Adira Finance.

Marketing Strategy and Market Share

To provide better service for Danamon customers, Danamon's products and services were made more reliable and accessible. These initiatives were supported by brand equity led marketing strategy to enhance customer acquisition, build Danamon brand recognition and increase customer loyalty.

A. MARKETING STRATEGY

An effective marketing strategy is crucial to fulfilling the Bank's mission. As a financial services provider, Danamon's and its subsidiaries' main priority is to focus on customer needs. The two main goals of Danamon's marketing strategy are to ensure its products and services deliver the targeted results, and to enhance Danamon's brand equity by way of:

1. **Boosting Customer Acquisition**
   Interesting and relevant marketing campaigns, targeted at particular customer segments via suitable media platforms, are essential to increase customer numbers.

2. **Strengthening Danamon Brand Recognition**
   Danamon has highlighted its brand promise of "Untuk Anda, Bisa" ("We Make it Happen for you") since 2008. This brand promise is what we want customers to experience everytime they use Danamon's products and services. This slogan is publicized on communication channels such as television and radio, as well as print, digital, outdoor, and social media to reinforce Danamon's brand recognition and public image. Danamon's marketing approaches use both above the line (ATL) and below the line (BTL) methods.

3. **Improving and Building Customer Loyalty**
   Danamon is committed to developing customer loyalty through service excellence and customer satisfaction, and by promoting the advantages of all Danamon's products and services. In addition, a key factor in maintaining customer loyalty is the Bank's immediate response to customer complaints and issues, via the Hello Danamon contact centre. Initiatives such as these will combine to build and foster a positive and strong relationship between Danamon and its customers.

Among the campaigns that promote the products and services of each business unit are "Danamon Lebih" (Danamon Plus) highlighting its five features, FlexiMAX for ease of transactions, Danamonline for online banking, D-Mobile for mobile banking, Tabungan Si Pintar (Smart Savings) for the micro business segment, Tabungan Bisa Umrah IB (Pilgrimage to Mecca Savings) for the Syariah segment, and customer services via Hello Danamon.

Growth of Danamon's brand equity is realized through the Danamon Social Entrepreneurship Award (DSEA) and Banking Education programs.

Service improvement efforts for Danamon's customers have been acknowledged with the following awards:

- Customer Satisfaction Award – Consumer Banking of the Year (Roy Morgan Research)
- WOW Service Excellence Monitor 2014/2015 (Marketing Research Indonesia)
- Customer Experience in Financial Services (CXFS) Asia Awards 2015 (Timetric)

MARKETING STRATEGY RESEARCH

Danamon regularly conducts marketing strategy surveys, known as Banking Rapid Reaction Monitor (BRRM) in cooperation with leading survey institutions. The surveys assess areas of improvement covering Brand Equity, Brand Awareness and Advertising Awareness and indicate what is needed to build a strong brand. The survey is conducted in 9 large cities in Indonesia (Jakarta, Bandung, Semarang, Surabaya, Medan, Balikpapan, Palembang, Makassar and Denpasar).

EXAMPLES OF MARKETING STRATEGY REALIZATION

A few example of marketing strategy implementation to support Danamon's line of businesses are as follows:

PRODUCTS AND SERVICES

Information on Products and Services can be viewed under "Company Data".

MARKETING CAMPAIGNS

Marketing campaigns in 2015 included improvement of some features of the online banking payment service (Danamon Online Banking); launching of E-Commerce payment service, Tabungan Bisa Umroh iB, Proteksi Prima Amanah iB, Mobil DSP, Heboh 1 Milyar D & P program as well as improvement in supply chain services and cross selling to customers of consumer, commercial, and corporate banking.

Tabungan Danamon Lebih, Nabung Gak Pake Bocor!

There are five advantages:

1. No administration fee
2. 5% cash back
3. Competitive transfer fee
4. No cash withdrawal fee
5. Free life insurance

Tabungan Fleximax

Fleximax offers ease of transactions and financial benefits:

- No RTGS/LLG clearing fees
- No administration fee
- Free overseas ATM cash withdrawals
- Higher interest rate (stepped interest rate in relation to balance)
- Fantastic prizes (in relation to balance)
- Free access to Executive Airport Lounges
- Free daily balance report via facsimile
- No queuing at counters

D-Mobile, Danamon Mobile Banking

Danamon Mobile Banking offers ease and convenience when making transactions on smartphones.

Advantages include:

Easy and Flexible

Download and install D-Mobile application. Activation can be done directly through the application of D-Mobile, without visiting a branch/ATM. Use your User ID and Password of DOB or Debit Card/ATM to register. If you do not have Danamon savings account, you can complete the activation through your Danamon Credit Card (Visa or MasterCard).

Dynamic, Simple and Personalized

With D-Mobile, balance enquiries, transfers between banks, billing payments and purchases can be accessed using a smart phone. It also provides features such as Augmented Reality (an exciting way to search for discounts offered by Danamon's merchants), and SosMed D-Cash (a new way to transfer funds to Facebook friends). With D-Mobile, customers can change the image or photo icon of their account as they wish.

Extensive and Fast Network

Access to secure data networks (GPRS/3G, EVDO-CDMA, WiFi) with international security standards such as EV SSL Certificate and HTTPS Host Security.

E-Commerce Feature In Danamon Online Banking

In 2015, Danamon Online Banking augmented its features with the launching of E-Commerce payment service, an online shopping payment service, in line with the rise of the online - shopping lifestyle trend.

Tabungan Bisa Umrah

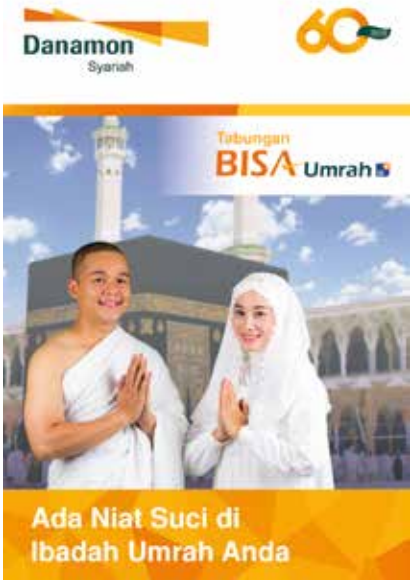
Danamon offers planned savings with the Syariah Mudharabah Contract account to assist customers in preparing funds for the Umrah pilgrimage, complemented with life insurance coverage. Customers can set the amount and period of savings.

Proteksi Prima Amanah

Danamon offers a syariah term life insurance protection program that provides life protection and benefits at the end of the contract period.

Mobile DSP

Danamon Simpan Pinjam (DSP) has launched Mobil DSP, a mobile banking unit using a vehicle equipped with banking products and services such as account openings and lending applications.



Example of marketing strategies to improve Danamon's brand equity are as follows:

DANAMON SOCIAL ENTREPRENEURSHIP AWARDS

The Danamon Social Entrepreneurship Awards (DSEA) have been conducted since 2006. They are Danamon's highest recognition of social entrepreneurs who have continuously fostered entrepreneurship in their surrounding areas and were able to alleviate social issues in their respective areas, in line with Danamon's vision of "We care and enable millions to prosper."

BANKING EDUCATION

In 2015 Danamon conducted Pojok Bisa (Banking Education Corner) in nine cities and at nineteen traditional markets located in six different provinces, for local market traders.

The recipients of the banking education program were Micro, Small and Medium Enterprise (MSME) traders and housewives. Danamon introduced them to and taught them about accounting records, and household finance management for housewives. The Bank also invited its successful MSME customers to share their tips for success in building up and maintaining a business.

B. MARKET SHARE

In terms of third party funds and credit compared with the industry as a whole, Danamon managed to maintain its third party funds portion of 2.7% in 2015 compared with 2.9% in 2014. Meanwhile, as for Danamon credit portion compared with the industry as a whole, the Bank experienced a decrease to 3.2% in 2015 from 3.8% in 2014.

Danamon Position in the Banking Industry

Rp trillion	YoY	2015	2014	2013	2012	2011
Danamon Third Party	-1.3%	116.8	118.3	110.8	91.7	88.1
Industry Third Party	7.3%	4,413	4,114	3,664	3,225	2,785
Danamon Loans	-7.0%	129.4	139.1	135.4	116.6	101.8
Industry Loans	10.4%	4,058	3,674	3,293	2,708	2,200

Prospects and Business Development Strategy

Going forward, Danamon will focus on growing the other business segments including Consumer, SME and Commercial Banking beyond our strengths in the mass market segment, while leveraging synergies with subsidiaries, in addition to putting greater focus on *talent development* and skills training as well as prudent risk management.

Going forward, the impact of the global economy will remain a challenge for the Indonesian economy, as the outlook for the country's main exports is weak, compounded with persisting uncertainty in regards to a US interest rate hike in 2016.

Beyond our strengths in the mass market, Danamon will focus on growing the other business segments including Consumer Banking, SME and Commercial Banking. We will also invest more to enable Adira Insurance to build its general insurance activities. In addition, Danamon will increase Human Resources productivity by putting greater focus on talent development and skills training. Danamon will continue to conduct prudent practices in risk management with a focus on credit and liquidity risks.

We have defined a number of initiatives that will be implemented in 2016, including:

- In addition to its historical strengths in the mass market, Danamon Group will focus on developing other sectors, including SMEs, Commercial, Consumer, and Adira Insurance. Transaction Banking products will play an important role to improve Danamon's ability in attaining funds and fee based income. In addition, Syariah and Treasury will increase their sales forces to encourage growth.
- In early 2016, we will launch new Sales and Distribution (S&D) networks by integrating a Consumer and SME branch network into a single organization. S&D organization will improve skills of its branch office staff to offer customers the best products and bundled products. This initiative is expected to increase cross selling opportunities as well as encourage collaboration and accountability between the business lines and subsidiaries, ultimately improving customer service.
- The Bank will continue to enhance digital channels for consumer and business segments, and perform digitalized at the back-end processes. The Bank will also use data analysis to improve the ability to serve customers.
- Danamon have commenced reviewing our risk and credit processes to enhance our ability to manage and control the risks as we emphasize coverage to our Consumer, SME and Commercial Banking customer segments.
- Danamon Corporate University will be comprehensively developed to improve skills and increase employee productivity. Moreover, Danamon adheres to the principle of meritocracy by rewarding people based on performance. All these will help us to continue attract and retain talented staff.

Financial Review

Amid a challenging business environment, Danamon maintained its operational costs and improved operating profit, sustaining a healthy capital adequacy ratio for the capital structure.

COMPREHENSIVE INCOME

For the years 2013, 2014, and 2015, comprehensive income was Rp 4.0 trillion, Rp 2.7 trillion and Rp 2.5 trillion respectively, while net income for the same period was Rp 4.0 trillion, Rp 2.6 trillion, and Rp 2.4 trillion respectively.

PROFIT/LOSS

Consolidated Statements of Income	Full Year					
	YoY	2015	2014	2013	2012	2011
Net Interest Income	0%	13,648	13,680	13,531	12,922	10,849
Net Underwriting Income	23%	527	427	487	464	392
Net Interest Income and Net Underwriting Income	0%	14,175	14,107	14,018	13,386	11,241
Other Operating Income	-6%	4,082	4,336	5,156	4,649	4,213
Other Operating Expense	0%	14,313	14,380	13,569	12,464	10,280
Net Operating Income	-3%	3,943	4,063	5,605	5,571	5,174
Non Operational Expense – Net	30%	662	510	75	84	623
Income Before Tax	-8%	3,281	3,553	5,530	5,487	4,551
Income Tax Expenses	-7%	812	870	1,371	1,370	1,149
Income After Income Tax Expense	-8%	2,469	2,683	4,159	4,117	3,402
Net Income Attributable to Non-Controlling Interest	-4%	76	79	118	105	108
Net Income Attributable to Equity Holders of the Parent Entity	-8%	2,393	2,604	4,041	4,012	3,294
Basic Earnings per Share	-8%	249.70	271.69	421.68	418.57	373.99
Comprehensive Income Attributable to Equity Holder of Parent Entity	-8%	2,459	2,683	3,961	3,978	3,260
Comprehensive Income Attributable to Non Controlling Interest	1%	78	78	115	103	113

Other Comprehensive Income	Full Year					
	YoY	2015	2014	2013	2012	2011
Actuarial profit (loss) on defined benefit plan	-146%	35	(76)	-	-	-
Income tax related to other comprehensive income	-147%	(9)	19	-	-	-
Foreign exchange difference from translation of financial statements in foreign currency	-	-	-	-	-	(2)
Available for sale financial assets:						
Profit (Losses) in current year	-125%	(59)	235	(124)	(16)	(65)
-Amount Transferred to Profit or Loss in Respect of Fair Value Change	-162%	8	(13)	(11)	(4)	(31)
Cash Flow Hedges:						
-Effective portion on fair value changes of derivative instrument for cash flow hedges	-235%	115	(85)	18	(17)	(2)
Income tax relating to components of other comprehensive income	950%	(21)	(2)	35	2	24
Other Comprehensive Income Net of Tax	-12%	69	78	(82)	(35)	(76)
Total Comprehensive Income	-8%	2,538	2,761	4,077	4,082	3,326

* 2011 is restated due to the first time adoption of SFAS62, SFAS28 (R2012) and SFAS36(R2012) in subsidiaries

In 2015, the 8% declines in comprehensive income and net income were primarily due to a high decline of 6% (Rp 255 billion) in other operating income from Rp 4,336 billion in 2014 to Rp 4,081 billion in the previous year. While, net interest income declined slightly by Rp32 billion to Rp13,648 billion, compared to Rp13,680 in 2014.

INCOME

Rp billion	Full Year					
	YoY	2015	2014	2013	2012	2011
Interest Income	-2%	22,421	22,991	20,131	18,858	16,882
Premium Income	18%	1,761	1,492	1,258	1,152	958
Other Operating Income	-6%	4,082	4,336	5,156	4,649	4,213
Total Operating Income	-2%	28,264	28,819	26,545	24,659	22,053
Non Operating Income	120%	101	46	43	84	100
Total	-2%	28,365	28,865	26,588	24,743	22,153

Bank income is derived from interest income and other operating income, but it also consists of premium income and non-operating income.

The Bank's income in 2015 decreased by 2% or Rp500 billion to Rp28,365 billion, compared to Rp28,865 billion in 2014.

Interest Income

Rp billion	Full Year					
	YoY	2015	2014	2013	2012	2011
Loans	-4%	14,797	15,335	13,581	13,147	12,153
Government bonds	8%	352	326	232	231	290
Marketable securities and other notes receivable	0%	1,019	1,019	718	735	875
Consumer financing income	-1%	5,966	6,055	5,428	4,613	3,421
Placement with other banks and BI	12%	287	256	172	132	143
Total	-2%	22,421	22,991	20,131	18,858	16,882

Interest income of the Bank is mainly derived from loans and consumer financing. In 2015, interest income decreased by 2%, or Rp570 billion to Rp22,421 billion compared to 2014 which amounted to Rp22,991 billion. This decrease was due to the slowing growth in loans which led to the decline in the Bank's income.

Other Operating Income

Rp billion	Full Year					
	YoY	2015	2014	2013	2012	2011
Fees and commissions income	-9%	1,621	1,775	1,728	1,536	1,323
Fees	-16%	2,213	2,642	3,271	2,992	2,844
(Loss)/gain from changes in fair value of financial instrument	-106%	8	(127)	80	41	22
Realized gain (loss) from derivative instruments	1354%	189	13	208	(44)	(47)
(Expense) income from foreign exchange transactions	-343%	17	(7)	(139)	106	42
Dividend income	-0%	1	1	5	5	5
Gains on sale of marketable securities and Government bonds – net	-15%	33	39	3	13	24
Total	-5,9%	4,082	4,336	5,156	4,649	4,213

Other operating income mainly came from provisions & commissions and service fees.

In 2015, this post experienced a decrease of 5.9% or Rp254 billion to Rp4.082 billion compared to Rp4.336 billion in the previous year, due to a decrease of Rp429 billion in service fees and an increase of Rp176 billion in realized derivative instruments.

Non-Operating Revenues

In 2015, there was an increase of 120% or Rp55 billion to Rp101 billion compared to Rp46 billion in 2014, primarily due to the recognition of restructuring cost, recording a surplus in the amount of Rp20 billion, income refund from debtors in the amount of Rp20 billion and return on building lease in the amount of Rp3 billion.

EXPENSES

The Bank's expenses consist of operating and non-operating expenses.

Rp billion	Full Year					
	YoY	2015	2014	2013	2012	2011
Interest Expense	-6%	8,772	9,312	6,600	5,936	6,033
Insurance Underwriting Expenses	16%	1,234	1,064	771	689	566
Other Operating Expense	0%	14,313	14,380	13,569	12,464	10,280
Total Operating Expense	-2%	24,319	24,756	20,940	19,089	16,879
Non-Operating Expense	37%	763	555	118	168	723
Total	-1%	25,082	25,311	21,058	19,257	17,602

Reclassification Other Receivables Allowance for Impairment Losses & Loss on sale of repo

The Bank's expenses decreased by 1% or Rp229 billion in 2015 to Rp25,082 billion, compared to Rp25,311 billion in 2014. The decrease in expenses in 2015 was affected by Operating Expenses, namely Deposit Interest Expense and non-operating expense.

Interest Expense

Rp billion	Full Year					
	YoY	2015	2014	2013	2012	2011
Deposits from customers	-6%	5,906	6,303	4,099	3,951	4,485
Borrowings and deposits from other banks	-5%	1,559	1,646	1,124	744	591
Securities issued	-6%	1,068	1,132	1,187	1,060	785
Deposit insurance guarantee expense	3%	239	231	189	181	172
Total	-6%	8,772	9,312	6,600	5,936	6,033

Interest expense in 2015 decreased by 6% or Rp540 billion to Rp8,772 billion, compared to Rp9,312 billion in 2014. This decrease was influenced by the decrease in customer deposit interest as a component of interest expense with the largest share of 6% or Rp397 billion to Rp5,906 billion in 2015 compared to Rp6,303 billion in 2014 due to the correction in the interest rate of customer deposits.

The weighted average effective interest rate in 2015 decreased to 4.75% compared to 5.59% in 2014. This decrease was due to the decline in the weighted average effective interest rate for current accounts to 4.63% in 2015 compared to 5.47% in the previous year, savings declined to 3.61% in 2015 compared to 4.30% in the previous year, and deposits declined to 6.88% in 2015 compared to 7.16% in the previous year, as well as from the call money - foreign currency decreased to 2.12% in 2015 compared to 4.82% in the previous year. The weighted average effective interest rate for call money - Rupiah increased to 6.49% in 2015 compared to 6.22% in the previous year.

Weighted Average effective interest rate per annum from other banks	2015	2014	2013	2012	2011
Current Accounts	4.63%	5.47%	4.75%	4.08%	4.61%
Savings	3.61%	4.30%	3.51%	3.99%	4.68%
Deposits & Deposits on Call	6.88%	7.16%	5.57%	5.87%	6.81%
Call Money - Rupiah	6.49%	6.22%	5.21%	4.57%	6.77%
Call Money - Foreign Currencies	2.12%	4.82%	2.00%	1.99%	1.18%
Weighted average	4.75%	5.59%	4.21%	4.10%	4.81%

Other Operating Expense

Rp billion	Full Year					
	YoY	2015	2014	2013	2012	2011
Salaries and employee benefits	-17%	4,834	5,811	5,713	5,163	4,413
General and administrative expenses	-6%	3,415	3,652	3,689	3,388	3,080
Allowance for impairment losses	27%	5,082	3,986	3,348	3,151	2,183
Fees and commissions expense	-20%	279	347	354	309	241
Others	20%	703	584	465	453	363
Total	-1%	14,313	14,380	13,569	12,464	10,280

Reclassification allowance for impairment losses of other receivables & Loss on sale of repo

Other operating expenses in 2015 decreased by 0.5% or Rp67 billion to Rp14,313 billion, compared to Rp14,380 billion in 2014. The largest component influencing operating expense is the provision for impairment losses expense, salaries and employee benefits expense, as well as General & Administrative Expenses.

Allowance for Impairment Losses

In 2015, allowance for impairment losses was one of the largest components of other operating expenses with an increase of 27% or Rp1.096 billion to Rp5.082 billion in 2015 compared to Rp3.986 billion in the previous year.

The largest component of allowance for impairment losses came from loans due to a decline in credit quality, forcing the Bank to post an increase of 48% in Allowance for Impairment Losses (CKPN) or Rp1,134 billion to Rp3,472 billion compared to Rp2,338 billion in 2014.

Movements of Allowance for Impairment Losses	Amount (in billion Rp) 2015	Amount (in billion Rp) 2014
Beginning Balance - 1 January	2,800,918	2,312,387
Reclassification	-	-
Allowance	3,471,825	2,338,494
Recovery	746,945	814,004
Write Off	(3,426,298)	(2,431,278)
FX Difference	(233,457)	(232,689)
Ending Balance - 31 December 2015	3,359,933	2,800,918

Salaries and Employee Benefits

Salaries and employee benefits expense decreased significantly by 17% or Rp978 billion to Rp4,834 billion in 2015 compared to Rp5,811 billion in 2014, due to adjustments to the calculation of bonus allowances & other facilities by 26% or Rp674 billion to Rp1,903 billion from Rp2,577 billion in 2014 which is in line with the decline in the income of the Company, and the reorganization transformation program to improve the productivity of the Bank which led to a reduction in the number of employees, subsequently decreasing the salary expense by 7% or Rp188 billion to Rp2,627 billion from Rp2,815 billion in 2014.

General and Administration Expense

General and administrative expenses decreased by 6% or Rp237 billion to Rp3,415 billion in 2015 compared to Rp3,652 billion in 2014, due to a decrease in office expenses, advertising expenses, as well as more efficient branch rental costs and communication costs resulting from business network optimization.

Non Operating Expense

In 2015, there was an increase of 37% or Rp208 billion to Rp763 billion from Rp555 billion in 2014, related to the continuing business transformation program as strategic consolidation measures were conducted by the Bank.

Dupont Analysis

Rp billion	Full Year				
	2015	2014	2013	2012	2011
Operating Income	9.3%	9.0%	10.0%	11.1%	10.5%
Operating Expense	-4.8%	-5.0%	-5.3%	-5.7%	-5.4%
Cost of Credit	-2.6%	-1.9%	-1.7%	-1.9%	-1.9%
Net Operating Income	1.9%	2.1%	3.0%	3.6%	3.2%
Non Operating Income (Expense)	-0.2%	-0.3%	-0.1%	-0.1%	-0.1%
Taxes	-0.4%	-0.4%	-0.7%	-0.9%	-0.8%
Asset Turnover	1.3%	1.3%	2.2%	2.6%	2.3%
Leverage	5.9X	6.5X	6.6X	6.3X	7.4X
ROAE	7.5%	8.6%	14.5%	16.2%	17.2%

BALANCE SHEET

Assets

Rp billion	Full Year										
	YoY	2015	% Total	2014	% Total	2013	% Total	2012	% Total	2011	% Total
Cash	-4%	2,728	1%	2,856	1%	2,944	2%	2,457	2%	1,895	1%
Current accounts with Bank Indonesia	-7%	9,511	5%	10,268	5%	9,261	5%	7,718 a)	5%	7,760 a)	5%
Current accounts with other banks	-20%	3,866	2%	4,858	2%	5,335	3%	3,717	2%	2,640	2%
Placements with other banks and Bank Indonesia – net	86%	17,983	10%	9,675	5%	7,399	4%	6,361	4%	13,232	9%
Securities	-28%	6,392	3%	8,888	5%	7,727	4%	7,307	5%	4,820	3%
Loans – net	-8%	124.891	66%	135,110	69%	132,143	72%	113,526 b)	73%	99,143 b)	70%
Government bonds	5%	6,916	4%	6,605	3%	5,598	3%	4,063	3%	3,947	3%
Fixed assets – net	3%	2,559	1%	2,490	1%	2,384 d)	1%	2,096	1%	1,899	1%
Others	-12%	13,211	7%	15,071 e)	8%	11,547 d)	6%	8,546 c)	5%	6,956 c)	5%
Total	-4%	188,057	100%	195,821	100%	184,338	100%	155,791	100%	142,292	100%

*) Including consumer financing receivables
Note: All figures are presented in net amounts
Notes:
a) Reclassification Prefund clearing BI
b) Reclassification other receivables
c) Reclassification other receivables & Prefund clearing BI
d) Reclassification fixed Assets to others

In 2015, the Bank's assets decreased by 4% or Rp7.764 billion to Rp188,057 billion, compared to Rp195,821 billion in 2014. Based on percentage, the major decline is derived from securities which decreased by 28% or Rp2.496 billion to Rp6,392 billion in 2015 compared to Rp8,888 billion in 2014. Loans, which is the largest portion of the component, namely 66% of total assets, experienced a decrease of 7% or Rp10,219 billion to Rp124,891 billion, compared to Rp135,110 billion in 2014 due to slowing economic growth.

The component of assets which experienced a significant increase is placements with Other Banks and Bank Indonesia, which increased by 86% or Rp8.308 in 2015 to Rp17,983 billion, compared to Rp9,675 billion in 2014. Government bonds also increased by 5% in 2015 to Rp6,916 billion compared to Rp6,605 billion in year 2014.

Current Assets

The Bank manages its liquidity with prudence by constantly maintaining liquid assets at an adequate level. Other than liquid funding sources from cash and placements with Bank Indonesia and other banks, the securities portfolio presented in the available for sale account is also included in the liquid asset portfolio.

Rp billion	Full Year					
	YoY	2015	2014	2013	2012	2011
Cash	-4%	2,728	2,856	2,944	2,457	1,895
Current accounts with Bank Indonesia	-7%	9,511	10,268	9,261	7,718 [a)]	7,760 [a)]
Current accounts with other banks - gross	-20%	3,866	4,858	5,335	3,717	2,640
Placements with other banks and Bank Indonesia – gross	86%	17,983	9,675	7,399	6,361	13,232
Marketable securities – available for sale and trading	-28%	6,176	8,620	7,347	6,811	4,173
Government bonds – available for sale and trading	5%	6,916	6,605	5,598	4,063	3,947
Total Current/Liquid Assets	10%	47,180	42,882	37,884	31,127	33,647

Note: a) Reclassification Prefund clearing BI

In 2015, total current assets increased by 10% or Rp4,298 billion to Rp47,180 billion, compared to Rp48,882 billion in 2014. The increase was mainly due to the increase in placements with other banks and BI by 86% or Rp8,308 billion to Rp17,983 billion compared to Rp9,675 billion in the previous year. The reason was an increase on time deposits in currency at Bank Indonesia of Rp8.669 billion. An increase was also experienced in government bonds available for sale and trading.

Loans

Classification of credit is based on business segment, category, economic sector, region, and interest & currency.

Loans by Segment

Rp billion	Full Year					
	YoY	2015	2014	2013	2012	2011
Wholesale	1%	18,494	18,391	18,828	12,663	12,532
SME&Commercial	-3%	38,500	39,814	37,606	30,544	24,241
Consumer *)	3%	11,174	10,847	9,178	7,371	5,692
Mass Market *)	-13%	61,199	70,005	69,771	66,005	59,394
Total	-7%	129,367	139,057	135,383	116,583	101,859

Notes:
all amounts are gross amounts
*) Previously Pawnbroking classified as Mass Market, in 2014 classified as Consumer
Outstanding Loans in period to 2015 amount Rp129.367 billion are include loan loss provision, consumer financing, and rental financing are amount Rp4.476 billion

In 2015, the loan portfolio decreased by 7% to Rp129,367 billion, compared to Rp139,057 billion in 2014.

The Bank maintains a healthy balance sheet and loan quality by running a prudent strategy in loan disbursements and anticipating economic trends as well as market developments in order to obtain profitability and a healthy and sustainable assets growth.

The Mass Market loans are loans disbursed to the micro business segment through Danamon Simpan Pinjam (DSP) and consumer financing that consists of automotive financing through its subsidiary Adira Finance as well as electronics and household appliance financing through Adira Kredit. The Mass Market portfolio is a predominant component that accounts for 47% of Danamon's overall lending portfolio.

In 2015, the mass market credit portfolio decreased by 13%, or Rp8,806 billion to Rp61,199 billion, compared to Rp70,005 billion in 2014. The decrease is due to a decline in auto loans by 6% or Rp3,198 billion to Rp46,421 billion, compared to Rp49,619 billion in the previous year and a decline in micro credit and financing for household appliances which decreased respectively by 23% and 88% compared to the previous year.

SME & Commercial loans for medium-scale business segments contributed a portion of 30% of total loans and in 2015 decreased by 3% or Rp1,314 billion to Rp38,500 billion compared to Rp39,814 billion in 2014.

Wholesale loans increased by 1% or Rp103 billion to Rp18,494 billion, compared to Rp18,391 billion in 2014.

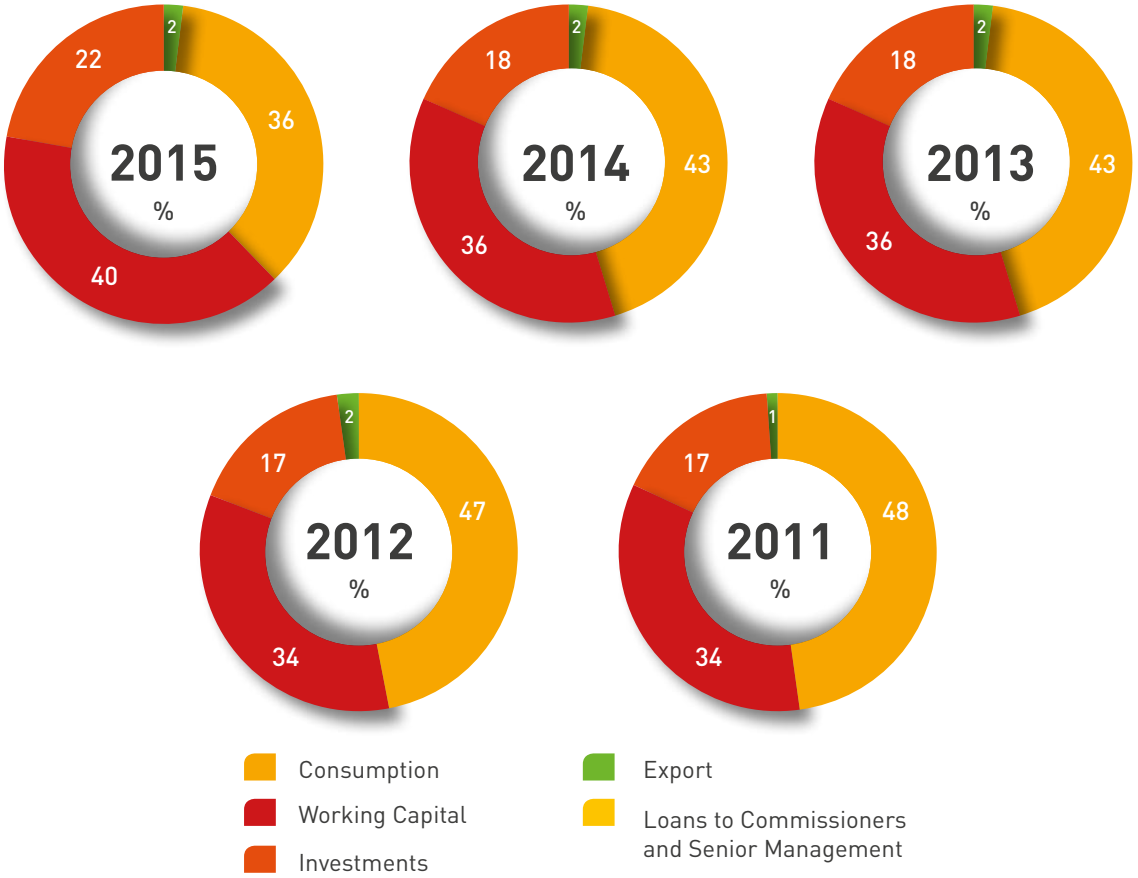
Consumer loans increased by 3% or Rp327 billion to Rp11,174 billion, compared to Rp10,847 billion in 2014.

Lending by Loan Category

Rp billion	Full Year												
	YOY	2015	% Total	2014	% Total	2013	% Total	2012	% Total	2011	% Total	2010	% Total
Consumption*	-22%	46,545	36%	59,917	43%	58,506	43%	54,811	47%	48,634	48%	36,834	45%
Working Capital	4%	52,378	40%	50,474	36%	49,288	36%	39,718	34%	34,737	34%	32,127	39%
Investments	11%	28,073	22%	25,206	18%	24,314	18%	20,238	17%	17,152	17%	12,530	15%
Export	-43%	1,951	2%	3,437	2%	3,248	2%	1,801	2%	1,323	1%	1,156	1%
Loans to Commissioners and Senior Management	1726%	420	0%	23	0%	27	0%	15	0%	13	0%	11	0%
Total	-7%	129,367	100%	139,057	100%	135,383	100%	116,583	100%	101,859	100%	82,658	100%

*) Including consumer financing receivables and leasing for customers of Adira Finance
Note:
a) Reclassification other receivable Rp24.966,87 billion
b) Reclassification Leasing Rp1.557,06 billion

Lending by Loan Category



Based on the category of use, working capital loans and consumption loans contributed the major portion of 40% and 36% of total loans followed, investment loans, and export loans respectively by 22% and 2%.

In 2015, the working capital loan portfolio increased by 4% or Rp1,904 billion to Rp52,378 billion, compared to Rp50,474 billion in 2014. Investment loans increased by 11% or Rp2,867 billion to Rp28,073 billion, compared

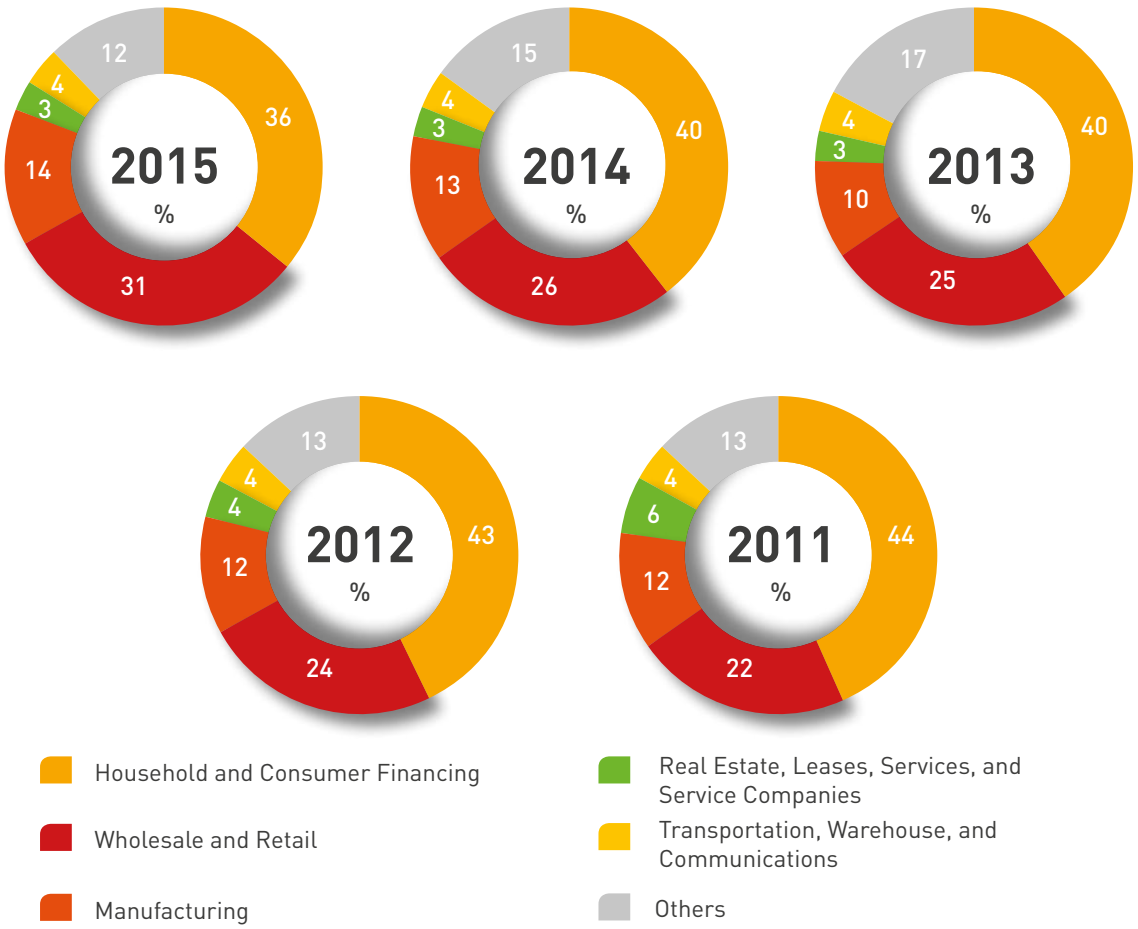
to Rp25,206 billion in 2014. Credit experienced a significant decrease of 22% or Rp13,372 billion to Rp46,545 billion, compared to Rp59,917 billion in 2014. Export loans decreased by 43%, or Rp1,486 billion to Rp1,951 billion compared to Rp3,437 billion in 2014.

Loans by Economic Sector

Rp billion	Full Year										
	YOY	2015	% Total	2014	% Total	2013	% Total	2012	% Total	2011	% Total
Household and Consumer Financing	-16%	46,935	36%	55,953	40%	54,021	40%	49,920	43%	44,352	44%
Wholesale and Retail	12%	39,838	31%	35,465	26%	33,889	25%	27,932	24%	22,369	22%
Manufacture	-5%	17,521	14%	18,354	13%	13,124	10%	13,966	12%	12,201	12%
Real Estate, Lease, Services, and Service Companies	-15%	3,575	3%	4,228	3%	4,725	3%	4,655	4%	6,101	6%
Transportation, Warehouse, and Communications	14%	5,582	4%	4,890	4%	6,052	4%	4,450	4%	3,588	4%
Others	-21%	15,916	12%	20,167	15%	23,572	17%	15,659	13%	13,248	13%
Total	3%	129,367	100%	139,057	100%	135,383	100%	116,583	100%	101,859	100%

Note: a) Reclassification other receivables & Leasing

Loans by Economic Sector



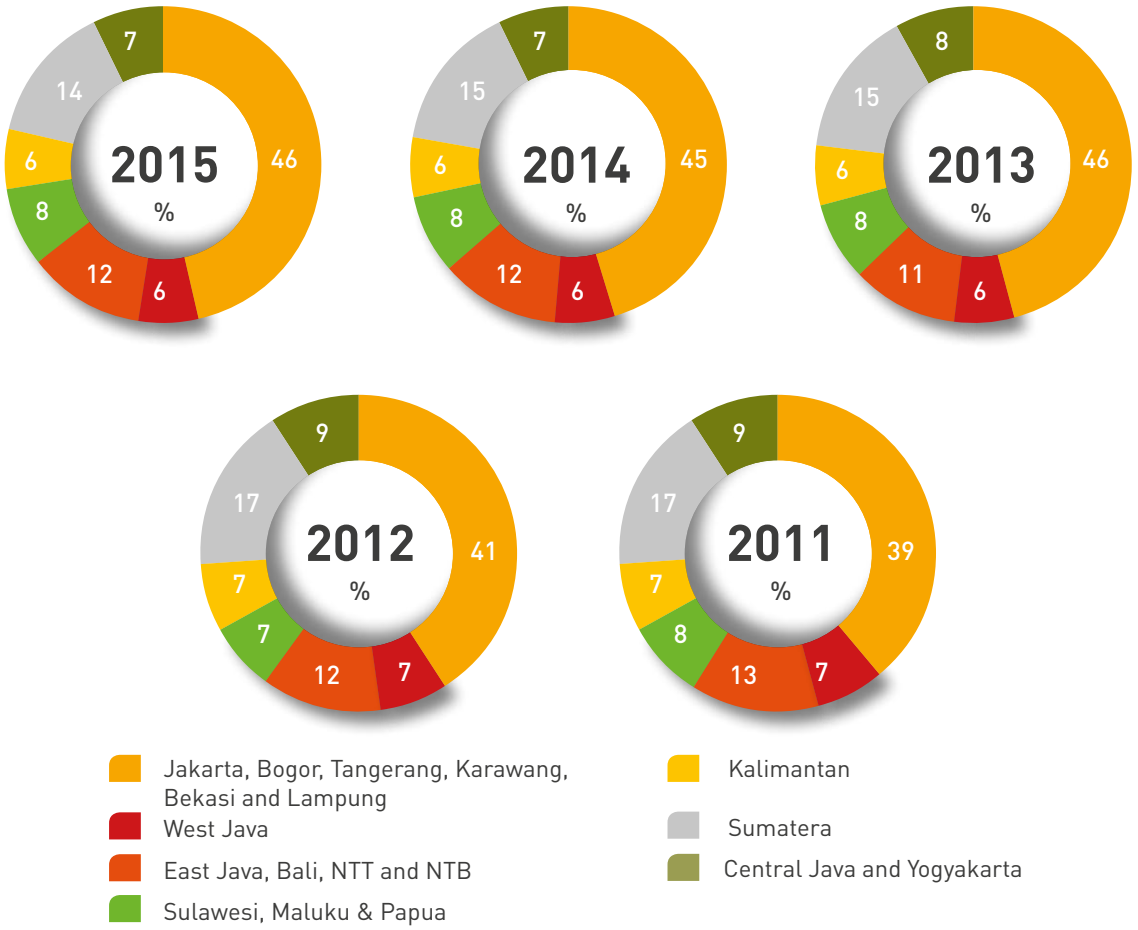
Based on the economic sector, household loans and consumer financing provided a major contribution of 36% of total loans, followed by the wholesale and retail, manufacturing, others, and transport, storage and communication, as well as real estate, leases, services and service companies respectively by 31%, 14%, 12%, 4% and 3%.

Loans by Region

Rp billion	Full Year												
	YOY	2015	% Total	2014	% Total	2013	% Total	2012	% Total	2011	% Total	2010	% Total
Jakarta, Bogor, Tangerang, Karawang, Bekasi and Lampung	-4%	47,636	46%	49,812	45%	48,505	46%	38,479	41%	34,295	39%	28,794	38%
West Java	-1%	6,615	6%	6,710	6%	6,459	6%	6,066	7%	6,139	7%	6,062	8%
East Java, Bali, NTT and NTB	-2%	12,556	12%	12,844	12%	11,748	11%	10,914	12%	11,401	13%	11,366	15%
Sulawesi, Maluku & Papua	-7%	8,029	8%	8,625	8%	8,139	8%	7,656	7%	7,016	8%	5,304	7%
Kalimantan	-14%	6,109	6%	7,066	6%	6,727	6%	6,400	7%	6,139	7%	4,546	6%
Sumatera	-10%	14,680	14%	16,307	15%	16,121	15%	15,459	17%	14,909	17%	12,124	16%
Central Java and Yogyakarta	-12%	7,218	7%	8,211	7%	8,082	8%	8,207	9%	7,893	9%	7,577	10%
Total	-6%	102,843	100%	109,575	100%	105,781	100%	93,181	100%	87,793	100%	75,773	100%

Note: Exclude CFR (Consumer Financing Receivables)
a) Reclassification of receivables savings
Total Loans of Danamon gross

Loans by Region



The Bank's portfolio is concentrated in Jabodetabek, Karawang, and Lampung, which account for 46% of the portfolio. The Bank seeks to develop the loan portfolio from other areas in accordance with their economic growth.

Loans by Interest Rate and Currency

Based on interest rate, Danamon's loans are dominated by fixed-rate loans that contribute 62% of total loans. Fixed-rate loans are mainly disbursed to the Mass Market segment as the leading segment of Danamon's loans. Meanwhile, floating rate loans accounted for 38% of Danamon's total loans in 2014, mainly disbursed to SME, Commercial, and Wholesale segments.

Based on currency, because the largest part of Danamon's loans is disbursed to the Mass Market customers, Rupiah-denominated lending has a higher contribution compared to foreign currency lending and in 2014 contributed 93% and 7% to Danamon's total loans, respectively. Loans disbursed in foreign currency are largely provided to Commercial and Wholesale customers.

In 2015, the slowing down of Indonesian economic growth and high interest rates generated strong pressures on the asset quality of the banking industry. The NPL ratio of the banking industry increased by 30 bps compared to the same period in the previous year. This number is still considered relatively good and is still far from the upper limit of 5% set by Bank Indonesia.

In 2015, the Bank experienced a decline in its "current" loans to 86.8% of total loans compared to 2014 which amounted to 88.4%, while the composition of loans classified as Special Mention and Non-performing loans increased to 10.2% and 3% respectively, from 9.3% and 2.3% respectively in 2014.

Non-Performing Loans

NPL by Segment

NPL by Segment	2015	2014	2013	2012	2011
Wholesale	1.0%	1.0%	1.0%	3.3%	2.6%
SME & Commercial	3.1%	1.7%	0.9%	1.5%	2.3%
Consumer	2.3%	1.6%	1.3%	1.5%	2.0%
Mass Market	3.7%	3.1%	2.6%	2.6%	2.5%
Consolidated	3.0%	2.3%	1.9%	2.3%	2.5%

The Bank's Non-performing loans increased to 3% or Rp3.895 billion in 2015 from 2.3% or Rp3.235 billion in the previous year. This is due to an increase of NPLs in the SME & Commercial to 3.1% or Rp1.216 billion in 2015 compared to 1.7% or Rp697 billion in the previous year.

Except for the wholesale segment, the Bank succeeded in maintaining NPL at 1%.

Special Mention Loans by Segment

(Rp billion)

Segment	2015	% Total	2014	% Total	2013	% Total	2012	% Total	2011	% Total
Wholesale	599	5%	645	5%	325	3%	332	3%	383	4%
SME & Commercial	849	7%	729	6%	244	2%	221	2%	192	2%
Consumer	392	3%	389	3%	282	3%	332	3%	192	2%
Mass Market	11,226	86%	10,424	86%	10,027	92%	10,171	92%	8,817	92%
Total	13,066	100%	12,187	100%	10,877	100%	11,055	100%	9,584	100%

Special mention loans (DPK) of the Bank increased by 7% or Rp879 billion to Rp13,066 billion in 2015 compared to Rp12,187 billion in the previous year. Mass Market Loans dominates the DPK portion at 86%, increasing to Rp11,226 billion in 2015 compared to Rp10,424 billion in the previous year. DPK quality of SME & Commercial and Consumer loans experienced a slight increase compared to the previous year.

Aside from the wholesale segment, DPK Loans decreased to Rp599 billion in 2015 compared to Rp645 billion in the previous year.

Fixed and Other Assets

In 2015, the amount of fixed assets and net Other assets experienced a slight change, in which fixed assets increased by 3% or Rp69 billion to Rp2.559 billion compared to Rp2.490 billion in 2014 due to the increase in building construction activity and procurement of two-wheel vehicles for the mass market business, while net other assets decreased by 12% or Rp1.860 billion in 2015 compared to 2014, for the reason of reducing acceptance receivable amount Rp2.498 billion.

Prime Lending Rate

In line with Bank Indonesia's efforts to boost the performance of the economy, Danamon strives to maintain the prime lending rate at a reasonable level, among others by decreasing the Prime Lending Rate when Bank Indonesia lowered the Rupiah Statutory Reserve from 8% to 7.5% in December 2015. The Bank continuously manages the contributing factors to interest rates, such as cost of funds, premium risk, and overhead cost.

	Prime Rupiah Lending Rate Based on Business Segment				
	Corporate Loans	Retail Loans	Micro Loans	Consumption Loans	
				Mortgage	Non Mortgage
Prime Lending Rate	**12.10%**	**13.00%**	**20.49%**	**12.25%**	**17.50%**

Description:
a. Prime lending rate is used to determine the interest rate that the Bank imposes on customers. Prime lending rate does not include the estimation of premium risk, which depends on the Bank's assessment on risk profile for each debtor or group of debtors. Therefore, the interest rate imposed on debtors may differ from prime lending rate
b. Corporate loans include loan disbursement to corporate and commercial customers
c. Prime Lending Rate does not include loans with cash collateral
d. Prime lending rate on micro loans is prime lending rate on loans with collateral as required by prevailing regulations
e. Prime lending rate on consumption loans for non-mortgage loans mainly represent prime lending rate for two-wheel financing that was facilitated through joint financing scheme and excludes fund appropriation through credit card and unsecured loans
f. Information on the current prime lending rate is accessible in the Bank's branches publication and/or on the website (www.danamon.co.id)
g. If necessary, the Bank may at any time change the information on prime lending rate.

LIABILITIES

Rp billion	Full Year										
	YoY	2015	% Total	2014	% Total	2013	% Total	2012	% Total	2011	% Total
Deposits from customers	-1%	115,141	75%	116,495	71%	109,161	71%	89,897	71%	85,979	74%
Deposits from other banks	-25%	1,826	1%	2,426	1%	1,695	1%	2,824	2%	2,814	2%
Securities sold under repurchase agreements	-100%	-	0%	750	0%	759	0%	1,049	1%	1,140	1%
Bonds issued	-18%	9,714	6%	11,893	7%	12,112	8%	12,347	10%	11,278	10%
Borrowings	-10%	13,086	9%	14,497	9%	16,069	10%	11,020	9%	6,917	6%
Subordinated debts	-	-	0%	-	0%	-	0%	0	0%	-	0%
Others	-18%	14,075	9%	17,113	10%	13,303	9%	9,921	8%	8,455	7%
Total	-6%	153,842	100%	163,174	100%	153,099	100%	127,058	100%	116,583	100%

In 2015, the largest composition of liabilities was customer deposits with a share of 75%, followed by 6% in bonds issued, 9% in received loans, with the remaining 10% being other liabilities.

In 2015, liabilities decreased by 6% or Rp9,332 billion to Rp153,842 billion compared to Rp163,174 billion in 2014; however, customer deposits only declined by 1% or Rp1.355 billion to Rp115,141 billion compared Rp116,495 billion in 2014.

Bonds issued decreased by 18% or Rp2,179 billion compared to the previous period. In addition loans received decreased by 10% or Rp1,411 billion to Rp13,086 billion in 2015 compared to Rp14,497 billion in 2014 and other liabilities decreased by 18% or Rp3,037 billion to Rp14,076 billion compared to Rp17,113 billion in 2014.

Third Party Funds

Third Party Funds consist of Customer Deposits and Deposits from Other Banks

Rp Billion	YoY	2015	2014	2013	2012	2011
Third Party Funds						
Current Accounts	-27%	15,905	21,827	19,776	14,364	11,670
Savings	-6%	32,853	34,913	31,885	27,142	23,371
Time Deposits	11%	66,383	59,756	57,500	48,391	50,937
Total Customer Deposits	**-1%**	**115,141**	**116,495**	**109,161**	**89,897**	**85,979**
Deposits from Other Banks	-25%	1,826	2,426	1,695	2,824	2,814
Total Third Party Funds	**-2%**	**116,967**	**118,921**	**110,856**	**92,721**	**88,793**

In 2015, Customer Deposits experienced an insignificant decline of 1% or Rp1.354 billion to Rp115.141 billion compared to Rp116.495 billion in 2014. This decline was influenced by an increase in outstanding Time Deposits by 11% or Rp6.627 billion and a decrease in Current Accounts by 28% or Rp5.992 billion, as a result of the economic growth slow down and low inflation rate.

Deposits from Other Banks declined by 25% or Rp600 billion to Rp1.826 billion compared to Rp2.426 billion in the previous year.

The management views the composition of Third Party Funds as a fairly good achievement considering the increasingly tighter competition resulting from stringent liquidity followed by the raise of benchmark interest rate (BI Rate). Amid the relatively unstable capital market, consumers and investors were expected to opt for products which would generate optimum returns instead of instruments with moderate to high risk profile.

In order to increase CASA composition in funding, especially in third party funds, Danamon consistently improved service to customers by adding product features that meet customers' needs.

Other Liabilities

Other Liabilities consist of accrued expenses, acceptance payables, deferred premium income, unearned premium reserves, derivative liabilities, taxes payables, and other liabilities.

Other Liabilities declined by 18% or Rp3,038 billion to Rp14,075 billion, compared with Rp17,113 billion in 2014. The decline was attributable to Acceptance Payables that declined by 32% or Rp2,442 billion to Rp5,113 billion compared with Rp7,555 billion in 2014. The decline was also due to the decline in accrued expenses and other liabilities by 6.5% or Rp448 billion to Rp6,441 billion from Rp6,889 billion in 2014.

Long Term Liabilities

Rp billion	Full Year					
	Yoy	2015	2014	2013	2012	2011
Danamon Bonds	-100%	-	23,157	21,132	15,854	2,800
Adira Dinamika Multi Finance Bonds	-13%	9,714	11,170	11,363	6,839	5,940
PT. Bank Pan Indonesia Tbk.	-100%	-	1,000	750	750	-
PT. Bank Central Asia Tbk.	-100%	-	41	534	348	-
Citibank. NA, Jakarta Branch	-	-	248	-	-	181
The Hongkong and Shanghai Banking Corporation Ltd. Indonesia	-	-	-	-	-	-
PT. Bank DKI	-100%	-	100	373	253	-
PT. Bank Victor International Tbk.	-	-	-	-	-	-
PT. Bank Commonwealth	-	-	-	-	-	-
PT. Bank BCA Syariah	-100%	-	10	-	-	-
Borrowing from other banks/other financial institutions	-	-	-	-	-	-
PT. Bank Pembangunan Daerah Jawa Barat dan Banten Tbk.	-	-	-	-	250	-
International Finance Corporation	-17%	683	818	913	-	551
Wells Fargo Bank	-100%	-	617	595	-	-
PT. Bank BNI Syariah	-	-	-	-	25	-
PT. Bank Panin Syariah Tbk.	-	-	-	-	25	-
Channeling Loans	-	-	-	-	-	-
PT. Permodalan Nasional Mandiri	-	-	-	-	-	-
Bankers Acceptance Loans	-	-	-	-	555	-
Australian and New Zealand Banking Group Ltd	-100%	-	368	-	-	-
DBS Bank (Singapore) Ltd.	-	-	-	-	-	-
Letter of Credit	-	-	-	-	-	-
The Bank of Tokyo-Mitsubitshi UFJ Ltd.	-	-	-	-	60	132
Bank BNP Paribas (Singapore)	-48%	1,614	3,111	304	-	-
Bank Indonesia	-	-	-	-	-	-
Total	-35%	12,011	18,403	15,750	10,023	9,604

As part of the liquidity and funding strategy, Danamon controls the difference of liquidity and interest rate risk through the management of long-term borrowings with maturity date of over one year. In 2015, Danamon's long-term borrowings were provided by the bonds issuance from Adira Finance with total funds received amounting to Rp9,714 billion, a decline of 13% or Rp1,456 billion compared to 2014 at Rp11,170 billion.

The decrease in long-term borrowings in 2015 derived from a decrease in borrowings from Bank BNP Paribas (Singapore) with a decrease of Rp1,497 billion or 48% compared to the previous year and the decrease in IFC borrowings by 17% or Rp135 billion compared to 2014.

CASH FLOWS

Rp billion	Full Year			
	YoY	2015	2014	2013
Net Cash flows from (used in) operating activities	64%	8,995	5,501	3,672 *)
Net Cash flow from (used in) investing activities	-240%	2,757	(1,966)	(2,607) *)
Net Cash Flows from (used in) financing activities	92%	(5,166)	(2,697)	3,420
Net (decrease) increase in cash and cash equivalents	686%	6,586	838	4,486
Cash and cash equivalents at beginning of the year	3%	25,357	24,519	20,033
Cash and cash equivalents at end of the year	26%	31,943	25,357	24,519

*) December 2013 reclassification from other assets to assets in progress

Cash and cash equivalents of the Bank at the end of 2015 increased by 26% to Rp31,943 billion, compared to Rp25,357 billion in 2014. This is due to placements with other banks and Bank Indonesia with maturity up to 3 months from the date of acquisition increasing by Rp8,464 billion compared to the previous year.

Net Cash Flows From (Used In) Operating Activities

Total net cash flow generated by operating activities increased significantly by 64% to Rp8,995 billion in 2015 compared to Rp5,501 billion in 2014. This significant increase occurred as consumer financing transactions decreased by 14% or Rp2,877 billion, and placements with other banks and Bank Indonesia with maturity more than 3 months from the date of acquisition increased by Rp1,477 billion compared to the previous year.

Net Cash Flows From (Used In) Investment Activities

Total net cash flow used in investment activities is more than the cash flows derived from investment activities. The cash flows used for investments decreased by 240% to Rp2,757 billion in 2015 compared to Rp1,966 billion in 2014 due to increased revenues from sold and matured securities and government bonds.

Net Cash Flows From (Used In) Financing Activities

Total net cash flow from financing activities increased significantly by 92% or Rp2,469 billion to Rp5,166 billion in 2015 compared to Rp2,697 billion in 2014. This is primarily due to the component of loan payments in the co-financing framework which increased by 35% or Rp3,747 billion to Rp14 335 billion, compared to Rp10,588 billion in 2014 and bond principal payments which recorded an increase by 53% or Rp1,759 billion to Rp5,090 billion, compared to Rp3,331 billion in 2014.

FINANCIAL RATIOS

SOLVABILITY & COLLECTIBILITY

The ability of the Bank to meet all its debts, cannot be separated from several factors: liquidity, solvency, and profitability.

In 2015, 81% of Danamon's total long-term liabilities, or a sum of Rp9,714 billion came from the issuance of bonds, which is 100% derived from Adira Finance Bonds.

Danamon and its subsidiary Adira Finance are able to meet the schedule of principal and interest payments, and various requirements for the payments of their long-term liabilities from other banks, as set forth in each credit agreement.

Discussion on the Bank's liquidity management is comprehensively presented under sub chapter of management of liquidity risk.

In conjunction with its ability to pay debts, the Bank manages its liquidity through long term and short term cash flow payment, based on maturity dates. Measurement on cash flow is monitored on a daily basis by Market & Liquidity Risk unit, using MCO (Maximum Cumulative Outflow) as a parameter to ensure the availability of cash flow under normal and stress scenarios. On December 31, 2015, the Bank's MCO showed a positive cash flow, under normal and stress scenarios.

Another important liquidity ratio in the management of liquidity risk is the Loan to Funding Ratio (LFR). Based on BI Regulation No. 17/11/PBI/2015 dated 25 June 2015, the regulator changed the indicators used to monitor liquidity of the Bank. Loan to Deposit Ratio (LDR) was changed into Loan to Funding Ratio (LFR) effective August 2015. In calculating of LFR, the definition of funding includes not only deposits but also securities issued by the bank; therefore, the Bank can access public funds more freely in the form of securities. The Bank conducts LFR measurements and monitoring on a daily basis as required by the regulator, with limits defined internally. In order to perform better monitoring, internal LFR distinguishes LFR in Rupiah (IDR) and LFR in foreign currency (FCY) aiming to get a balanced liquidity management of Rupiah and foreign currency.

On December 31, 2015, the liquidity of Danamon and its subsidiaries had an increasingly better LFR, standing at 87.53% compared to December 31, 2014 which was 92.6%. The average LFR in 2015 was 90.1%. These indicators are in line with requirements of regulators.

Danamon's ability to meet its short-term and long-term liabilities is fairly good as reflected in the reports from external rating agencies. Pefindo gave a corporate rating of idAAA, while Fitch gave viability rating bb+ with Long-Term IDR Rating and Short-Term IDR Rating of BB+ and B respectively. Not much different from PEFINDO and Fitch, Moody's gave a rating of Baa3/P-3 for Bank Deposits and baa3 and Baa2 (cr)/P-2(cr), for the Adjusted Baseline Credit Assessment and Counterparty Risk Assessment respectively. The Outlook given by those three agencies is stable.

Adira Finance also shows a strong capability to fulfill liabilities. PEFINDO gave a rating of idAAA with stable outlook; idAAA and idAAA(sy) respectively for the Bank's rating, bonds and sukuk Mudharabah.

Liquidity

By the end of 2015, the Bank's liquid current assets consisted of cash, demand deposits with Bank Indonesia and other banks, placements with Bank Indonesia and other banks, available-for-sale securities and government bonds amounting to USD 47,180 billion.

Current Assets

Rp billion	Full Year					
	Yoy	2015	2014	2013	2012	2011
Cash	-4%	2,728	2,856	2,944	2,457	1,895
Current Accounts in Bank Indonesia	-7%	9,511	10,268	9,261	7,718 [a]	7,760
Current Accounts in other Banks	-20%	3,866	4,858	5,335	3,717	2,640
Other placements in other Banks and Bank Indonesia - gross	86%	17,983	9,675	7,399	6,361	13,232
Securities Held for Sale and Trading - gross	-28%	6,176	8,620	7,347	6,811	4,173
Government Bonds – Held for Sale and Trading	5%	6,916	6,605	5,598	4,063	3,947
Total Current Assets	**10%**	**47.180**	**42.882**	**37.884**	**31.127**	**33.647**

Note:

a) Reclassification Prefund Clearing BI

CONSOLIDATED RATIOS		2015	2014	2013
CAR				
Capital Adequacy Ratio (CAR)		19.67%	17.78%	17.86%
Profitability				
1	Return on Average Assets (ROAA)	1.20%	1.40%	2.50%
2	Return on Average Equity (ROAE)	7.43%	8.58%	14.52%
3	Net Interest Margin (NIM)	8.25%	8.42%	9.60%
4	Cost to Income	51.66%	55.69%	52.52%

Loan Collectability

The Bank's Collectability Ratio of Non-Performing Loans in 2015 was 3% or Rp3.895 billion, this ratio is higher than 2014's 2.3%, or Rp 3.235 billion due to declining credit quality, particularly SME & Commercial of Rp519 billion.

Loan Collectability	YoY	2015	2014	2013	2012	2011
NPL	20%	3,895	3,235	2,535	2,659	2,479
Special Mention	70%	13,066	12,187	10,877	11,055	9,584
Current	-9%	112,406	123,635	121,971	102,869	89,796
Total Loans	**-7%**	**129,367**	**139,057**	**135,383**	**116,583**	**101,859**

CAPITAL

Capital Adequacy

Rp billion	Bank						Consolidated					
	Yoy	2015	2014	2013	2012	2011	Yoy	2015	2014	2013	2012	2011
Capital Components												
a. Core Capital (Tier 1)	11%	28,212	25,422	23,051	21,050	19,391	7%	31,292	29,224	27,280	24,370	21,868
b. Complementary Capital (Tier 2)	-13%	1,155	1,323	1,183	986	903	-12%	1,336	1,523	1,392	1,144	1,000
Total Core and Complementary Capital (a+b)	-2%	29,367	26,745	24,234	22,036	20,294	-5%	32,628	30,747	28,671	25,514	22,868
Investments (-/-)		2,645	2,645	2,645	2,645	2,645		1,400	1,175	970	849	706
Total Core and Complementary Capital (a+b)	-2%	26,722	24,100	21,588	19,391	17,649	-5%	31,228	29,572	27,702	24,665	22,162
Risk Weighted Assets after Calculations of Credit Risk, Market Risk and Operational Risk	-4%	128,229	133,354	123,510	105,500	106,741	-5%	158,766	166,294	155,140	130,486	125,264
CAR	**45%**	**20.84%**	**18,07%**	**17,48%**	**18,4%**	**13,4%**	**19%**	**19,67%**	**17,78%**	**17,86%**	**18,9%**	**17,6%**

As of December 2015, consolidated CAR was at 19.67%, an increase compared to the end of 2014. Standalone CAR rose to 20.84% from 18.07 in December 2014. In the last 5 years, both standalone and consolidated CAR were well above BI's required level of 9%-10% (for BUKU 3 Banks).

The Capital Structure table above shows the position of risk-weighted assets (RWA) by calculating the credit, market, and operational risks at Rp128,229 billion, or a 4% decrease from 2014.

Capital Policy

As part of the formulated Risk Appetite Statement (RAS), Danamon has set a minimum limit of capital that needs to be maintained.

To ensure Danamon's ability to sustain operations amid various business pressure scenarios, following Bank Indonesia's regulation on minimum Tier I capital and total CAR, the buffer of Available Financial Resources (AFR) has determined the required capital buffer level. Moreover, Danamon has also utilized various sources of funding under the liabilities category to meet the required working capital, other than utilizing equity to support the capital needs.

The primary objectives of Danamon in capital management is to ensure the Bank's capital adequacy to support the Bank's business strategy in addition to satisfying the requirements of capital adequacy defined by regulatory authorities. Thus, it is necessary to have a strong capital structure which serves as a buffer against loss potentials motivated by both internal and external factors.

Bank Capital Structure

In accordance with Bank Indonesia Regulation No. 14/18/PBI/2012 dated 28 November 2012 and PBI No. 15/12/PBI/2013 on the Minimum Capital Adequacy Ratio for Commercial Banks, capital consists of:

Core Capital (Tier 1)

Comprises paid-up capital of common shares and disclosed reserves which consists of additional paid up capital, general reserve, prior year's profit, current year profit (50%), calculating the deduction factors which consists of shortage in regulatory provision over allowance for impairment losses for productive assets, regulatory provision on non-productive assets and Bank's investment in subsidiaries (50%).

Supplementary Capital (Tier 2)

Comprises the regulatory provision general reserve on productive assets (maximum of 1.25% from RWA for credit risk) including deduction factor of Bank's investment in subsidiaries (50%).

As of 2015, the minimum requirement of Minimum Capital Adequacy Ratio is 8% in addition to an add on which is in accordance with the risk profile, while starting in 2016, the following factors will be added:

- Capital Conservation Buffer
- Countercyclical Buffer
- Domestic SIB

Capital Management Strategy

Pursuant to BI regulation No. 14/18/PBI/2012 dated 28 November 2012 on Minimum Capital Adequacy Ratio for Commercial Banks, PBI No. 15/12/PBI/2013 on the Minimum Capital Adequacy Ratio for Commercial Banks and BI Circular Letter No. 14/37/DPNP dated 27 December 2012 on Capital Adequacy Ratio (CAR) in accordance with Risk Profile and Fulfillment of Capital Equivalency Maintained Assets (CEMA), Danamon is required to calculate its minimum CAR based on risk profile and to implement the Internal Capital Adequacy Assessment Process (ICAAP). In assessing its adequacy capital, Danamon ensures capital adequacy based on Minimum CAR requirement set by Bank Indonesia and internal capital adequacy, that is by ensuring sustainable capital adequacy to support the continuity of the Bank's operations.

Internal Capital Adequacy Assessment Process

Internal Capital Adequacy Assessment Process (ICAAP) is a self assessment from Danamon as specified in Pillar 2 Basel & Financial Services Authority (OJK) regulation, where the Bank not only considers capital adequacy from basic risks that occur in Pillar 1 (Credit, Market & Operational Risk) but also to cover other risks. In addition to capital adequacy calculation based on Risk Profile Rating as mandated by OJK, Danamon also uses internal ICAAP Framework to derive each of the risk components:

- Credit concentration risk
- Interest Rate Risk in the Banking Book
- Liquidity risk
- Impact of Stress Test.

Pursuant to regulations from Bank Indonesia, ICAAP implementation in Danamon is ensured by active monitoring by the Board of Commissioners and the Board of Directors, of the capital adequacy assessment process, monitoring and reporting of the Bank's risk profile, and adequate internal control. Danamon's Internal Audit annually reviews the ICAAP process independently.

Stress Test

Danamon performs a stress test to predict the potential impact from an extreme event on revenues and capital. The outcome of this stress test is also integrated into Danamon's ICAAP framework.

The Economist Team prepares a number of scenarios which may trigger problems to Danamon at different levels of severity. These scenarios will be formulated into parameters and approved by the management.

Each line of business and types of risk such as credit risks, market risks, and liquidity risks will use these scenarios. The outcome of the stress tests will be analyzed and reported to the Board of Directors and Board of Commissioners.

Composition Of Funding On Danamon's Assets

	Yoy	2015	2014	2013	2012	2011
Assets	**-4%**	**188,057**	**195,821**	**184,338**	**155,791**	**142,292**
Liabilities	-6%	153,842	163,174	153,099	127,058	116,583
Equity	-5%	34,215	32,647	31,239	28,733	25,709
Structure						
Deposits from customers	-1%	115,141	116,495	109,161	89,897	85,979
Borrowing (Short term and long term)	-10%	13,086	14,497	16,068	11,020	6,917
Others Liabilities	-20%	25,615	32,182	27,869	26,141	23,686
Equity	-5%	34,215	32,647	31,239	28,733	25,709
Total Assets	**-4%**	**188,057**	**195,821**	**184,338**	**155,791**	**142,292**
Composition						
Deposits from customers	3%	61%	60%	59%	58%	60%
Borrowing (short term and long term)	-6%	7%	7%	9%	7%	5%
Others Liabilities	-17%	14%	16%	15%	17%	17%
Equity	9%	18%	17%	17%	18%	18%
Total Assets	**0%**	**100%**	**100%**	**100%**	**100%**	**100%**

This strategy is reflected from the composition of funding on Danamon's assets in 2015, where 82% of Danamon's assets were funded by liabilities. Equity-backed assets contributed only 18%. The composition moved slightly from the positions in 2014, where the contribution of liabilities to assets was 83% but the liabilities composition was slightly different, due to the decreasing role of short and long term borrowings and other liabilities.

In 2015, assets and liabilities decreased by 4% and 6% respectively, while equity increased by 5%. The increase in equity was primarily due to an increase in retained earnings (total retained earnings) by 7.8%.

Share Ownership Composition

Share ownership composition as of 31 December 2015:

SHARE OWNERSHIP COMPOSITION			
SHAREHOLDERS	Number of Shares Issued and Fully Paid	Percentage of Ownership	Nominal Value
A Series shares (Nominal value Rp. 50.000 (full amount) per share)			
Public (ownership interest below 5% each)	22,400,000	0.23%	1,120,000
B Series shares (Nominal Value Rp. 500 (full amount) per share)			
Asia Financial (Indonesia) Pte. Ltd.	6,457,558,472	67.37%	3,228,779
JPMCB - Franklin Templeton Investment Funds	652,800,388	6.81%	326,401
Public (ownership interest below 5% each)	2,435,298,929	25.42%	1,217,649
Commissioners and Directors:			
Ng Kee Choe	94,275	0.00%	47
Sng Seow Wah	1,371,200	0.01%	686
Muliadi Rahardja	6,405,515	0.07%	3,203
Herry Hykmanto	502,256	0.01%	251
Vera Eve Lim	5,403,400	0.05%	2,702
Satinder Pal Singh Ahluwalia	382,900	0.01%	191
Fransiska Oei Lan Siem	1,426,130	0.01%	713
Michellina Laksmi Triwardhany	999,900	0.01%	500
Total of Shares Series A and Series B	9,584,643,365	100%	5,901,122

Both Series A and Series B shares carry equal voting rights. Danamon's capital structure and policies concerning capital structure are presented in detail in Danamon's Articles of Association No. 134, made before Meester Raden Soedja, SH and approved by the Minister of Justice of the Republic of Indonesia's Decision No. J.A.5/40/8 dated 24 April 1957, and was last amended by notarial deed No. 27 dated 30 March 2011, made before P. Sutrisno A. Tampubolon, SH, M.Kn, a notary in Jakarta and No. 12 dated 12 October 2011, made before Fathiah Helmi SH, a notary in Jakarta.

On 8 December 1989, with Minister of Finance License No SI-066/SHM/MK.10/1989 dated 24 October 1989, Danamon conducted an Initial Public Offering (IPO) of 12,000,000 shares with par value of Rp1,000 per share (full amount). The shares were listed on 8 December 1989 at the Jakarta Stock Exchange (now Indonesia Stock Exchange (IDX) after its merger with Surabaya Stock Exchange). Subsequently, the Bank has increased its listed shares through bonus shares, Limited Public Offerings with Pre-emptive Rights (Rights Issue) I, II, III, IV and V, and through Employee/Management Stock Option Program ("E/MSOP").

The following is the summary of Danamon's correspondence with Bapepam-LK regarding the Rights Issues with Preemptive Rights:

Effective Letters from Bapepam-LK	
No. S-2196/PM/1993 dated 24 December 1993	Rights Issue I
No. S-608/PM/1996 dated 29 April 1996	Rights Issue II
No. S-429/PM/1999 dated 29 March 1999	Rights Issue III
No. S-2093/BL/2009 dated 20 March 2009	Rights Issue IV
No. S-9534/BL/2011 dated 24 August 2011	Rights Issue V

Capital Planning

Pursuant to BI Regulation No. 14/18/PBI/2012 dated 28 November 2012 on Minimum Capital Adequacy Requirement For Commercial Banks and BI Circular Letter No. 14/37/DPNP dated 27 December 2012, on the Minimum Capital Requirement based on Risk Profile and fulfillment of Capital Equivalency Maintained Assets, Danamon is required to have a minimum CAR calculation based on risk profile and to conduct Internal Capital Adequacy Assessment Process (ICAAP).

The assessment results show that Danamon is able to comply with the minimum CAR based on risk profile, for the Bank as well as for the consolidated. Based on the internal capital adequacy assessment process (ICAAP), Danamon will have the availability of financial resources to meet the capital needs of both Pillar 1 and Pillar 2 for the next three years.

Furthermore, the above PBI also regulates the obligation of the Bank to establish additional capital as a buffer in stages starting 1 January 2016 to 1 January 2019. The regulation also sets adjustments to capital components as well as increasing the minimum core capital (Tier 1) ratio from 5% to 6%, effective from 1 January 2014.

Danamon supports policies issued by BI and seeks to prepare itself to meet the newly issued provisions in order to realize a sustainable business growth. Danamon will always strive to fulfill all the provisions related to capital to support its business growth, both Danamon as an entity, as well as at the consolidated level.

Market Risk

Danamon has since November 2007 implemented a standardized approach to manage market risk pursuant to BI Regulation No. 9/13/PBI/2007 dated 1 November 2007 and Circular Letter No. 9/33/DPnP dated 18 December 2007 and its amendment, Circular Letter No. 14/21/DPnP dated 18 July 2012.

Credit Risk

In accordance with BI Circular Letter No. 13/6/DPnP dated 18 February 2011, Danamon adopted the standardized approach to manage its credit risk effective from 1 January 2012. Effective from 1 January 2015, the Bank has also implemented a standard approach to managing credit risk in the Syariah Business Unit which refers to OJK Regulation No. 21/POJK.03/2014 which regulates the application of the approach in managing credit risk in the Syariah business.

Operational Risk

In managing operational risk, Danamon applies the basic indicator approach in accordance with BI Circular (SE) No. 11/3/DPnP dated 27 January 2009. Based on the aforementioned SE, capital charges for operational risk are equivalent to 15% of the average gross income in the last three years, effective 1 January 2011.

CAPITAL INVESTMENT AND MATERIAL COMMITMENT FOR CAPITAL EXPENDITURES

Danamon has invested in its fixed assets to improve the Bank's efficiency.

CAPITAL EXPENDITURES

Rp Million	Full Year					
	YoY	2015	2014	2013	2012	2011
Land	-65%	52,104	148,518	18,303	3,456	256
Buildings	-66%	33,568	98,655	34,833	23,632	19,393
Office Equipment	-8%	189,215	204,570	281,921	369,751	335,960
Motor Vehicles	26%	220,356	175,305	288,532	244,956	232,782
Construction in Progress	95%	194,734	100,102	184,101	115,013	12,529
Total	-5%	689,977	727,150	807,690	756,808	600,920

In 2015, Danamon did not have any special commitments in capital expenditures. The commitments made were the usual contracts in Rupiah between the producer and/or distributor and the Bank.

Commitments in capital expenditures in 2015 are mostly in the procurement of two-wheeled vehicles used in the micro business activities, procured through financing by Adira Finance, increasing by 26% or Rp45 billion to Rp220 billion, from Rp175 billion in 2014. Construction in progress consists of new construction and renovations in progress, which increased by 95% or Rp95 billion to Rp195 billion, from Rp100 billion in 2014.

Meanwhile, capital expenditures on other assets declined by 39% or Rp177 billion to Rp275 billion, compared with Rp452 billion in 2014.

IMPACT OF CHANGES IN INTEREST RATES AND IN EXCHANGE RATE ON THE PERFORMANCE OF DANAMON

Impact on Changes in Interest Rates

In carrying out its business activities, Danamon actively monitors external conditions that could potentially affect the overall performance of the Bank.

Danamon periodically conducts sensitivity analysis to measure the impact of changes in interest rate by calculating interest rate gap from the earnings perspective, as well as from the economic value perspective. Both calculations are equipped with assumptions and scenarios relevant normal and stress conditions.

Based on the results of these measurements, the Bank and its subsidiaries are able to anticipate the impact of changes in interest rate on the Bank's performance as a whole. The strategy in managing Interest rate risk in the banking books, can also be executed through the process of measuring, monitoring and controlling internal limits.

Impact of Changes in Exchange Rate

Changes in exchange rate against foreign currencies (Foreign Exchange), especially against the USD in 2015 was anticipated by Danamon through sensitivity analysis.

The means for controlling risk includes sensitive market risk measurement against changes in exchange rates and is supported by Danamon's excellent market risk control processes. Internal parameters measurement and regulatory requirements are periodically monitored in the banking books as well in the trading books on a daily basis.

Regular monitoring and control have a positive side to the achievement of Treasury's performance, particularly regarding foreign currency portfolio, amidst the increasing volatility of the Rupiah. Meanwhile, the significant weakening of the Rupiah against the US dollar in 2015 shows no excessive impact on Danamon's FX position bankwide. Danamon's Net Open Position (NOP) remains well below 20%, the maximum limit required by the regulator.

INFORMATION ON SIGNIFICANT INCREASE OR DECREASE IN SALES/NET INCOME

All transactions that Danamon made during 2015 were considered fair. The increases or decreases as a result of all transactions were reasonable achievements of a normal business and not caused by specific conditions which led to a significant increase and/or decrease in results, except for the one-off expense in business restructuring undertaken by the Bank in 2014 and 2015.

ACHIEVEMENT OF TARGETS 2015

Comparison of Targets and Actual Achievement in 2015

In Billion Rupiah	2015		Actual vs Target
	Actual	Target	
Total Assets	188.057	197.159	-5%
Loans	129.367	135.017	-4%
Total Funding	116.776	115.983	1%
CAR	19,67%	18,80%	1.89%
Net Interest Income	13.648	15.262	-11%
Non Interest Income	3.823	4.017	-5%
Operating Expenses	(9.033)	(9.498)	5%
Loss Provisioning Expenses	(4.925)	(3.769)	-31%

Throughout 2015, the impact of slower economic growth of 4.8% caused Danamon to post a weaker performance compared with the previous year, meaning also that the Bank's 2015 achievements were on average below the stated targets.

Actual loans disbursed in 2015 were 4% or Rp5.650 billion above target, and led to actual net interest revenue of only 89% of the stated target of Rp15,262 billion for 2015. During the year in review, Danamon Bank also pursued a strategy to focus attention on loan quality.

On the other hand, non-interest income was a relatively better figure with 95% or Rp3,823 billion achievement of the stated target of Rp4,017 billion. Actual operational expense was 5% below or Rp465 billion more efficient than the projected Rp9,498 billion.

The Bank's financial ratios in 2015 were however above the specified maximum.

TARGET PLAN 2016

Strategic Focus 2016

At the end of 2015, Danamon had defined 3-year strategic priorities with the overall goal of diversifying its portfolio, enhancing engagement with customers, increasing collaborations among divisions, and effective technology utilization. These will include:

I. Implementation of Sales and distribution Network

The new Sales and Distribution Network integrates Consumer and SME branch network into one organization. The S&D organization enables branch staffs to serve customers holistically by offering the best products or product bundles. Therefore this initiative will:

a. Provide more cross-selling opportunities with sector and demographic specific product bundles,
b. Drive collaboration with shared goals and accountabilities across lines of business and subsidiaries, and
c. Improve customer experience.

II. Transaction banking as a solution Integrator

a. Enhance the Bank's transaction banking products and digital platform,
b. Integrate transaction banking solutions into LOB's product offerings to strengthen client relationships and improve low cost funding.

III. Focus on improving SME and Commercial Segments

a. Enhance the credit process to provide a better overall service,
b. Develop industry expertise and industry specific offerings as key differentiations,
c. Capture small SMEs with scalable business model.

IV. Continue with micro business revamp

While it is diversifying its growth engine, Danamon maintains its focus on the mass market. Danamon will continue revamping the DSP business with the following initiatives:

a. Enhancement in credit process and collection process in order to improve asset quality.
b. Increase efficiency in operations through automation of manual processes.
c. Continue to review and rationalize the distribution network.
d. Renewed focus on people quality through continuous training and mentoring.

V. Implementation of Digital strategy and data analytic

a. Enhance digital channel for consumer and business customers
b. Digitalization of the back end process to improve efficiency
c. Application of Enterprise Data Warehouse (EDW) which will combine data from IT Head Office Danamon and IT at business lines Danamon.

Utilize data analytic in order to improve, product offerings, customer services and marketing.

INFORMATION AND MATERIAL FACTS THAT OCCURRED AFTER THE DATE OF THE ACCOUNTANT'S REPORT

Material Information and Facts Subsequent to Date of Accountant's Report.

EVENTS AFTER THE DATE OF THE FINANCIAL STATEMENTS

a. Divestment of ADMF

   The Bank on January 25, 2016 divested 2.93% of its ownership of shares in ADMF to meet the regulatory decision of Indonesia Stock Exchange Board of Directors No. Kep-00001/BEI/01-2014 regarding the minimum share percentage of 7.5% of the shares that are not owned by controlling and major shareholders.

b. Bank Tax Audit in 2008

   In response to the tax audit on the Bank as described in Note 25c, dated January 13, 2016, regarding the proposal to reconsider corporate income tax and income tax article 26, the Supreme Court has issued a decision through its official website which accepts the proposal in part for a further review of corporate income tax and income tax article 26 in the amount of Rp30,615 million and Rp46,396 million. The remaining income tax of article 26 of income in the total amount of Rp15,465 million is still in under review.

DIVIDEND POLICY AND THE ALLOCATION OF NET INCOME

Danamon's dividend policy has been approved by the BoC, BoD, and shareholders. The procedure of decision making for the Bank's dividend policy is based on the organizational structure under which the BoD shall propose dividend distribution to the BoC. The proposal shall be based on the Bank's performance during a certain period.

The proposal shall be presented to the General Meeting of Shareholders (AGMS) for approval on condition that the retained earnings are considered sufficient. Upon approval, the Annual General Meeting shall set the time and method of payment in accordance with the regulations of the Indonesia Stock Exchange (IDX), including the record date when shareholders are entitled to dividends or when the authority is given to the Board of Directors.

If approved by the BoD Meeting and Annual General Meeting, the Bank may pay interim dividends prior to the end of the fiscal year.

In addition, the Annual General Meeting is also authorized to determine the allocation of net profit (including dividend distribution and general reserve and mandatory), the remuneration of BoD and BoC (salary and the bonus), the appointment of public accountant, and the approval for financial statements. Prior to 2008, bonus was part of the allocation of net profit.

In addition to approval by the Annual General Meeting, the dividend policy shall take into account all applicable regulations, such as long-term and short-term capital requirements and Danamon's projected profit growth and market conditions.

Danamon has complied with a long-term loan agreement on restrictions on the distribution of dividends. Danamon also ensures that the policy does not violate dividend distribution restrictions as set forth in the Bank's long-term agreements. The decision also takes into account the management of capital planning, expected earnings growth and market conditions.

The Annual General Meeting of Shareholders held on April 7, 2015, approved the proposed cash dividend distribution for fiscal 2014 at 30% of net income or a total of approximately Rp781,205 million or Rp81.50 (full amount) per share for Series A and Series B and the establishment of common and mandatory reserves of Rp26,040 million.

Based on the Register of Shareholders on April 17 2015, which was the date of registration of the list of shareholders entitled to dividends, there were 9,584,643,365 shares in circulation, so the dividend per share to be distributed on May 8, 2015 was Rp81.50 (full amount) per share of A series and B series, meaning that the total amount of cash dividend was Rp781,149 million.

The Annual General Meeting of Shareholders held on May 7, 2015 approved the proposed cash dividends distribution for the fiscal year 2013 at 30% of net income or a total of approximately Rp1,212,505 million or Rp126.50 (full amount) per share for Series A and Series B and the establishment of common and mandatory reserves in the amount of Rp40,417 million.

General and Mandatory Reserves

On December 31, 2015, the Bank set general and compulsory reserves of Rp302,618 (2014: Rp276,578). General and mandatory reserves refer to the Law of the Republic of Indonesia No. 1/1995, which was amended by Law No. 40/2007 effective August 16, 2007 regarding Limited Liability Companies, which requires companies to set aside general reserves of at least 20% of the issued and fully paid capital. The law does not further specify the time period for the reserves.

ALLOCATION OF NET INCOME

Based on the Register of Shareholders dated 4 September 2014 which is the date of registration of the list of shareholders entitled to dividends, there were 9,584,643,365 shares in circulation as of September 4, 2014, so the dividend per share to be distributed on September 18, 2014 was Rp126.50 (full amount) per share of Series A and Series B, meaning that the amount of cash dividend was Rp1,212,457 million.

Profits from Year	Date of AGMS	% Net Income	Dividend per Share for Series A and Series B (Rp full amount)	Total Dividend Payment (Rp million)	Date of Cash Dividend Payment	General & Statutory Reserves (Rp million)
2014	7 April 2015	30%	81.50	781,149	8 April 2015	26,040
2013	7 May 2014	30%	126.50	1,212,457	18 June 2014	40,417
2012	10 May 2013	30%	125.58	1,203,640	19 June 2013	40,118
2011	27 March 2012	30%	104.43	1,000,924	8 May 2012	33
2010	30 March 2011	35%	119.87	1,009,197	10 May 2011	29

EMPLOYEE SHARE OWNERSHIP PROGRAM (ESOP/MSOP)

The Bank has launched the new special program which was awarded to the Directors and Senior Executives selectively with total 7,633,200 shares at the price of Rp3,602 per share and has been granted on 10 September 2015.

Eligible employee is allocated a certain predetermined amount of cash and directly used to purchase the Banks stocks. The stocks are purchased under the individual employee's name with three years holding periode and it is put under an independent custodian.

INFORMATION ON ALLOCATION OF PUBLIC OFFERING

In 2015, Danamon as the parent company did not conduct any public offering, neither bonds nor shares.

In 2015, Adira Finance, a subsidiary of the Bank, held a second public offering for the issuance of bonds in the amount of Rp2,416 billion and issued 1 Mudharabah bond in the amount of Rp500 billion:

- Two issuance of bonds each with a fixed interest rate, namely Adira Finance's Sustainable Bond III Phase I in 2015 and Adira Finance Sustainable Bond III Phase II in 2015; and
- Adira Finance Sustainable Mudharabah Bond II Phase I in 2015.

Reporting date to Financial Services Authority	Effective Date	Type of Public Offering	Amount of Public Offering (in million IDR)	Net results of Public Offering (in million IDR)	Plan uses of funds (in million IDR)	Realization of uses of funds (in million IDR)	Remaining amount of Public Offering result (in million IDR)	Report to AGMS
13 July 2015 and 30 July 2015	25 June 2015	Adira Finance's Bond III Phase I 2015	979,000	973,900	973,900	973,900	0	Plan for AGMS to be held in May 2016
13 July 2015 and 30 July 2015	25 June 2015	Sustainable Sukuk Mudharabah II Adira Finance Phase I 2015	500,000	497,590	497,590	497,590	0	
14-Sep-15	25 June 2015	Adira Finance's Bond III Phase II 2015	1,437,000	1,467,794	1,467,794	1,467,794	0	

The three offerings generated funds of Rp2,916 billion. The proceeds have been used to finance motor vehicles.

MATERIAL INFORMATION ABOUT INVESTMENT, EXPANSION, DIVESTMENT, BUSINESS MERGER/ CONSOLIDATION, ACQUISITION OR DEBT/CAPITAL RESTRUCTURING

During 2015, there was no material transactions related to investment, expansion, divestment, business merger/consolidation, acquisition or debt/capital restructuring.

MATERIAL INFORMATION ABOUT TRANSACTIONS THAT CONTAIN CONFLICT OF INTEREST AND/ OR RELATED PARTY TRANSACTIONS

Conflict of Interest

For the year ended December 31, 2015, there were no conflict of interest transactions with related parties. The mechanism for conflict of interest transaction is stipulated in the Policy for Transactions with Affiliated Parties, Related Parties and Transactions, which contains Conflict of Interest as elaborated in the Bank's GCG Report as part of this Annual Report.

Transactions with Related Parties

In its business activities, Danamon makes many transactions with related parties that do not contain conflict of interests. All transactions with related parties are made in a fair manner in accordance with normal commercial terms like those made with unrelated parties.

The nature of relationships and transactions between Danamon and related parties is shown in the table below:

RELATED PARTIES

No.	Parties with Special Relations with the Bank	Relationship with the Bank	Type of Transaction	Value of Transaction
1	Standard Chartered Bank PLC	Owned by the same shareholders	Placement	174,299
2	PT Bank Permata Tbk	Owned by the same shareholders	Placement	3,426
3	PT Bank Permata Tbk	Owned by the same shareholders	Effects	15,302
4	PT Bank DBS Indonesia	Owned by the same shareholders	Placement	308
5	PT Bank DBS Indonesia	Owned by the same shareholders	Premium Receivables	659
6	PT Bank Permata Tbk	Owned by the same shareholders	Bill Acceptance	3,115
7	PT Bank DBS Indonesia	Owned by the same shareholders	Bill Acceptance	3,149
8	Development Bank of Singapore, Ltd	Owned by the same shareholders	Placement	12,429
9	Development Bank of Singapore, Ltd	Owned by the same shareholders	Effects	483
10	Board of Commissioners, Board of Directors and Key Employees	Key Executives and Employees	Loan Disbursed	423,266
			Total	636,436

[1]) The above figures are presented before the established PPAP is deducted.

CHANGES OF REGULATIONS WITH SIGNIFICANT IMPACTS ON THE COMPANY

REGULATION CHANGES

New Banking Regulations issued by Bank Indonesia Effective in 2015		
Regulation	**Description**	**Impact on Danamon**
Regulations on Net Open Position for Commercial Banks through PBI No.17/5/PBI/2015 dated May 29, 2015 regarding the 4th Amendment of PBI No. 5/13/PBI/2003	The key amendment in the regulation is the removal of the requirement to maintain Net Open Position in every 30 (thirty) minutes. This Bank Indonesia Regulation came into force on June 1, 2015.	The provision provides adequate space for the Bank to manage foreign exchange exposure
Regulations on Foreign Exchange Transactions Against Rupiah between Banks and Domestic Parties through BI Regulation No.16/16/PBI/2014 and BI Circular Letter No.16/14/DPM as last amended through BI Regulation No.17/15/PBI/2015 dated October 2, 2015 and BI Circular Letter No.17/49/DPM dated December 21, 2015	In principle, additions and/or amendments in the regulation include: 1. The addition of activities that must be the underlying for foreign exchange transaction against Rupiah: a. Transactions of trade in goods and services and investment, as well as income and expense estimation. b. Ownership of fund in foreign currency in the country and abroad like savings, current accounts, and Negotiable Certificate of Deposit (NCD), specifically for the sale of foreign exchange transactions against the rupiah through forward transactions (forward sale) 2. Investments in Securities of Bank Indonesia in foreign currency cannot be used as the underlying for purchase of foreign currency against Rupiah neither through spot nor other derivative transactions. 3. Amendment in the threshold amount of foreign exchange transactions against the rupiah per Customer to the Bank is required to have the underlying: a. Foreign currency purchase transactions against the rupiah, which is done through: - Monthly spot transactions in the amount of USD 25 thousand or its equivalent. - Monthly derivative Transactions of USD 100 thousand or its equivalent. b. FX sales transactions against the rupiah, which is done through: - Forward transaction of USD 5 million or its equivalent per transaction. - Option Transactions of USD 1 million or its equivalent per transaction. This BI Regulation came into force on October 7, 2015	Compliance with the provisions by making and socializing written SOP policies, and socialization Education to customers is given directly by both the front liners and through coordination with Bank Indonesia

New Banking Regulations issued by Bank Indonesia Effective in 2015		
Regulation	**Description**	**Impact on Danamon**
Regulations on the calculation of Statutory Reserves in rupiah for Commercial Banks and in foreign currency for Conventional Commercial Banks • BI Regulation No.17/11/PBI/2015 on Changes on PBI NO. 15/15/PBI/13 • PBI No.17/21/PBI/2015 dated November 26 2015 on the 2nd Amendment to PBI No 15/15/2013 • BI Circular Letter No.17/47/DKEM dated November 20, 2015 on the Amendment to BI Circular Letter No. 17/17/DKMP dated June 26, 2015	In principles amendments contained in this regulation are: 1. Reserve Requirement (RR) of 7.5% of Third Party Funds (DPK) in Rupiah than previously 8%. 2. Smaller portion of Current Account in that gets BI current account services is: - 2.5% of DPK in Rupiah → gets an annual interest payment 2.5% - 5% of DPK in Rupiah → does not get interest on current account 3. Incentives for banks that have conducted merger or consolidation in the form of 1% reduction on Primary statutory reserve for a period of 1 (one) year since the merger or consolidation becomes effective (Primary RR in Rupiah for the Bank becomes 6.5%). This BI Regulation came into force on December 1, 2015.	This regulation is relaxation for the Bank. Danamon has fulfilled the primary RR of 7.5% in Rupiah since December 1, 2015
Regulations on Prudence about the National Economic Stimulus for Commercial Banks through POJK No 11/POJK.03/2015 dated August 21, 2015 Regulations on Prudence about the National Economic Stimulus for Syariah Banks and Syariah Business Units through POJK No. 12/POJK.03/2015 dated August 21, 2015	Policies that support economic growth stimulus are made for: 1. Changes in weight of Credit Risk Weighted Assets: a. For home-backed mortgage: i. Minimum 35% for credit/loan for consumptive purposes for purchases of houses or apartments; credit/loan for consumptive purposes secured by a house or apartment as collateral. ii. Minimum 20% for consumer loans for purchases of houses under the Indonesian Government's programs in accordance with predetermined criteria. b. Credit/Loan for SMEs secured by a guarantee institution or insurance with BUMD status is stipulated to have risk weight of 50%. 2. Changes in the criteria for the determination of credit/loan quality that can only be based on the timely payment of principal and/or interest on loans are: a. Credit/loan to one debtor or one project with loan value ≤ Rp5 billion b. Credit/loan to SMEs (excluding restructuring and a bank's 50 biggest debtors) with loan value: i. Rp 5 billion <X ≤ 20 billion: for banks that have strong predicate of credit risk KPMR ii. Rp 5 billion <X ≤ 10 billion: for banks that have satisfactory predicate of credit risk KPMR 3. Amendment in the determination of the quality of restructured loans: a. Loans classified as doubtful or loss will get the highest status of less current after restructuring; b. Loans classified as current will get the same status of special mention or less current after restructuring. c. A certain credit quality will be considered current when it has no arrears for three (3) consecutive periods of installments for principal and/or interest based on Debt Restructuring Agreement. d. In the event that the debtor does not meet the criteria and/or requirements in the Debt Restructuring Agreement, the Credit quality will be assessed as follow: i. the timely payment for principal and/or interest for Restructured Loan with a value of ≤ Rp5 billion; ii. Business prospects, debtor's performance and the ability to pay for Restructured Loan with a value of > Rp5 billion. 4. The determination of the quality of restructured loans with extended due dates for principle payment 5. The requirement for composite rating of soundness for banks that have made placements This FSA Regulation came into force on August 24, 2015 and will be valid for up to 2 (two) years from the date of enactment	This regulation has no significant impact on the Bank.

New Banking Regulations issued by Bank Indonesia Effective in 2015		
Regulation	**Description**	**Impact on Danamon**
Regulation on Transparency and the Publication of Report of Banks: • POJK No.6/POJK.03/2015 dated March 31, 2015 • FSA Circular Letter No.11/SEOJK.03/2015 which regulates Conventional Commercial Banks dated April 17, 2015 • FSA Circular Letter No.18/SEOJK.03/2015 that governs Syariah Banks and Syariah Business Units dated June 8, 2015	These regulations annul previous regulations pertaining to report to be published by Banks. In principle, the amendments are about: 1. **Monthly Reports:** a. The report should cover Balance Sheet, Income Statements, and Other Comprehensive Income Statement and Statement of Commitments and Contingencies. CAR and Earning Assets Quality do not need to be reported in the Monthly Report. b. Besides online reporting through LKPBU, the report shall be uploaded on a Bank's website by the end of the month following the end of the reporting month. 2. **Quarterly Reports:** a. For Syariah Business Units and Syariah Banks, a format change has been made for Balance Sheet, Income Statement and Statement of Commitments and Contingency and Calculation of Financial Ratios. b. Additional disclosure of capital (Basel III) for banks in the BOOK 3 and BOOK 4, first applied in December 2015 and published on the Bank's website. c. Extended deadline for Announcement and submission: - On the 15th of the second month after the reporting month to report a bank's position in March, June, and September; - At the end of March of the following year to report a Bank's position in December 3. **Publication of Annual Report:** a. The deadline of AR submission to the FSA and the announcement on the Bank's website is four months after the end of the fiscal year in review. b. Management Letter on the audit of the Annual Financial Report shall be submitted concurrently with the Annual Report. This FSA regulation came into force on April 1, 2015.	Danamon has announced and submitted a report in accordance with this new regulation.
Regulation on the Implementation of Integrated Governance for Financial Conglomeration through SE OJK No.15/SEOJK.03/2015 dated 25 May 2015	Steps for Integrated Risk Assessment Profile to assess and determine levels of inherent risks and the Quality level of Integrated Quality Risk Management.	Adjustments to GCG structures including integrated policies, committees, duties, and responsibilities of BoC and BoD
FSA Regulation No.21/POJK.04/2015 On Implementation of Code of Corporate Governance of Public Companies. No 32/SEOJK.04/2015 On GCG Code of Public Companies.	Aspects of GCG for Public Companies include: a. The Relationship between Public companies With Shareholders In Ensuring the Rights of Shareholders; b. The function and role of BoC c. The function and role of BoD d. Stakeholder participation; and e. Disclosure of Information	Adjustments to GCG structures including integrated policies, committees, duties, and responsibilities of BoC and BoD
Regulation on Loan to Value Ratio (LTV) or Financing to Value Ratio (FTV) for Property Loan or Financing and Down Payment for Auto Loan or Financing: • PBI No.17/10/PBI/2015 dated June 18, 2015 • BI Circular Letter No.17/25/DKMP dated October 12, 2015	The principles of this regulation are: 1. The ratio of LTV for Property Loan and the ratio of FTV for Syariah Property Loan: Requirements that must be fulfilled in the implementation of LTV/FTV for Property Ownership: a. Gross NPL/total NPF Ratio of Loan/Financing <5%; and b. Gross NPL/NPF Ratio of Loan/Financing for property <5% 2. The amount of the down payment for Auto Loan/Financing: Requirements that must be met in the implementation of Auto Down Payment: a. Gross NPL/NPF ratio of Total Loan/Financing <5%; and b. Gross NPL/NPF ratio of Total Auto Loan/Financing <5% 3. Banks can only provide loan/financing for properties that are still not fully constructed if: a. The loan is the first of property loan for the debtor b. Developers have agreements with banks to complete the construction of the financed property c. Developer or other parties gives guarantee to Banks This regulation came into force on June 18, 2015, while the first report was to be submitted to Bank Indonesia on November 20, 2015.	Danamon has submitted monthly report of Property Loan/Financing and Auto Loan/Financing to Bank Indonesia under these provisions.

New Banking Regulations issued by Bank Indonesia Effective in 2015

Regulation	Description	Impact on Danamon
Regulation on Integrated Capital Adequacy For the Financial Conglomerates through POJK No.26/ POJK.03/2015 dated December 4, 2015	The principles of this OJK Regulation are: 1. Financial conglomerate shall provide an integrated capital of 100% of Total Capital Adequacy Ratio for Financial conglomerates. 2. Integrated Capital Adequacy shall be done by calculating the Integrated CAR: $\text{Integrated CAR} = \frac{\text{TMA (aggregate net equity)}}{\text{TMM (aggregate regulatory capital requirement)}}$ 3. The provisions for TMA and TMM for each LJK (Financial Services Institution): LJK / TMA / TMM Bank / Core Capital plus Additional Capital / Minimum Capital depending on Risk Profile Financing Companies / Adjusted Capital is Actual / Adjusted Capital is Minimum Insurance/Reinsurance Companies / The actual value of the difference between allowable asset with liabilities; / The minimum value of the difference between allowable asset and liabilities Securities Company / Actual Adjusted Net Working Capital (MKBD) / The minimum value of Adjusted Net Working Capital (MKBD) **The first report was to be submitted for the first time** for end of December 2015 position.	Danamon will start to develop Integrated Capital Adequacy Reports for December 2015 position
BI Regulation No. 17/22/PBI/2015, dated December 28, 2015, regarding Mandatory Countercyclical Buffers	Highlights of this regulation are: 1. Countercyclical Buffer (CB) is additional capital that serves as buffer against expected loss arising from excessive bank loan/financing growth that potentially disrupt the stability of the financial system 2. The obligation of the Bank to form CB per January 1, 2016, with the amount set at 0% - 2.5% of risk weighted assets **to start with,** CB is set at 0% of risk weighted assets **from January 1, 2016**. 3. The requirement to form CB shall be obliged with Common Equity Tier 1, after CET 1 is allocated to meet the obligation to provide, minimum common equity tier 1, minimum tier 1, minimum Capital Requirement based on Risk Profile. 4. Bank Indonesia to evaluate the amount of CB, at least 1 time in 6 months	No impact yet on Bank's capital
Regulation on the Obligation to Meet Liquidity Adequacy Ratio (Liquidity Coverage Ratio) for Commercial Banks based on POJK No. 42/ POJK.03/2015 dated December 23, 2015	Highlights of this regulation are: 1. Liquidity Coverage Ratio (LCR) as follows: $\text{LCR} = \frac{\text{HQLA}}{\text{Total net cash out flow within 30 days ahead}}$ HQLA = High Quality Liquid Asset, are cash and/or financial assets that can be easily converted into cash to meet liquidity needs of the Bank during the period of the next 30 days under a stress scenario. 2. Stages for the fulfillment of minimum LCR ratio is as follows: Minimum LCR ratio / BUKU 3 / BUKU 4 70% / 30 June 2016 / 31 December 2015 80% / 30 June 2017 / 31 December 2016 90% / 31 December 2017 / 31 December 2017 100% / 31 December 2018 / 31 December 2018	<to be check with Market Risk>
Regulations on Determination of Systemically Important Banks and Capital Surcharge through POJK No. 46/POJK.03/2015 dated December 23, 2015	Highlights of the OJK regulation are: 1. Capital Surcharge for Systemically Important Bank (SIB) is additional capital to mitigate negative impacts on the stability of the financial system and economy in case of failure of SIB through increasing the Bank's ability to absorb losses. 2. Banks designated as SIB by the OJK, shall establish Capital Surcharge for SIB. The determination of SIB and Capital Surcharge by OJK is conducted every semester on: a. In March using data of the position in December the previous year. b. In September using data of the position data in June Determination of SIB and Capital Surcharge was first conducted in January 2016 using data from the position in June 2015.	Currently the bank is waiting for the OJK to determine SIB and Capital Surcharge bucket.

CHANGES OF TAX REGULATIONS IN 2015

Changes of tax regulations in 2015 that significantly impacted the Bank's performance is the Minister of Finance of the Republic of Indonesia Regulation Number 207/PMK.010/2015 dated November 20, 2015 concerning the requirement of tax id number of debtors for loan amount aboved Rp50 million which can not be collected, then it can be deducted from gross income.

Accounting Standards Issued but Not Yet Effective

The following is the summary of the Statement of Financial Accounting Standards (SFAS) and Interpretations of Financial Accounting Standards (ISAK) issued by the Financial Accounting Standards Board (DSAK) and the Syariah Accounting Standards Board (DSAS) that are not yet effective for the consolidated financial statements ended December 31, 2015.

The following table presents accounting standards issued and will be effective on or after 1 January 2016.

No	Accounting Standard	Transitional Rules	Previous Rules	Changes	Potential Impact to Danamon	Potential Impact to Danamon and its Subsidiaries
1	IFAS No. 1 (Revised 2015) "Presentation of Financial Statements on Disclosure Initiative"	Prospective application on or after 1 January 2017 and earlier application is permitted.	Do not regulate materiality and the incorporation of information in the financial statements and the information presented in the statement of financial position or the statement of income and other comprehensive income.	Regulate materiality and the incorporation of information in the financial statements and the information presented in the statement of financial position or the statement of income and other comprehensive income.	The Bank has performed assessment and preparation related to implementation of this SFAS.	The Bank and Subsidiaries has performed assessment and preparation related to implementation of this SFAS.
			Determine the structure of notes of financial statements in certain circumstances.	Clarify that entity has flexibility concerning the systematic sequence of notes of financial statements.		
			Provide guidance for disclosure of accounting policies by considering the nature of its operations.	Write off the guidance for disclosure of accounting policies by considering the nature.		
2	IFAS 4 (Revised 2015), " Separate Financial Statements"	Prospective application on or after 1 January 2016 with retrospective condition	Do not permit the use of the equity method for recording investments in subsidiaries, associated entities and joint ventures;	Permit the use of the equity method for recording investments in subsidiaries, associated entities and joint ventures;	The Bank has performed assessment and preparation related to implementation of this SFAS.	The Bank and Subsidiaries has performed assessment and preparation related to implementation of this SFAS.
			The fair value of subsidiaries is used as the default acquisition cost at the time of the parent entity ceases to be an investment entity;	The fair value of subsidiaries is used as innate benefits transferred at the time the parent entity ceases to be an investment entity;		
			Do not regulate recording of dividends from subsidiaries, associated entities and joint ventures using the equity method.	Clarify the regulation for dividends recording of subsidiaries, associated entities and joint ventures using the equity method.		

No	Accounting Standard	Transitional Rules	Previous Rules	Changes	Potential Impact to Danamon	Potential Impact to Danamon and its Subsidiaries
3	IFAS 5 (Revised 2015), "Operating Segment"	Prospective application on or after 1 January 2016 and earlier application is permitted.	Do not regulate the disclosure requirements concerning the merger of operating segments; Do not regulate requirements for the disclosure of the reconciliation of the total assets of segments; SFAS 5 (Revised 2014) determines the word: a. "Reportable segments of the entity "; and b. "based on differences in products and services".	Regulate the disclosure requirements concerning the merger of operating segments;; Regulate requirements for the disclosure of the reconciliation of the total assets of segment; SFAS 5 (Revised 2014) makes amendment on the word: a. " Reportable segments of the entity" to "Reportable segments belongs to the entity"; and b. " based on differences in products and services " to " based on the differences of products and services."	The Bank has performed assessment and preparation related to implementation of this SFAS.	The Bank and Subsidiaries has performed assessment and preparation related to implementation of this SFAS.
4	IFAS 7 (Revised 2015), "Related Party Disclosures"	Prospective application on or after 1 January 2016 and earlier application is permitted.	No requirements for related parties if an entity, or a member of a group to which the entity is part of the group, providing services from key management personnel of the reporting entity or to the parent of the reporting entity; Do not regulate the requirements for disclosure on benefits paid to employees or directors of the managing entity and to the managing entity for the services rendered by the key management personnel provided by managing entity.	Add requirements for related parties if an entity, or a member of a group to which the entity is part of the group, providing services from key management personnel of the reporting entity or to the parent of the reporting entity; Regulate the requirements for disclosure on benefits paid to employees or directors of the managing entity and to the managing entity for the services rendered by the key management personnel provided by managing entity.	The Bank has performed assessment and preparation related to implementation of this SFAS.	The Bank and Subsidiaries has performed assessment and preparation related to implementation of this SFAS.
5	IFAS 15 (Revised 2015), "Investment in Associates and Joint Ventures"	Application on or after 1 January 2016	Do not regulate the application of equity method by investment entity, association entity or joint venture on subsidiaries in which the investment entity, association entity or joint venture share interests.	Regulate the application of equity method by investment entity, association entity or joint venture on subsidiaries in which the investment entity, association entity or joint venture share interests.	The Bank has performed assessment and preparation related to implementation of this SFAS.	The Bank and Subsidiaries has performed assessment and preparation related to implementation of this SFAS.
6	IFAS 16 (Revised 2015), "Fixed Asset "	Prospective application on or after 1 January 2016	No explanation on expected future impairment of goods produced by using an asset indicating the estimation of the technical or commercial obsolescence of the asset. No explanation on the depreciation method based on the income generated by activities using specific asset.	Provide explanation on expected future impairment of goods produced by using an asset indicating the estimation of the technical or commercial obsolescence of the asset. Provide explanation that the depreciation method based on the income generated by activities using specific asset cannot be used.	The Bank has performed assessment and preparation related to implementation of this SFAS.	The Bank and Subsidiaries has performed assessment and preparation related to implementation of this SFAS.

No	Accounting Standard	Transitional Rules	Previous Rules	Changes	Potential Impact to Danamon	Potential Impact to Danamon and its Subsidiaries
7	IFAS 19 (Revised 2015), "Intangible Asset"	Prospective application on or after 1 January 2016	No explanation on expected future impairment of goods produced by using an asset indicating the estimation of the technical or commercial obsolescence of the asset. No explanation on the depreciation method based on the income generated by activities using specific asset. No explanation for the basis of selecting the method of amortization. No explanation for the most dominant inherent limiting factor as the right basis for amortization.	Provide explanation on expected future impairment of goods produced by using an asset indicating the estimation of the technical or commercial obsolescence of the asset. Provide explanation that the depreciation method based on the income generated by activities using specific asset cannot be used. Provide explanation for the basis of selecting the method of amortization. Provide explanation for the most dominant inherent limiting factor as the right basis for amortization.	The Bank has performed assessment and preparation related to implementation of this SFAS.	The Bank and Subsidiaries has performed assessment and preparation related to implementation of this SFAS.
8	IFAS 22 (Revised 2015), "Business Combination"	Prospective application on or after 1 January 2017 and earlier application is permitted.	Do not regulate restrictions on the application of SFAS 22 on the accounting for joint arrangement. Do not regulate the classification and measurement of contingent benefit.	Regulate restrictions on the application of SFAS 22 on the accounting for joint arrangement. Regulate the classification and measurement of contingent benefit.	The Bank has performed assessment and preparation related to implementation of this SFAS.	The Bank and Subsidiaries has performed assessment and preparation related to implementation of this SFAS.
9	IFAS 24 (Revised 2015), "Employee Benefit"	Prospective application on or after 1 January 2016 with retrospective condition.	Regulate contributions from employee or service cost curtailment from third parties (if related to services) is attributable at service period as negative rewards.	Regulate contributions from employee or third parties will be depended on whether such contribution is determined based on total service year or not.	The Bank has performed assessment and preparation related to implementation of this SFAS.	The Bank and Subsidiaries has performed assessment and preparation related to implementation of this SFAS.
10	IFAS 25 (Revised 2015), "Accounting Policies, Changes in Accounting Estimates and Errors"	Prospective application on or after 1 January 2016	Regulate the implementation of new policies, applied retrospectively from the earliest practicable period	Regulate the implementation of new policies, applied prospectively from the earliest practicable period	The Bank has performed assessment and preparation related to implementation of this SFAS.	The Bank and Subsidiaries has performed assessment and preparation related to implementation of this SFAS.
11	IFAS 53 (Revised 2015), "Share Based Payment"	Prospective application on or after 1 January 2016 and earlier application is permitted.	Defining performance conditions as vesting performance conditions and service conditions as vesting service conditions.	Clarify the definition of vesting conditions and separately define performance and service conditions.	The Bank has performed assessment and preparation related to implementation of this SFAS.	The Bank and Subsidiaries has performed assessment and preparation related to implementation of this SFAS.

No	Accounting Standard	Transitional Rules	Previous Rules	Changes	Potential Impact to Danamon	Potential Impact to Danamon and its Subsidiaries
12	IFAS 67 (Revised 2015), "Disclosure of Interests in Other Entities"	Prospective application on or after 1 January 2016	Do not regulate the preparation of financial statements of the parent entity as investment entity and its subsidiaries is measured at fair value through profit or loss	Provide explanation concerning the preparation of financial statements of the parent entity as investment entity and its subsidiaries is measured at fair value through profit or loss	The Bank has performed assessment and preparation related to implementation of this SFAS.	The Bank and Subsidiaries has performed assessment and preparation related to implementation of this SFAS.
13	IFAS 68 (Revised 2015), " Fair Value Measurement"	Prospective application on or after 1 January 2016	Do not regulate the terms of fair value measurement of financial assets group and financial liabilities on a net basis or with offsetting positions in market risks or counterparty credit risk.	Regulate the terms of fair value measurement of financial assets group and financial liabilities on a net basis or with offsetting positions in market risks or counterparty credit risk.	The Bank has performed assessment and preparation related to implementation of this SFAS.	The Bank and Subsidiaries has performed assessment and preparation related to implementation of this SFAS..
14	IFAS 30, "Collection"	Prospective application on or after 1 January 2016	Do not regulate the accounting for a liability to pay a levy, whose timing and amount is certain and within the scope of SFAS 57	Regulate the accounting for a liability to pay a levy, whose timing and amount is certain and within the scope of SFAS 57.	The Bank has performed assessment and preparation related to implementation of this SFAS.	The Bank and Subsidiaries has performed assessment and preparation related to implementation of this SFAS.
15	IFAS No. 110 (Revised 2015), "Accounting for Sukuk"	Prospective application on or after 1 January 2016	Upon initial recognition, investor may classify investment of sukuk as: 1. Recognized at fair value 2. Measured at amortized costs Do not regulate measurement after initial recognition The fair value of sukuk investment is determined by reference to the following order: (a) quoted market prices in an active market, or (b) the current transaction market price incurred if quoted market prices in an active market does not exist. (c) similar instrument fair value if there is no quoted market prices in an active market or no current transaction market price incurred.	Upon initial recognition, investor may classify investment of sukuk as: 1. Recognized at fair value through profit or loss; 2. Recognized at fair value through other comprehensive incomes 3. Measured at amortized costs For sukuk investment recognized at fair value through other comprehensive incomes, the difference between fair value and the carrying amount is recognized in other comprehensive incomes The fair value of investment is determined by reference to the following order: (a) quoted market (unadjusted) in an active market, or (b) inputs other than quoted prices included within Point (c) that are observable.	The Bank has performed assessment and preparation related to implementation of this SFAS.	The Bank and Subsidiaries has performed assessment and preparation related to implementation of this SFAS.

INFORMATION ON BUSINESS CONTINUITY

As already mentioned in the Business Prospects section, Indonesia's economic growth in 2015 weakened to the lowest level in the last six years. GDP grew 4.8%. If the downward trend persists, this has the potential to have significant impact on the banking industry's sustainability. A weaker economy will impact the ability of companies to repay loans they have borrowed. In addition, people's purchasing power has also weakened as evidenced by the recent declines in sales of motor vehicle units.

The impact of this weaker economic activity was indicated by an increase of NPLs from 2.3% in 2014 to 3.0% in 2015. Meanwhile, weaker purchasing power was evident from a decline of 6% for this year in Adira Finance's loan portfolio.

Danamon has undertaken initiatives and made assessments to keep its business sustainable during times of economic slowdown. The first is to set more rigorous credit criteria to maintain asset quality. Danamon also has a Risk Management framework that concentrates on per-industry limits. For some industries considered as having higher limit level, Danamon has lowered the upper limit and applied more stringent monitoring approach.

In addition, Danamon continues to maintain its capital adequacy ratio. The Bank's consolidated Capital Adequacy Ratio (CAR) as per the end of 2015 was 19.7%, well above the minimum limit set by regulators.

Danamon also periodically conducts Stress Test whether it be Credit Stress Test, Market Stress Test and Liquidity Stress Test. The results of the assessments, which have reported to OJK, showed the Bank's ability to survive in this less favorable economic condition.

Operational Review

Sub Contents

168 Risk Management

249 Evaluation on Risk Management Effectiveness

250 Risk Management Activities Plan in 2016

252 Human Resources

260 Information Technology

263 Operations

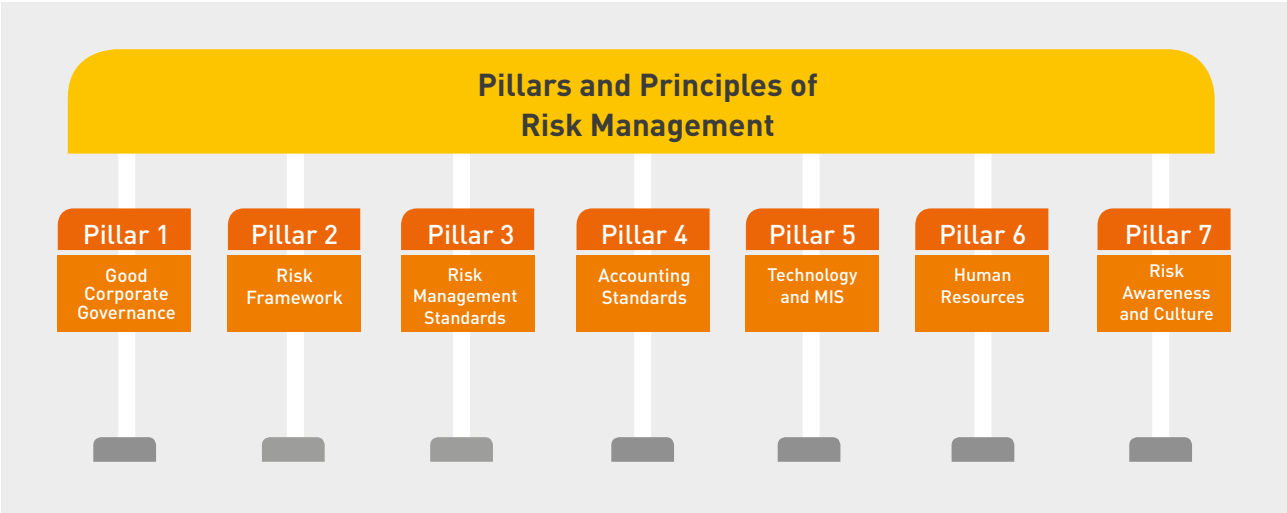
Risk Management

Risk Management at Danamon is carried out holistically against all risks faced by the Bank. The approach consists of identifying, measuring, monitoring, and controlling many risks in each Danamon business line, support function and Subsidiaries.

Danamon's principles of risk management are implemented proactively to support the achievement of sustainable growth. Danamon's has an integrated risk management policy as a guidance to identify, measuring, monitoring and controlling all risks faced by Danamon and its subsidiaries in carry out their activity.

PILLAR AND RISK MANAGEMENT PRINCIPLES

To manage the risks, Danamon applies Seven Risk Management Pillars on the following seven areas:



First Pillar Good Corporate Governance

The Board of Commissioners, Board of Directors, and Syariah Supervisory Board for the Syariah Business Unit monitor and providie active supervision and establish committees as required to meet their responsibilities.

Second Pillar Risk Framework

Each employee is required to understand and contribute to risk management in accordance with his or her respective function and responsibility. Integrated Risk is responsible for defining the Risk Architecture and preparing the basic fundamentals of risk management and risk monitoring. The entire business line and their supporting functions will operate based on such guidelines.

Third Pillar Risk Management Standards

Adopt a consistent and disciplined approach to identify, measure, monitor and control credit risk, market risk, liquidity risk, operational risk, and other risks in a transparent manner.

Fourth Pillar Accounting Standards

All financial accounting reports and records submitted to regulators and external stakeholders shall meet the prevailing local accounting standards.

Fifth Pillar Technology & MIS

Adopt scalable, robust, and reliable technology aligned with business size and conditions as well as with the Bank's risk management framework.

Sixth Pillar Human Resources

Ensure that the officers responsible for managing risks at all levels are competent and experienced in accordance with the condition, magnitude, and complexity of business operations. Danamon requires the candidates and relevant Bank officers to have risk management certification issued by a Professional Certification Agency accredited by regulators.

Seventh Pillar Risk Awareness and Culture

Use prudent approach in developing business strategies to match Danamon's risk appetite.

Three Lines of Defense Approach

Further, to monitor, control, and manage risks, Danamon applies a Three Lines of Defense approach in designing and implementing risk management and control framework, specifically:

Supervision of the Board of Commissioners		
Supervision of the Board of Directors		
First Line of Defense	**Second Line of Defense**	**Third Line of Defense**
• Business Unit • Support Function	• Integrated Risk Management • Compliance	• Internal Audit
Business unit and supporting functions as risk owners are the first line of defence responsibility in daily risk management in each work unit.	Integrated Risk Management Unit and Compliance Division are the second line of defense to perform risk management monitoring functions independently.	Internal Audit is the third line of defense responsible for control through tests and independent audits of the accuracy of the business unit process and its supporting units as well as ensuring that they carry out functions and responsibilities in accordance with the existing policies and procedures.

Integrated Risk Management

Relying on integration principles, Danamon perceives all risks in a consolidated manner by considering the possibility of interaction between one risk exposure and another risk exposure. A holistic approach will ensure that all different types of risks, both on and off balance sheet, will be managed effectively. Application of Integrated Risk Management will ensure that Danamon has:

- Applied a holistic approach toward all types of risks.
- Measured and recorded all risks accurately.
- Monitored and reported all risk exposures adequately.
- Managed risks in a structured and appropriate manner in each business line.
- Applied risk management in a consistent manner in accordance with policies.
- Maintained adequate systems and technology to manage risks.
- Maintained adequate and competent human resources to manage risks at all levels and business lines.

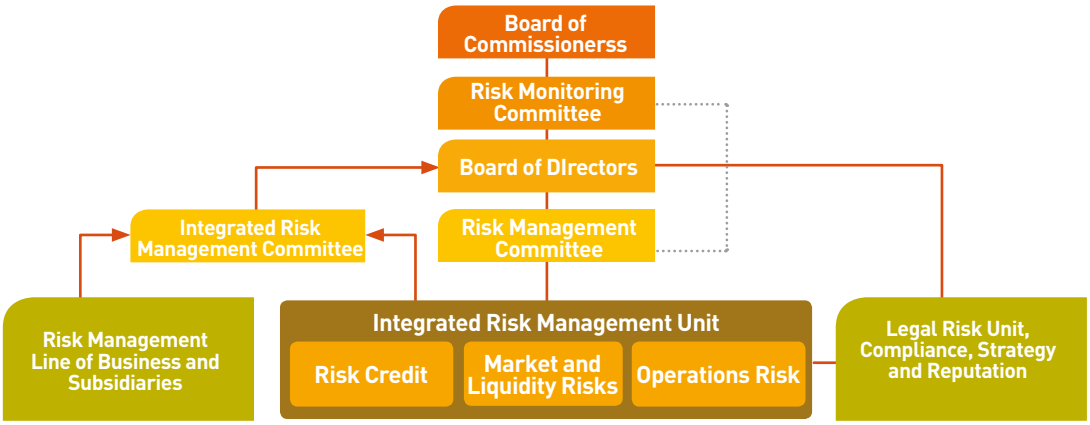
RISK MANAGEMENT ORGANIZATION STRUCTURE

The structure of risk management comprises risk management processes and risk management units, including those in business lines and subsidiaries, with various levels of responsibilities.

Danamon's risk management organization involves active monitoring by the Board of Commissioners and Directors. The Risk Monitoring Committee is the supreme authority of risk management at the level of the Board of Commissioners. This committee serves as the supervisory council to monitor the implementation of strategy and risk management policies as well as to evaluate the accountability of the Board of Directors in managing risk exposures.

At the Board of Directors' level, the Risk Management Committee is in charge of managing risk as a whole both in the Bank as well as in the subsidiaries. This Committee is responsible to for monitoring the implementation of the strategy, policies, and evaluating significant risk issues. In addition, there are several other risk committees specifically the Operational Risk Management Committee, the Fraud Risk Management Committee, and ALCO which is a sub committee of the Risk Management Committee.

Risk Management Organization Structure



Further to the Financial Service Authority (OJK) regulation on Integrated Risk Management of Financial Conglomeration, Danamon established an Integrated Risk Management Committee with the members consisting of Danamon's Risk Management Director and Directors appointed from each subsidiary. The main function of the Integrated Risk Management Committee is to monitor the implementation of integrated risk management and integrated risk policies over all the financial institutions in the financial group.

In line with industry best practices and the Basel Risk Management Framework, Danamon has established an Integrated Risk function, which combines credit, market and liquidity, and operational risk under one umbrella. This function is fully staffed with experienced senior professionals. It is a centralized and independent function, clearly separated with no reporting line or responsibility to businesses.

The integrated Risk Management Group defines the architecture of Danamon's risks and develops risk management strategies covering bankwide policies, limits, policies, procedures, and controls for all business lines including subsidiaries.

Key elements supporting the structure of Danamon's risk management governance are:

- Active Monitoring by the Board of Commissioners and Board of Directors.
- Adequacy of Policies, Procedures, and Determination of Limits.
- Risk Management Process and Risk Management System.
- Risk Management Internal Control System.

ACTIVE MONITORING BY BOARD OF COMMISSIONERS, BOARD OF DIRECTORS, AND SYARIAH SUPERVISORY BOARD

The Board of Commissioners, Board of Directors, and Syariah Supervisory Board actively monitor the risk framework and this is key to successful risk management. Fully aware of their strategic roles, Danamon has segregated the monitoring duties of each party described as follows:

Active Monitoring Functions		
Board of Commissioners	**Syariah Supervisory Board**	**Board of Directors**
The Board of Commissioners may delegate its risk monitoring function to the Risk Monitoring Committee. However, the final responsibility remains with the Board of Commissioners.	Danamon appoints a Syariah Supervisory Board of its Syariah Business Line as recommended by the National Syariah Council – the Indonesian Council of Ulama and approved by Bank Indonesia	• Act as the responsible party for implementing operational activities, including monitoring the implementation of risk management. The Board of Directors comprehensively guides policy directive and risk management strategy including its implementation. • The Board of Directors has established the Risk Management Committee to support its functions and responsibilities.
a). Perform monitoring of risks and evaluate the Board of Directors' accountability in implementing policies and risk management strategy, as well as risk exposures through periodic review. b). Approve business activity which requires approval of the Board of Commissioners. c). Approve policy which requires the Board of Commissioners approval as mandated by Bank Indonesia or Financial Authority Services (FSA). d). Carry out risk management functions as stipulated in the regulations. e). Delegate authority to the Board of Directors allowing them to approve business activities as well as other tasks. f). Provide direction, monitor, and evaluate information technology strategic plan and policy related to the use of information technology.	a). Ensure that the principles of Integrated Risk Management are not contradictory to Syariah principles. b). Assess and ensure compliance of Syariah Principles to the products, policies, procedures as well as the Syariah business activities, both at the Bank and/or its Subsidiaries on their own and as integrated, and monitor to comply with the opinion of the National Syariah Council - Indonesian Council of Ulama. c). Act as an advisor and provide recommendation to the Board of Directors and Management of the Syariah Business on matters related to Syariah principles. d). Coordinate with National Syariah Council to discuss the Bank's proposals and recommendations on the product and service development requiring reviews and decisions by the National. e). Evaluate the policies of Risk Management relevant to the compliance with Syariah Principles. f). Evaluate the Board of Directors accountability in implementing Risk Management policies related to compliance with Syariah Principles.	a). Responsible for implementing policies, strategies, and risk management framework. b). Approve business activities requiring Board of Directors approval. c). Develop risk management culture for the entire organization. d). Monitor quality of the Bank's risk against the prevailing and appropriate level. e). Ensure the management implements prudent and conservative approach in developing businesses. f). Determine the Bank's risk appetite. g). Periodically reviews the risk framework. h). Ensure that improvement initiatives are followed up on issues or deviations in business activities found by Bank Internal Audit. i). Ensure management effectiveness and competency of the human resources is in relation to the implementation of risk management. j). Assign sufficient numbers of officers to the work unit in line with their character and versatility. k). Arrange and set the mechanism for approving transactions including authority for exceeding authorized limits for every office level.

RISK MANAGEMENT PROCESS AND INFORMATION SYSTEM

Risk Management Process

Danamon conducts identification, measurement, monitoring, and control over all the risks encountered both at the head office level and the subsidiaries' level through:

Risk Identification
A risk identification process determines the scope and scale of measuring, monitoring, and controlling risk. Proactive risk identification covers all Danamon business activities and is conducted by analyzing all types and characteristics of the risks existing in all Danamon's business activities which also cover products and other services.

Risk Measurement
Measurement of risk is aimed to assess Danamon's risk exposure as a basis for implementing and managing control. The measurement approach and methodology can be quantitative, qualitative, or a combination of both. Risk measurement is conducted periodically on product, portfolio, as well as Danamon's business activities.

Risk Controlling
Risk controlling is carried out among others by taking follow-up actions over moderate and high risks which exceed the limits, control escalation (immediate supervisory), capital addition to absorb potential loss and periodic internal audit.

Risk Monitoring
Conduct risk monitoring activities by evaluating risk exposures existing in all product portfolios and Danamon's business activities as well as effectiveness of risk management process.

Within the Risk Management structure applied by Danamon, Integrated Risk Management consolidates all of the Bank's risk exposure managed by each risk holder, specifically functional units.

Business lines and subsidiaries are operational work units which are responsible for managing risks from the beginning up to the end of their scope of responsibilities. They should clearly identify, measure, monitor, control, and define mitigation to manage the risks before embarking on a risk-bearing activity.

Risks in operational work units are managed by the Business Risk Head of business line. The Business Risk Head is indirectly responsible to the Director of Integrated Risk in conjunction with supervisory functions. In assuming its roles as monitoring and risk controller in operational work units, The Integrated Risk Management Group will evaluate all business plans, policies, programs and products. At certain levels of risk taking activities, The Integrated Risk Management Group which is a member of the Credit Committee at the Head Office will provide recommendations on credit decisions.

Risk Management Information System

To achieve good control and system monitoring, Danamon already has a sophisticated risk management information system in place, which covers Internal Rating System, Central Liability System, Market Risk System and Operational Risk Management System. This Management Information System is intended to detect less favorable developments at an early stage. Therefore, corrective measures can be taken to minimize loss potential of the Bank.

Internal Control

Implementation of internal control in Danamon's risk management, covers:

a. Establishment of organization structure, by clearly defining functions of among operational business units and risk management units.
b. Establish risk management unit, to be an independent business unit which makes risk management policies, risk measurement methodology, and sets risk limits and validates data and models.
c. Review and monitor each transaction and functional activity with risk exposures, as necessary, by each business unit.

Additionally, Danamon consistently ensures the fulfillment of various essential points during the control process, covering: agreement between internal control system and Bank risks, appointment of policy monitoring authority, procedures and limits, well-defined organization structure, and adequate four eyes principles, plus procedure adequacy to comply with regulations.

The Bank also periodically reviews the effectiveness of risk management implementation including policy adequacy, procedures, and management information system. Such reviews also include internal audit during the risk management process and monitoring of the corrections upon audit findings.

RISK MANAGEMENT GOVERNANCE POLICIES

Danamon practices Integrated Risk Management which enables the Management to manage risks of all its business units including subsidiaries in an integrated manner. Integrated risk management is a series of combined strategies, processes, resources, competencies, and technologies designed to evaluate and manage risks. The purpose of implementing integrated risk management is to provide added value to the stakeholders in conjunction with the business strategies. Additionally it also enhances the quality of risk management process, thus improving capital management's effectiveness and efficiency.

Integrated risk management leads to the establishment of risk appetite magnitude and tolerance limits that the Bank may absorb in setting a portfolio in line with thorough consideration of the cost of the risk as reflected in the magnitude of the anticipated risk, and at the same time support business development. Considering the importance of risk management in the banking business, Danamon attempts to implement an adaptive risk management framework, which is easily understandable and carried out at all levels. To support the effectiveness of risk management, Danamon also strives to nurture the risk culture across all ranks. In this way, the entire Company will eventually be aware that risk management is essentially a common responsibility.

Risk Culture

Danamon is convinced of the importance for all employees to be aware of and understand the risks they encounter in all of their activities. This awareness will then eventually instill a strong culture of risk management. In respect to this awareness, Danamon is determined to nurture a combination of unique values, trust, implementation, and management supervision which will ensure that Danamon's operations will be conducted in a prudent manner, based on best practices.

Such risk cultures will be established through:

- Direction and supervision by the Board of Commissioners and Board of Directors.
- Introduction to risk management as an integral part of business operations.
- Complience with all policies, procedures, and existing laws and regulations.

Danamon is determined to consistently nurture the awareness of a risk culture at all organization levels through:

- Communication on the importance of managing risks.
- Communication on the levels of bank risk tolerance and anticipated risk profiles through various caps and portfolio management.
- Authorize employees to handle risks in their activities in a prudent manner.
- Monitor the effectiveness of risk management in all areas of the Bank.

Risk Appetite

Danamon Risk Appetite Settlement outlines the levels and nature of risks that the Bank will take in order to articulate its mission to stakeholders, subject to constraints arising from the creditors, regulators, and customers. The Risk Appetite Settlement has been approved by the Board of Commissioners, and contains various matrices of key measurements including Growth, Earnings and Volatilities, Solvency, and Regulation.

Risk Management Policies

To carry out the risk management framework, Danamon maintains a risk management policy to identify and analyze risks faced by the Bank, establish risk caps, control, and monitor the risks of compliance with the predetermined caps. Policies and risk management systems are reviewed periodically to reflect changes in market conditions, products, and services.

The Bank maintains Integrated Risk Management Policies which have been reviewed and approved in accordance with the regulation of Bank Indonesia/ Financial Services Authority. These policies serve as references in managing integrated risk management in the Bank and its subsidiaries. Additionally, in accordance with the regulation of Bank Indonesia on risk management of subsidiaries' activities, the subsidiaries have appointed officials in charge of the risks. The Bank through its risk management serves to monitor the implementation of comprehensive and integrated risk management.

The Integrated Risk Management Group is responsible for complying with risk management policies and caps for all business lines in accordance with the risk policy principles which serve as reference for Danamon credit businesses. This Group is also responsible for defining and updating the policy umbrella and procedures to identify, measure, analyze, and control the risks in all business line. The Integrated Risk Management Group then socializes the risk strategies and policies to the all relevant business units in an effort to create a sound risk culture and risk awareness in Danamon and its subsidiaries.

SPECIFIC RISK MANAGEMENT

Risk Management of New Products and Activities

Danamon sets out specifications of new products and activities in the Bank Business Plan in accordance with the applicable regulations. This policy stipulates the procedures of issuance and monitoring of bank products.

New products are prepared and recommended by the Business Unit and the Risk Management Unit in the business lines and subsidiaries of product holders. They are reviewed by the Risk Management Work Unit as well as other relevant divisions such as Legal Division and Compliance Division. The Product Program will also undergo a compliance test before being launched. Product approval authority is categorized based on the level of risk, where high-

risk products must be approved by the Managing Director. The level of risk is evaluated based on product performance, target customers, complexity of operational processes, and market conditions. For Syariah Work Unit products, consultation with the Syariah Supervisory Board is required.

Danamon applies precautionary principles to new products/activities launched to customers. With its extensive network, sizeable human resources capacity, as well as with the capability and appropriate strategy, the Bank will seek to serve all customer segments.

Risk Management of Syariah Business

The Bank actively applies risk management on the Syariah Business Unit in line with PBI regulation No. 13/23/PBI/2011 on the implementation of risk management for Commercial Syariah Banks and Syariah Business Units. In terms of policies, the Bank maintains an Integrated Risk Management Policy as the main framework and the basic principles of risk management that must be followed by all lines of business and subsidiaries, including the Syariah Business Unit. Additionally, the Syariah Business Unit is also guided by the Syariah Principles, which are the Islamic laws in banking activities based on the fatwa issued by relevant religious authorities.

Products and activities of the Syariah Business Unit are reviewed by the Risk Management Work Unit and other relevant units, and also undergo a compliance test. Risk Measurement is carried out by using methodologies which match the characteristics of Syariah Business. Such measurement is accomplished through risk profile levels, evaluated on a three monthly basis and subsequently submitted to Bank Indonesia.

In managing risks relevant to the fulfillment of Syariah principles, the Syariah Supervisory Board gives approval to policies, procedures, systems, and products relevant to the fulfillment of Syariah principles and contracts to be used. The Risk Management Unit of the Bank (Conventional) implements the risk management process and systems of the Syariah Business Unit (UUS) wherein the Syariah Business Unit Director is also a member of the Risk Management Committee. The Syariah Supervisory Board has been assigned to the Syariah Business Unit and has run its functions and tasks accordingly.

Risk Management of Subsidiaries

Danamon applies a consolidation process to its subsidiaries. The consolidation process of risk management is conducted by observing the differences and characteristics between the Bank and its subsidiaries. Implementation of the consolidation process of risk management is done through assistance and alignment of risk management practices in risk governance, risk management policies and procedures, risk measurement methodologies, risk management reporting, and enhancement of risk awareness culture.

The Risk Management Unit continuously monitors the subsidiaries' portfolio performance and identifies any "early warning" in subsidiaries' portfolio quality. The Bank also provides technical assistance in the risk management process in relation to credit risk, market and liquidity risk, operational risk, human resources, information systems, policies and procedures, and methodologies of risk management.

Subsidiaries' risk exposure monitoring and evaluation is reported monthly and includes detailed and in-depth monitoring of the portfolio performance, including, but not limited to, a portfolio cap approved in the Product Program. Subsidiaries' risk management is one of the focus points of management, due to its significance in supporting the Bank's strategic plan.

The consolidation process is in line with OJK Regulation (POJK) No.17/POJK.03/2014 dated 18 November 2014 regarding the Application of Integrated Risk Management for Financial Group and Circular Letter of OJK No. 14/SEOJK.03/2015 dated 25 May 2015 on the Application of Integrated Risk Management on Financial Group. Referring to this regulation, Danamon as the main entity will continue to refine risk management process in an integrated manner with its Subsidiaries.

FOCUS AND ACTIVITIES OF RISK MANAGEMENT IN 2015

A number of programs have been conducted and results generated through Danamon risk management activities including:

Risks	Activities
Integrated	• Implementation of Integrated Risk Management in the Bank and subsidiaries within the Financial Group. • Integrated risk management which includes Intragroup Risk and Insurance Risk. • Refinement of Risk Appetite Statement parameters. • Refinement of Risk Profile report in accordance with regulator's requirements. • Risk Academy refinement including improvement in training material and preparation of risk academy roadmap risks for employees. • Implementation of stress test including: annual stress test, OJK stress test, foreign exchange stress test, mining industries, and palm oil industries. • Implementation of ICAAP method best practices.
Credit	• Development of bank wide negative list database to improve underwriting process. • Implementation of wholesale credit risk measurement process through PD, LGD, and EAD model development for corporate, commercial and Financing Company in 2015 and implementation of rating model for Financial Institution portfolio for business decision. • Model development for scoring application, behavior scoring, collection scoring, PD, LGD and EAD for credit card on December 2014 and were implemented in 2015. • Calibration of all PD models using long term cycle neutral tendency and implementation of 25 Grade standardization called "Danamon Rating Scale" mapped to the Probability of Default applied to score and rating models developed in each business unit. • Implementation of New Central Liability System (CLS).
Operations, BCM, and Fraud	• Improve function independence and roles of Operational Risk Officer in Business Line, Support Function, and Subsidiaries. • Refine Operational Risk Management System (ORMS) application to improve effectiveness in operational risk management comprehensively both in the Bank and its subsidiaries. • Build awareness on Operational Risk Management through e-learning, risk management school module, e-mail blast, anti-fraud awareness videos, BCM Response Plan test including BCP. The purpose is to enhance awareness throughout the ranks of management and employees on the importance of operational risk management. • Successfully maintain ISO 22301:2012 certification for Business Continuity Management System (BCMS), by carrying out Maintenance Audit in 2015 without unconformity item. Founder, Chairperson, and organizer of cross industry Business Continuity Management Indonesia Forum and Anti-Fraud Forum in Indonesia.
Market and Liquidity	• Limit structure updates and Market Risks as well as Bank Liquidity Risks policies. • Implementation of ALM SunGard System Phase I (Static Module) and Phase II (Dynamic Module). • Application of market and liquidity risk measurement methodology validation. • Implementation of limit structure and Market and Liquidity Risk policies on the subsidiaries in line with the Bank as the main entity.

RISK PROFILE

Risk Profile includes an assessment of the inherent risks and quality of the assessment of the implementation of Risk Management, which reflects the risk control system, both individually and on a consolidated basis for the Bank. The assessment is carried out on 10 (ten) risks namely Credit Risk, Market Risk, Liquidity Risk, Operational Risk, Legal Risk, Strategic Risk, Compliance Risk, Reputational Risk, Return Risk, and Investment Risk. Meanwhile, Integrated Risk Management includes Intragroup Risks and Insurance Risks. In assessing the risk profile, the Bank is required to refer to the conditions stipulated by Bank Indonesia and OJK, which define the assessment on the health level of a commercial bank. The responsibility to coordinate the preparation of the Risk Profile report lies with the Integrated Risk Unit.

Based on monitoring results of each group of core risks of Danamon in 2014, the composite rank for the Bank's overall profile risk as of December 31, 2015 remained at 2 (Low to Moderate).

IMPLEMENTATION OF RISK MANAGEMENT AND DISCLOSURE OF RISK EXPOSURE

A. Credit Risk

Credit risk is the potential failure of a borrower or counterparty to fulfill its obligations as stipulated in an agreement. Credit risk exposure is a significant risk that mainly arises from the Bank's lending activities. However, credit risk can also arise from a variety of functional activities of the Bank, such as trade finance (guarantees, letters of credit), treasury and investment (interbank transactions, foreign exchange transactions, financial futures, swaps, bonds). Credit risk may increase due to the concentration of lending, i.e. from the debtors, geographic region, products, types of financing, or a particular business field.

1. Credit Risk Management

Credit Risk Management implementation, including Credit Concentration Risk, is performed individually by the Bank and also on an integrated basis with its subsidiaries. Credit Risk Management includes end-to end processes of origination and approval, monitoring, problem loan management process and portfolio management.

The Bank has Credit Risk Policy which is a core policy and key reference framework in implementing credit risk management both at the Bank and Financial Group. These policies, along with the credit risk guidelines at the Line of Business and Subsidiaries levels, govern the risk management process comprehensively starting from the identification, measurement, monitoring, up to risk control. All Bank policies and credit risk guidelines are reviewed periodically to fulfill the existing regulations as well as adjusted to the Bank's risk appetite level.

Process	Implementation Measures
Identification	• Periodically review Line of Business Product Program as well as subsidiaries which contain target analysis and marketing strategies, criteria for credit approval, product performance, as well as implementation of risk management. • Establish credit approval criteria based on 5C approach: Character, Capacity to Repay, Capital, Collateral, and Condition of Economy as well as make adjustments to risk appetite, risk profile, and Bank's business plan.
Measurement	• Build and apply credit risk measurement methodologies such as internal credit rating and credit scorecards which are consistently developed and validated to evaluate loan disbursement as well as other facilities relevant to credit and investment decisions. • Define credit risk measurement parameters as well as establish trigger scores and caps on non-performing loans level, portfolio concentration, as well as other credit parameters. • Conduct stress test of significant changes in the conditions as an estimated potential impact of such conditions toward portfolios, revenues, as well as Bank capital conditions.
Monitoring	• Monitor product performance and Bank portfolios as a whole as well as on a business level through a reliable Management Information System. • Evaluate adequacy of risk management implementation which may provide improvement measures and adjustments toward risk management strategies.
Control	• Establish and periodically review the Policies and Guidelines on the implementation of credit risk management both that are applicable in general or in specific terms on business units. • Implement adequate four eyes principles on every process of credit facility disbursement. • Delegate authorities of credit disbursement to members of Credit Committee selected based on qualifications and competences. • Set Legal Lending Limit to both individual and group debtors, both to affiliated or non-affiliated parties. • Set the risk level and concentration limit toward certain industrial sectors. • Identify non-performing loans at an early stage so that remediation process may be carried out in proper and efficient manners. • Build-up reserve in line with existing regulations; • Develop mechanism for independent and sustainable internal control system.

The Credit Risk Management process is carried out comprehensively at every line of the Bank's defense. The Business units of the Bank's Business Lines and Subsidiaries as risk taking units contribute to the first line of defence which assume a key role in the risk management implementation adequacy. The Integrated Risk Management Work Unit contributes to the independent second line of defense with responsibilities to monitor and review credit risk parameters, review and adjust the Credit Risk Policies, as well as develop risk measurement methodology and risk control procedures. The complience Work Unit contributes to the second line as well as being consistently active in providing recommendations on the implementation of credit risk management along with the direction on the regulation and disbursement of credit facilities to parties associated with the Bank. Conformity of credit risk management implementation in terms of the sustainability is evaluated by the independent Internal Audit Work Unit which contributes to the third line of defense. This Internal Audit Work Unit actively provides recommendations for improvement and development of risk management implementation in the all units of the Bank.

Credit Risk Rating Model

As part of the Danamon Road Map to conform to Basel II Internal Rating Based (IRB), Danamon has developed a Risk Analytic Team and has developed a customer rating process for Corporate, Commercial, and Financial Institution counterparties. In the retail segment, Danamon has developed credit card scorecards that are used for acquisition and portfolio risk monitoring. These tools will enhance the overall portfolio quality for Danamon.

2. Credit Concentration Risk

Concentrations of credit risk arise when a number of customers are engaged in similar business activities or activities within the same geographic region, or when they have similar characteristics that would cause their ability to meet contractual obligations to be similarly affected by changes in economic or other conditions.

Danamon encourages the diversification of its credit portfolio among a variety of geographic areas, industries, credit products, individual debtors, reflecting a well-balanced and healthy risk profile, while focusing marketing efforts toward potential industries and customers in order to minimize credit risk. This diversification is based on the Bank's strategy plan, target sector, current economic conditions, government policy, funding sources, and projected growth.

3. Credit Risk Measurement and Control

Danamon intensively and closely monitors the performance, as well as events, that may impact the behavior of its loan portfolios, including those of Subsidiaries and Financial Conglomerate. Reviews on credit portfolios are carried out starting from the business line as a risk-taking unit and up to the Integrated Risk Management Work Unit level. Periodic monitoring has also been conducted by Risk Management Committee at the Board of Directors level as well as the Risk Monitoring Committee at the Board of Commissioners' level.

The Bank also conducts measurements on past due loans and impaired loans in the following manner:

- Past due Loans are financial assets both in part or as a whole, including interest payment, which are already overdue by more than 90 (ninety) days.
- Impaired loans are financial assets with objective evidence of value deterioration based on an estimated future cash flow. Evaluation on loan repayment with an impaired value are categorized into two main segments, specifically wholesale and retail mass market. On a wholesale segment, the assessment covers four main categories specifically repayment status, debtor financial performance, assessment of debtor's repayment capacity, and restructured loans. As for retail mass market segment, evaluation is done collectively based on portfolio instead of assessment on an individual basis otherwise. Collective classification applies to loan portfolios with similar credit risk characteristics. Impaired loans for the retail segment are loans with DPD greater than 90 days, and restructured loans.

4. Provisioning

The setup of provisions for loans is made through Bank credit portfolio both through Loan Loss Provision (LLP) as well as Provision for Assets (PPA) which are applicable for the Bank's and subsidiaries entire business line, both for conventional credit as well as Syariah financing which conform to the existing conditions and regulations of the provision.

A calculation of Loan Loss Provision is established based on the Code of Indonesian Banking Accounting (PAPI) and hereinafter referred to as Loan Impairment. The calculation of loan loss provisioning is based on Value Impairment using the methodology developed by the Bank and approved by the Board of Directors.

Calculation of Loan Loss Provision may be grouped as follows:

- **Individual** is the method of individual impairment calculation using Discounted Cash Flow method in which the difference between present fair values and present fair values before impairment is calculated.
- **Collective** is provisioning on financial asset value impairment which is evaluated collectively, that is when objective evidence of asset value impairment being evaluated individually is not present. For the wholesale credit segment such as corporate and commercial segments, the Bank will apply the migration loss method, while Collective Impairment calculation will apply net flow rate or vintage analysis methods.

Particularly for the SME segment, the recognition of impairment is carried out under these conditions:

1. Impairment of debtors with facilities above Rp10 billion: the assessment will be done individually.
2. Debtors with facilities above Rp10 billion with no objective evidence of impairment and all debtors having limit under Rp10 billion are collectively assessed.

Banks are required to calculate PPA against Earning Assets and Non-Earning Assets, in a form of general reserve for Earning Assets as well as special reserve for Earning Assets and Non-Earning Assets.

PPA general reserve is set at the lowest at 1% (one percent) of all Earning Assets classified as Current. Meanwhile, special reserves for Productive and Non-Productive Assets are set from the values of Productive and Non-Productive Assets after a collateral deduction at the lowest:

Quality of Productive and Non-Productive Assets	Minimum PPA Special Reserve
Special Mention	5%
Sub Standard	15%
Doubtful	50%
Poor	100%

Particularly for Syariah Financing, formation of reserves is implemented as follows:

a. Murabahah Financing is calculated based on Pedoman Akuntansi Perbankan Syariah Indonesia (PAPSI) using individual and collective computation.
b. Mudharabah Financing and Qardh Financing are calculated based on the outstanding balance.
c. Requirements to form a reserve are not applied to the transaction of Ijarah or Ijarah Muntahiya Bittamlik.

5. Disclosure of Danamon Quantitative Credit Risk

Danamon quantitative credit risk calculations for 2015 are disclosed in the tables below.

1.1.a. Disclosure of Net Receivables Based on Region-Bank Stand Alone

(Rp million)

No	Portfolio Category	December 31, 2015							
		Net Receivables Based on Region							
		Jakarta, Bogor, Tangerang, Karawang, Bekasi, and Lampung	West Java	East Java, Bali, NTT, and NTB	Sulawesi, Maluku, and Papua	Kalimantan	Sumatera	Central Java and Yogyakarta	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
1	Receivables on Sovereigns	28,706,123	375	37	-	-	227	-	28,706,762
2	Receivables on Public Sector Entities	1,149,878	57	-	267	-	475	71	1,150,748
3	Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-
4	Receivables on Banks	9,428,150	8,233	249,310	30,409	12	2,418	86,542	9,805,074
5	Loans Secured by Residential Property	1,708,361	74,550	160,014	29,371	87,515	87,702	57,006	2,204,519
6	Loans Secured by Commercial Real Estate	726,203	2,578	156,694	15,428	17,632	80,059	20,087	1,018,681
7	Employee/ Retired Loans	-	-	-	-	-	-	-	-
8	Receivables on Micro, Small Business & Retail Portfolio	11,021,464	3,588,255	5,826,541	5,043,889	3,208,754	8,273,650	3,987,174	40,949,727
9	Receivables on Corporate	40,764,515	2,556,853	5,234,941	2,374,864	2,439,159	5,348,941	2,656,055	61,375,328
10	Past Due Receivables	521,538	119,996	273,337	224,108	234,619	403,029	191,908	1,968,535
11	Other Assets	3,634,467	240,235	477,445	528,711	350,952	628,092	384,518	6,244,420
12	Exposures at Syariah Based Business Activity Unit (if any)	2,285,831	204,460	589,707	155,268	43,508	239,986	96,100	3,614,860
	Total	**99,946,530**	**6,795,592**	**12,968,026**	**8,402,315**	**6,382,151**	**15,064,579**	**7,479,461**	**157,038,654**

Note:
The disclosure on net receivables is conducted for assets exposure on the balance sheet, commitments/contingencies exposure for off balance sheet transactions and counterparty credit exposures

	December 31, 2014							
	Net Receivables Based on Region							
	Jakarta, Bogor, Tangerang, Karawang, Bekasi, and Lampung	West Java	East Java, Bali, NTT, and NTB	Sulawesi, Maluku, and Papua	Kalimantan	Sumatera	Central Java and Yogyakarta	Total
	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)
	24,511,012	-	-	-	-	-	-	24,511,012
	589,051	-	-	-	-	-	-	589,051
	-	-	-	-	-	-	-	-
	10,699,867	13,234	280,552	51,574	6	4,178	208,528	11,257,939
	1,449,818	64,905	151,662	39,831	93,347	102,621	50,256	1,952,440
	692,347	-	114,445	-	-	50,110	-	856,902
	-	-	-	-	-	-	-	-
	13,906,300	3,858,123	6,513,815	5,660,965	3,653,801	9,669,918	4,958,815	48,221,737
	44,241,001	2,459,730	5,086,036	2,445,854	3,062,901	5,727,991	2,644,553	65,668,066
	266,892	99,118	190,821	215,364	143,303	368,465	149,979	1,433,942
	3,660,883	247,852	540,669	524,851	337,533	685,094	417,480	6,414,362
	1,819,134	171,077	456,794	93,256	52,642	233,131	95,783	2,921,817
	101,836,305	**6,914,039**	**13,334,794**	**9,031,695**	**7,343,533**	**16,841,508**	**8,525,394**	**163,827,268**

1.1.b. Disclosure of Net Receivables Based on Region-Consolidated

(Rp million)

No	Portfolio Category	December 31, 2015							
		Net Receivables Based on Region							
		Jakarta, Bogor, Tangerang, Karawang, Bekasi, and Lampung	West Java	East Java, Bali, NTT, and NTB	Sulawesi, Maluku, and Papua	Kalimantan	Sumatera	Central Java and Yogyakarta	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
1	Receivables on Sovereigns	28,706,123	384	42	21	0	228	87	28,706,885
2	Receivables on Public Sector Entities	1,149,878	61	43	278	28	957	74	1,151,319
3	Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-
4	Receivables on Banks	10,459,601	22,973	268,981	57,193	26,848	21,359	109,060	10,966,015
5	Loans Secured by Residential Property	1,708,361	74,550	160,014	29,371	87,515	87,702	57,006	2,204,519
6	Loans Secured by Commercial Real Estate	726,203	2,578	156,694	15,428	17,632	80,059	20,087	1,018,681
7	Employee/ Retired Loans	-	-	-	-	-	-	-	-
8	Receivables on Micro, Small Business & Retail Portfolio	17,079,774	5,886,990	9,734,262	8,275,386	5,254,973	12,822,134	7,020,870	66,074,389
9	Receivables on Corporate	40,969,035	2,556,853	5,234,941	2,374,864	2,439,159	5,348,941	2,656,072	61,579,865
10	Past Due Receivables	605,553	158,616	322,319	259,450	274,311	479,263	221,994	2,321,506
11	Other Assets	4,320,759	295,144	549,308	588,598	395,726	726,984	424,077	7,300,596
12	Exposures at Syariah Based Business Activity Unit (if any)	2,285,831	204,460	589,707	155,268	43,508	239,986	96,100	3,614,860
	Total	**108,011,117**	**9,202,609**	**17,016,311**	**11,755,857**	**8,539,700**	**19,807,613**	**10,605,427**	**184,938,634**

Note:
The disclosure on net receivables is conducted for assets exposure on the balance sheet, commitments/contingencies exposure for off balance sheet transactions and counterparty credit exposures

	December 31, 2014							
	Net Receivables Based on Region							
	Jakarta, Bogor, Tangerang, Karawang, Bekasi, and Lampung	West Java	East Java, Bali, NTT, and NTB	Sulawesi, Maluku, and Papua	Kalimantan	Sumatera	Central Java and Yogyakarta	Total
	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)
	24,511,012	-	-	-	-	-	-	24,511,012
	589,051	-	-	-	-	-	-	589,051
	-	-	-	-	-	-	-	-
	11,350,172	46,715	317,630	75,947	43,974	33,887	239,928	12,108,253
	1,449,818	64,905	151,662	39,831	93,347	102,621	50,256	1,952,440
	692,347	-	114,445	-	-	50,110	-	856,902
	-	-	-	-	-	-	-	-
	21,333,392	6,403,226	10,911,934	9,030,550	6,139,238	14,660,138	8,272,082	76,750,560
	44,170,778	2,459,730	5,086,036	2,445,854	3,062,901	5,727,991	2,644,553	65,597,843
	370,432	145,382	242,680	250,747	181,441	439,321	184,771	1,814,774
	4,200,635	295,247	617,691	585,437	387,839	789,846	471,629	7,348,324
	1,819,134	171,077	456,794	93,256	52,642	233,131	95,783	2,921,817
	110,486,771	**9,586,282**	**17,898,872**	**12,521,622**	**9,961,382**	**22,037,045**	**11,959,002**	**194,450,976**

1.2.a. Disclosure of Net Receivables Based on the Remaining Term of Contract-Bank Stand Alone

(Rp million)

No.	Portfolio Category	December 31, 2015					
		Net Receivables by Contractual Maturity					
		≤ 1 year	>1-3 Years	>3-5 Years	>5 Years	Non Contractual	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Receivables on Sovereigns	15,622,053	2,869,008	249,197	598,863	9,367,641	28,706,762
2	Receivables on Public Sector Entities	937,499	213,062	187	-	-	1,150,748
3	Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables on Banks	8,091,220	1,218,220	258,568	198,253	38,813	9,805,074
5	Loans Secured by Residential Property	16,934	240,143	285,109	1,662,333	-	2,204,519
6	Loans Secured by Commercial Real Estate	595,269	63,919	185,061	173,616	816	1,018,681
7	Employee/Retired Loans	-	-	-	-	-	-
8	Receivables on Micro, Small Business & Retail Portfolio	8,200,867	22,521,361	9,048,017	1,140,223	39,259	40,949,727
9	Receivables on Corporate	45,343,961	6,856,418	5,141,430	4,010,362	23,157	61,375,328
10	Past Due Receivables	389,825	620,026	345,664	78,968	534,052	1,968,535
11	Other Assets	-	-	-	-	6,244,420	6,244,420
12	Exposures at Syariah Based Business Activity Unit (if any)	814,823	1,081,339	1,170,375	523,613	24,710	3,614,860
	TOTAL	**80,012,451**	**35,683,496**	**16,683,608**	**8,386,231**	**16,272,868**	**157,038,654**

Notes:
Disclosure of net receivables is conducted for exposure of assets on the balance sheet, exposure of commitment and contingent liabilities in off-balance sheet transactions, and ex

1.2.b. Disclosure of Net Receivables Based on the Remaining Term of Contract-Consolidated

(Rp million)

No.	Portfolio Category	December 31, 2015					
		Net Receivables by Contractual Maturity					
		≤ 1 year	>1-3 Years	>3-5 Years	>5 Years	Non Contractual	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Receivables on Sovereigns	15,622,059	2,869,124	249,198	598,863	9,367,641	28,706,885
2	Receivables on Public Sector Entities	937,574	213,077	668	-	-	1,151,319
3	Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables on Banks	9,031,659	1,438,722	258,568	198,253	38,813	10,966,015
5	Loans Secured by Residential Property	16,934	240,143	285,109	1,662,333	-	2,204,519
6	Loans Secured by Commercial Real Estate	595,269	63,919	185,061	173,616	816	1,018,681
7	Employee/Retired Loans	-	-	-	-	-	-
8	Receivables on Micro, Small Business & Retail Portfolio	12,525,568	39,374,634	12,994,705	1,140,223	39,259	66,074,389
9	Receivables on Corporate	45,387,968	6,980,310	5,178,068	4,010,362	23,157	61,579,865
10	Past Due Receivables	486,396	853,618	368,472	78,968	534,052	2,321,506
11	Other Assets	561,499	95,556	107,533	834	6,535,174	7,300,596
12	Exposures at Syariah Based Business Activity Unit (if any)	814,823	1,081,339	1,170,375	523,613	24,710	3,614,860
	TOTAL	**85,979,749**	**53,210,442**	**20,797,757**	**8,387,065**	**16,563,622**	**184,938,635**

Notes:
The disclosure on net receivables is conducted for assets exposure on the balance sheet, commitments/contingencies exposure for off balance sheet transactions and counterparty credit exposures

	December 31, 2014					
	Net Receivables by Contractual Maturity					
	≤ 1 year	>1-3 Years	>3-5 Years	>5 Years	Non Contractual	Total
	(9)	(10)	(11)	(12)	(13)	(14)
	11,348,541	1,652,057	289,027	128,229	11,093,158	24,511,012
	272,924	316,127	-	-	-	589,051
	-	-	-	-	-	-
	9,582,440	971,418	373,474	281,387	49,220	11,257,939
	11,838	246,803	277,020	1,416,777	2	1,952,440
	451,484	95,067	107,877	202,474	-	856,902
	-	-	-	-	-	-
	10,142,835	24,891,005	11,626,599	1,509,225	52,073	48,221,737
	47,515,261	7,666,000	6,596,698	3,884,055	6,052	65,668,066
	261,936	518,224	302,702	67,648	283,432	1,433,942
	649	-	-	-	6,413,713	6,414,362
	427,076	904,752	1,088,278	118,471	383,240	2,921,817
	80,014,984	**37,261,453**	**20,661,675**	**7,608,266**	**18,280,890**	**163,827,268**

xposure to counterparty credit risk.

	December 31, 2014					
	Net Receivables by Contractual Maturity					
	≤ 1 year	>1-3 Years	>3-5 Years	>5 Years	Non Contractual	Total
	(9)	(10)	(11)	(12)	(13)	(14)
	11,348,541	1,652,057	289,027	128,229	11,093,158	24,511,012
	272,924	316,127	-	-	-	589,051
	-	-	-	-	-	-
	10,121,685	1,282,487	373,474	281,387	49,220	12,108,253
	11,838	246,803	277,020	1,416,777	2	1,952,440
	451,484	95,067	107,877	202,474	-	856,902
	-	-	-	-	-	-
	14,580,019	45,086,931	15,522,312	1,509,225	52,073	76,750,560
	47,515,261	7,666,000	6,526,475	3,884,055	6,052	65,597,843
	346,305	791,617	325,772	67,648	283,432	1,814,774
	299,559	119,224	88,000	301	6,841,240	7,348,324
	427,076	904,752	1,088,278	118,471	383,240	2,921,817
	85,374,692	**58,161,065**	**24,598,235**	**7,608,567**	**18,708,417**	**194,450,976**

1.3.a. Disclosure of Net Receivables Based on Economic Sector-Bank Stand Alone

(Rp million)

No.	Economic Sectors	Receivables on Sovereigns	Receivables on Public Sector Entities	Receivables on Multilateral Development Banks and International Institutions	Receivables on Banks
(1)	(2)	(3)	(4)	(5)	(6)
	December 31, 2015				
1	Agriculture, Hunting and Forestry	-	-	-	-
2	Fishery	-	-	-	-
3	Mining and Quarrying	-	-	-	-
4	Manufacturing	-	-	-	-
5	Electricity, Gas and Water	-	-	-	-
6	Construction	-	-	-	-
7	Wholesale and Retail Trading	-	13,281	-	-
8	Hotel and Food & Beverage	-	-	-	-
9	Transportation, Warehousing and Communications	-	-	-	-
10	Financial Intermediary	-	-	-	9,805,074
11	Real Estate, Rental and Business Services	-	-	-	-
12	Public Administration, Defense and Compulsory Social Security	633	773	-	-
13	Education Services	-	-	-	-
14	Human Health and Social Work Activities	-	-	-	-
15	Public, Socio-Culture, Entertainment and Other Personal Services	-	-	-	-
16	Activities of Households as Employers	-	-	-	-
17	International Institution and Other Extra International Agencies	-	-	-	-
18	Undefined Activities	-	-	-	-
19	Non Business Field	12	96	-	-
20	Others	28,706,117	1,136,598	-	-
	Total	**28,706,762**	**1,150,748**	**-**	**9,805,074**
	December 31, 2014				
1	Agriculture, Hunting and Forestry	-	-	-	-
2	Fishery	-	-	-	-
3	Mining and Quarrying	-	-	-	-
4	Manufacturing	-	-	-	-
5	Electricity, Gas and Water	-	-	-	-
6	Construction	-	3,775	-	-
7	Wholesale and Retail Trading	-	10,213	-	-
8	Hotel and Food & Beverage	-	-	-	-
9	Transportation, Warehousing and Communications	-	-	-	-
10	Financial Intermediary	-	-	-	11,257,939
11	Real Estate, Rental and Business Services	-	273	-	-
12	Public Administration, Defense and Compulsory Social Security	-	-	-	-
13	Education Services	-	-	-	-
14	Human Health and Social Work Activities	-	-	-	-
15	Public, Socio-Culture, Entertainment and Other Personal Services	-	-	-	-
16	Activities of Households as Employers	-	-	-	-
17	International Institution and Other Extra International Agencies	-	-	-	-
18	Undefined Activities	-	-	-	-
19	Non Business Field	-	-	-	-
20	Others	24,511,012	574,790	-	-
	Total	**24,511,012**	**589,051**	**-**	**11,257,939**

Note:
1. The disclosure on net receivables is conducted for assets exposure on the balance sheet, commitments/contingencies exposure for off balance sheet transactions and counterparty credit exposures
2. Economic sector refers to economic sector used in the Commercial Bank Monthly Report (Laporan Bulanan Bank Umum - LBU).
   Net Receivables to a bank without sector economy information in LBU is classified as "Financial Intermediary", while other than that is classified as "Others"

	Loans Secured by Residential Property	Loans Secured by Commercial Real Estate	Employee/ Retired Loans	Receivables on Micro, Small Business & Retail Portfolio	Receivables on Corporate Portfolio	Past Due Receivables	Other Assets	Exposures at Syariah Based Business Activity Unit (if any)
	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)
	-	-	-	1,653,473	1,944,106	54,329	-	40,387
	-	-	-	74,962	14,499	3,229	-	0
	-	-	-	68,173	1,208,553	18,221	-	16,262
	-	-	-	1,797,614	15,283,947	269,905	-	55,350
	-	-	-	2,785	211,662	-	-	-
	-	533,658	-	183,030	736,897	19,822	-	78,734
	-	-	-	14,744,707	23,572,452	972,565	-	182,075
	-	-	-	979,819	918,674	43,943	-	211
	-	-	-	1,328,960	3,809,906	219,263	-	132,015
	-	-	-	18,768	1,607,818	263	-	2,599,433
	-	485,023	-	974,079	1,951,712	77,592	-	43,464
	-	-	-	1,533	-	-	-	-
	-	-	-	23,529	11,323	930	-	-
	-	-	-	175,665	10,718	4,048	-	-
	-	-	-	1,035,610	346,885	44,441	-	26,294
	-	-	-	4,487	-	-	-	345
	-	-	-	1,434	-	1	-	-
	-	-	-	-	-	-	-	-
	2,204,519	-	-	16,937,170	866,781	239,644	-	14,481
	-	-	-	943,929	8,879,395	339	6,244,420	425,809
	2,204,519	**1,018,681**	**-**	**40,949,727**	**61,375,328**	**1,968,535**	**6,244,420**	**3,614,860**
	-	-	-	1,389,436	1,533,888	44,023	-	30,206
	-	-	-	72,832	5,103	5,779	-	-
	-	-	-	17,405	1,369,654	61,165	-	25,517
	-	-	-	1,724,061	16,767,153	108,313	-	17,320
	-	-	-	3,212	112,739	3	-	-
	-	333,749	-	68,016	824,686	25,517	-	67,757
	-	-	-	12,885,306	22,045,216	723,015	-	208,780
	-	-	-	1,132,193	972,065	39,167	-	435
	-	-	-	493,742	4,369,621	29,697	-	54,544
	-	-	-	418	1,962,145	-	-	1,913,770
	-	523,153	-	773,117	2,865,390	92,126	-	39,249
	-	-	-	920	-	-	-	-
	-	-	-	23,849	12,669	798	-	-
	-	-	-	209,520	9,516	5,265	-	17
	-	-	-	1,031,027	243,591	37,552	-	32,999
	-	-	-	3,223	-	44	-	27
	-	-	-	2,980	-	2	-	-
	-	-	-	-	-	-	-	2,115
	1,952,440	-	-	26,943,040	1,046,153	261,476	-	70,841
	-	-	-	1,447,440	11,528,477	-	6,414,362	458,240
	1,952,440	**856,902**	**-**	**48,221,737**	**65,668,066**	**1,433,942**	**6,414,362**	**2,921,817**

1.3.b. Disclosure of Net Receivables Based on Economic Sector-Consolidated

(Rp million)

No.	Economic Sectors	Receivables on Sovereigns	Receivables on Public Sector Entities	Receivables on Multilateral Development Banks and International Institutions	Receivables on Banks
(1)	(2)	(3)	(4)	(5)	(6)
	December 31, 2015				
1	Agriculture, Hunting and Forestry	-	-	-	-
2	Fishery	-	-	-	-
3	Mining and Quarrying	-	-	-	-
4	Manufacturing	-	-	-	-
5	Electricity, Gas and Water	-	-	-	-
6	Construction	-	-	-	-
7	Wholesale and Retail Trading	-	13,281	-	-
8	Hotel and Food & Beverage	-	-	-	-
9	Transportation, Warehousing and Communications	-	-	-	-
10	Financial Intermediary	-	-	-	10,966,015
11	Real Estate, Rental and Business Services	-	-	-	-
12	Public Administration, Defense and Compulsory Social Security	752	1,299	-	-
13	Education Services	-	-	-	-
14	Human Health and Social Work Activities	-	-	-	-
15	Public, Socio-Culture, Entertainment and Other Personal Services	-	-	-	-
16	Activities of Households as Employers	-	-	-	-
17	International Institution and Other Extra International Agencies	-	-	-	-
18	Undefined Activities	-	-	-	-
19	Non Business Field	16	141	-	-
20	Others	28,706,117	1,136,598	-	-
	Total	**28,706,885**	**1,151,319**	**-**	**10,966,015**
	December 31, 2014				
1	Agriculture, Hunting and Forestry	-	-	-	-
2	Fishery	-	-	-	-
3	Mining and Quarrying	-	-	-	-
4	Manufacturing	-	-	-	-
5	Electricity, Gas and Water	-	-	-	-
6	Construction	-	3,775	-	-
7	Wholesale and Retail Trading	-	10,213	-	-
8	Hotel and Food & Beverage	-	-	-	-
9	Transportation, Warehousing and Communications	-	-	-	-
10	Financial Intermediary	-	-	-	12,108,253
11	Real Estate, Rental and Business Services	-	273	-	-
12	Public Administration, Defense and Compulsory Social Security	-	-	-	-
13	Education Services	-	-	-	-
14	Human Health and Social Work Activities	-	-	-	-
15	Public, Socio-Culture, Entertainment and Other Personal Services	-	-	-	-
16	Activities of Households as Employers	-	-	-	-
17	International Institution and Other Extra International Agencies	-	-	-	-
18	Undefined Activities	-	-	-	-
19	Non Business Field	-	-	-	-
20	Others	24,511,012	574,790	-	-
	Total	**24,511,012**	**589,051**	**-**	**12,108,253**

Note:
1. The disclosure on net receivables is conducted for assets exposure on the balance sheet, commitments/contingencies exposure for off balance sheet transactions and counterparty credit exposures
2. Economic sector refers to economic sector used in the Commercial Bank Monthly Report (Laporan Bulanan Bank Umum - LBU).
   Net Receivables to a bank without sector economy information in LBU is classified as "Financial Intermediary", while other than that is classified as "Others"

	Loans Secured by Residential Property	Loans Secured by Commercial Real Estate	Employee/ Retired Loans	Receivables on Micro, Small Business & Retail Portfolio	Receivables on Corporate Portfolio	Past Due Receivables	Other Assets	Exposures at Syariah Based Business Activity Unit (if any)
	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)
	-	-	-	1,852,844	1,944,106	56,517	-	40,387
	-	-	-	80,929	14,499	3,238	-	-
	-	-	-	100,620	1,208,694	18,509	-	16,262
	-	-	-	1,985,213	15,283,947	271,593	-	55,350
	-	-	-	2,785	211,662	-	-	-
	-	533,658	-	262,336	741,204	20,412	-	78,734
	-	-	-	16,648,107	23,572,452	988,491	-	182,075
	-	-	-	1,006,449	918,674	44,248	-	211
	-	-	-	1,833,116	3,810,761	227,353	-	132,015
	-	-	-	28,644	1,607,818	362	-	2,599,433
	-	485,023	-	1,126,974	1,951,712	79,187	-	43,464
	-	-	-	1,589	-	-	-	-
	-	-	-	27,285	11,323	946	-	-
	-	-	-	176,706	10,718	4,048	-	-
	-	-	-	1,093,137	346,885	44,618	-	26,294
	-	-	-	5,288	-	-	-	345
	-	-	-	1,434	-	1	-	-
	-	-	-	216,717	243,912	9,378	-	-
	2,204,519	-	-	38,680,287	892,325	552,266	-	14,481
	-	-	-	943,929	8,809,173	339	7,300,596	425,809
	2,204,519	**1,018,681**	**-**	**66,074,389**	**61,579,865**	**2,321,506**	**7,300,596**	**3,614,860**
	-	-	-	1,389,436	1,533,888	44,023	-	30,206
	-	-	-	72,832	5,103	5,779	-	-
	-	-	-	17,405	1,369,654	61,165	-	25,517
	-	-	-	1,724,061	16,767,153	108,313	-	17,320
	-	-	-	3,212	112,739	3	-	-
	-	333,749	-	68,016	824,686	25,517	-	67,757
	-	-	-	12,885,306	22,045,216	723,015	-	208,780
	-	-	-	1,132,193	972,065	39,167	-	435
	-	-	-	493,742	4,369,621	29,697	-	54,544
	-	-	-	418	1,962,145	-	-	1,913,770
	-	523,153	-	773,117	2,865,390	92,126	-	39,249
	-	-	-	920	-	-	-	-
	-	-	-	23,849	12,669	798	-	-
	-	-	-	209,520	9,516	5,265	-	17
	-	-	-	1,031,027	243,591	37,552	-	32,999
	-	-	-	3,223	-	44	-	27
	-	-	-	2,980	-	2	-	-
	-	-	-	-	-	-	-	2,115
	1,952,440	-	-	55,471,863	1,046,153	642,308	-	70,841
	-	-	-	1,447,440	11,458,254	-	7,348,324	458,240
	1,952,440	**856,902**	**-**	**76,750,560**	**65,597,843**	**1,814,774**	**7,348,324**	**2,921,817**

1.4.a. Disclosure of Receivables and Provisioning Based on Region-Bank Stand Alone

(Rp million)

No	Portfolio Category	December 31, 2015							
		Jakarta, Bogor, Tangerang, Karawang, Bekasi, and Lampung	West Java	East Java, Bali, NTT, and NTB	Sulawesi, Maluku, and Papua	Kalimantan	Sumatera	Central Java and Yogyakarta	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
1	Receivables	102,932,714	6,909,281	13,140,509	8,630,245	6,507,661	15,442,990	7,665,800	161,229,200
2	Impaired Receivables								
	a. Non Past Due	2,677,772	133,127	243,475	223,382	289,463	400,537	211,918	4,179,674
	b. Past Due	502,930	138,166	330,228	313,794	200,372	459,375	199,681	2,144,546
3	Allowance for Impairment Losses-Individual	710,009	1,776	17,206	104	29,730	16,378	10,501	785,704
4	Allowance for Impairment Losses-Collective	871,075	197,114	331,001	291,744	165,594	480,812	245,968	2,583,308
5	Written-Off Receivables	1,167,530	253,810	400,427	366,682	247,796	626,781	383,272	3,446,298

1.4.b. Disclosure of Receivables and Provisioning Based on Region-Consolidated

(Rp million)

No	Portfolio Category	December 31, 2015							
		Jakarta, Bogor, Tangerang, Karawang, Bekasi, and Lampung	West Java	East Java, Bali, NTT, and NTB	Sulawesi, Maluku, and Papua	Kalimantan	Sumatera	Central Java and Yogyakarta	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
1	Receivables	110,738,648	9,405,671	17,252,827	12,044,832	8,702,155	20,266,095	10,831,103	189,241,331
2	Impaired Receivables	-	-	-	-	-	-	-	
	a. Non Past Due	2,739,247	133,174	244,568	229,808	334,321	425,245	230,475	4,336,838
	b. Past Due	637,430	190,221	402,657	373,420	308,208	581,260	272,160	2,765,356
3	Allowance for Impairment Losses-Individual	710,009	1,776	17,206	104	29,730	16,378	10,501	785,704
4	Allowance for Impairment Losses-Collective	1,152,717	306,210	520,489	399,640	256,609	682,549	380,886	3,699,100
5	Written-Off Receivables	1,167,530	253,810	400,427	366,682	247,796	626,781	383,272	3,446,298

* restated

	December 31, 2014*							
	Jakarta, Bogor, Tangerang, Karawang, Bekasi, and Lampung	West Java	East Java, Bali, NTT, and NTB	Sulawesi, Maluku, and Papua	Kalimantan	Sumatera	Central Java and Yogyakarta	Total
	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)
	103,199,336	7,010,578	13,485,087	9,219,221	7,450,247	17,126,773	8,695,419	166,186,661
	1,549,275	114,476	209,369	232,891	228,021	385,247	186,357	2,905,636
	412,325	145,536	251,227	291,972	168,082	348,003	212,141	1,829,286
	521,129	-	10,091	5,959	40,562	9,599	6,196	593,536
	823,806	165,399	276,899	232,554	120,999	385,894	230,936	2,236,487
	631,265	218,046	358,394	256,279	154,201	510,771	302,322	2,431,278

	December 31, 2014*							
	Jakarta, Bogor, Tangerang, Karawang, Bekasi, and Lampung	West Java	East Java, Bali, NTT, and NTB	Sulawesi, Maluku, and Papua	Kalimantan	Sumatera	Central Java and Yogyakarta	Total
	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)
	111,252,603	9,724,508	18,106,516	12,740,519	10,099,906	22,389,213	12,166,308	196,479,573
	-	-	-	-	-	-	-	
	1,554,335	114,774	210,394	245,831	270,376	408,606	202,473	3,006,789
	562,655	212,413	327,572	349,302	266,919	464,052	301,196	2,484,109
	521,129	-	10,091	5,959	40,562	9,599	6,196	593,536
	1,117,793	284,981	468,560	328,840	220,065	596,234	366,404	3,382,877
	631,265	218,046	358,394	256,279	154,201	510,771	302,322	2,431,278

1.5.a. Disclosure of Receivables and Provisioning Based on Economic Sector-Bank Stand Alone

December 31, 2015 (Rp million)

No	Economic Sectors	Receivables	Impaired Receivables		Allowance for Impairment Losses-Individual	Allowance for Impairment Losses-Collective	Written-Off Receivables
			Non Past Due	Past Due			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Agriculture, Hunting and Forestry	3,760,772	99,779	96,546	4,253	94,848	119,021
2	Fishery	98,311	5,622	7,617	-	6,269	10,845
3	Mining and Quarrying	1,639,703	1,106,762	2,949	468,862	9,345	252,944
4	Manufacturing	17,620,477	281,217	167,594	110,076	220,979	221,344
5	Electricity, Gas and Water	214,446	1,577	-	-	1,553	1
6	Construction	1,559,872	24,518	5,107	-	17,790	32,549
7	Wholesale and Retail Trading	40,327,659	1,040,735	937,764	31,452	1,071,294	1,260,816
8	Hotel and Food & Beverage	2,002,172	95,866	75,439	99	70,942	85,135
9	Transportation, Warehousing and Communications	5,618,078	873,865	272,608	116,916	70,452	135,452
10	Financial Intermediary	13,848,764	49,865	2,256	-	51,123	368
11	Real Estate, Rental and Business Services	3,599,722	450,280	66,561	53,967	75,081	109,582
12	Public Administration, Defense and Compulsory Social Security	2,942	-	-	-	41	-
13	Education Services	36,998	1,486	2,042	-	1,753	953
14	Health Services and Social Activity	195,199	9,514	6,712	-	5,643	7,375
15	Public, Socio-Culture, Entertainment and Other Personal Services	1,510,982	87,157	76,785	79	67,141	81,718
16	Personal Services Serving Households	4,864	1,135	1	-	89	506
17	International Institution and Other Extra International Agencies	2,132	1,432	682	-	715	704
18	Undefined Activities	60,002	-	-	-	1,636	-
19	Non Business Field	20,607,511	48,864	423,384	-	807,534	1,123,458
20	Others	48,518,594	-	499	-	9,080	3,527
	Total	**161,229,200**	**4,179,674**	**2,144,546**	**785,704**	**2,583,308**	**3,446,298**

December 31, 2014* (Rp million)

No	Economic Sectors	Receivables	Impaired Receivables		Allowance for Impairment Losses-Individual	Allowance for Impairment Losses-Collective	Written-Off Receivables
			Non Past Due	Past Due			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Agriculture, Hunting and Forestry	3,049,426	81,526	82,975	-	67,186	133,197
2	Fishery	89,319	7,330	10,011	-	5,863	8,854
3	Mining and Quarrying	1,891,046	817,213	25,097	410,127	14,177	12,254
4	Manufacturing	18,730,226	368,130	93,137	87,401	193,868	148,836
5	Electricity, Gas and Water	115,962	63	5	-	674	-
6	Construction	1,342,479	4,526	31,099	14,618	10,720	2,351
7	Wholesale and Retail Trading	36,506,047	794,918	786,135	10,831	786,619	944,332
8	Hotel and Food & Beverage	2,187,148	63,855	52,823	-	52,123	64,581
9	Transportation, Warehousing and Communications	5,007,677	402,504	55,828	40,667	51,609	22,920
10	Financial Intermediary	14,982,708	2,618	10,308	-	40,320	2
11	Real Estate, Rental and Business Services	4,353,707	190,522	119,835	29,821	70,341	55,639
12	Public Administration, Defense and Compulsory Social Security	920	-	-	-	4	-
13	Education Services	37,773	1,949	727	-	587	304
14	Health Services and Social Activity	228,072	9,452	6,324	-	4,378	6,387
15	Public, Socio-Culture, Entertainment and Other Personal Services	1,391,075	90,527	67,446	71	50,986	60,989
16	Personal Services Serving Households	3,748	1,808	453	-	473	155
17	International Institution and Other Extra International Agencies	4,524	2,994	1,464	-	1,558	234
18	Undefined Activities	2,130	-	-	-	21	354
19	Non Business Field	30,677,848	65,701	465,120	-	855,875	962,412
20	Others	45,584,826	-	20,499	-	29,105	7,477
	Total	**166,186,661**	**2,905,636**	**1,829,286**	**593,536**	**2,236,487**	**2,431,278**

* restated

1.5.b. Disclosure of Receivables and Provisioning Based on Economic Sector-Consolidated

December 31, 2015 (Rp million)

No	Economic Sectors	Receivables	Impaired Receivables		Allowance for Impairment Losses-Individual	Allowance for Impairment Losses-Collective	Written-Off Receivables
			Non Past Due	Past Due			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Agriculture, Hunting and Forestry	3,964,462	107,368	108,665	4,253	99,652	119,021
2	Fishery	104,314	5,622	7,848	-	6,388	10,845
3	Mining and Quarrying	1,672,934	1,107,102	4,282	468,862	10,139	252,944
4	Manufacturing	17,810,906	283,398	172,760	110,076	224,877	221,344
5	Electricity, Gas and Water	214,446	1,577	-	-	1,553	1
6	Construction	1,645,240	26,122	8,208	-	20,015	32,549
7	Wholesale and Retail Trading	42,261,370	1,068,837	992,950	31,452	1,113,656	1,260,816
8	Hotel and Food & Beverage	2,029,282	96,200	76,407	99	71,516	85,135
9	Transportation, Warehousing and Communications	6,136,101	891,252	307,601	116,916	81,923	135,452
10	Financial Intermediary	14,791,398	49,865	2,591	-	51,337	368
11	Real Estate, Rental and Business Services	3,755,064	453,715	71,579	53,967	78,232	109,582
12	Public Administration, Defense and Compulsory Social Security	3,642	-	-	-	55	-
13	Education Services	40,782	1,486	2,059	-	1,827	953
14	Health Services and Social Activity	196,244	9,585	6,712	-	5,665	7,375
15	Public, Socio-Culture, Entertainment and Other Personal Services	1,569,143	88,464	78,273	79	68,440	81,718
16	Personal Services Serving Households	5,671	1,135	1	-	104	506
17	International Institution and Other Extra International Agencies	2,132	1,432	682	-	715	704
18	Undefined Activities	537,222	3,595	20,300	-	14,658	-
19	Non Business Field	43,032,316	140,083	903,939	-	1,839,268	1,123,458
20	Others	49,468,662	-	499	-	9,080	3,527
	Total	**189,241,331**	**4,336,838**	**2,765,356**	**785,704**	**3,699,100**	**3,446,298**

December 31, 2014 (Rp million)

No	Economic Sectors	Receivables	Impaired Receivables		Allowance for Impairment Losses-Individual	Allowance for Impairment Losses-Collective	Written-Off Receivables
			Non Past Due	Past Due			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Agriculture, Hunting and Forestry	3,049,426	81,526	82,975	-	67,186	133,197
2	Fishery	89,319	7,330	10,011	-	5,863	8,854
3	Mining and Quarrying	1,891,046	817,213	25,097	410,127	14,177	12,254
4	Manufacturing	18,730,226	368,130	93,137	87,401	193,868	148,836
5	Electricity, Gas and Water	115,962	63	5	-	674	-
6	Construction	1,342,479	4,526	31,099	14,618	10,720	2,351
7	Wholesale and Retail Trading	36,506,047	794,918	786,135	10,831	786,619	944,332
8	Hotel and Food & Beverage	2,187,148	63,855	52,823	-	52,123	64,581
9	Transportation, Warehousing and Communications	5,007,677	402,504	55,828	40,667	51,609	22,920
10	Financial Intermediary	15,509,567	2,618	10,308	-	40,320	2
11	Real Estate, Rental and Business Services	4,353,707	190,522	119,835	29,821	70,341	55,639
12	Public Administration, Defense and Compulsory Social Security	920	-	-	-	4	-
13	Education Services	37,773	1,949	727	-	587	304
14	Health Services and Social Activity	228,072	9,452	6,324	-	4,378	6,387
15	Public, Socio-Culture, Entertainment and Other Personal Services	1,391,075	90,527	67,446	71	50,986	60,989
16	Personal Services Serving Households	3,748	1,808	453	-	473	155
17	International Institution and Other Extra International Agencies	4,524	2,994	1,464	-	1,558	234
18	Undefined Activities	2,130	-	-	-	21	354
19	Non Business Field	59,950,480	166,854	1,119,943	-	2,002,265	962,412
20	Others	45,966,561	-	20,499	-	29,105	7,477
	Total	**196,367,887**	**3,006,789**	**2,484,109**	**593,536**	**3,382,877**	**2,431,278**

* restated

1.6.a. Disclosure of Movements Details of losses on asset impairment-Bank Standalone

(Rp million)

No	Description	December 31, 2015		December 31, 2014	
		Allowance for Impairment Losses-Individual	Allowance for Impairment Losses-Collective	Allowance for Impairment Losses-Individual	Allowance for Impairment Losses-Collective
(1)	(2)	(3)	(4)	(5)	(6)
1	Beginning balance of allowance for impairment losses	593,536	2,236,487	333,993	2,027,775
2	Additional/reversal allowance for impairment losses during the year (net)	928,393	2,543,119	381,476	1,936,351
3	Allowance for impairment losses used to cover written off receivables during the year	(649,605)	(2,796,693)	(108,870)	(2,322,408)
4	Others additional allowance during the year	(86,620)	600,395	(13,063)	594,769
Ending Balance of Allowance for Impairment Losses		**785,704**	**2,583,308**	**593,536**	**2,236,487**

1.6.b. Disclosure of Movements Details of losses on asset impairment-Consolidated

(Rp million)

No	Description	December 31, 2015		December 31, 2014	
		Allowance for Impairment Losses-Individual	Allowance for Impairment Losses-Collective	Allowance for Impairment Losses-Individual	Allowance for Impairment Losses-Collective
(1)	(2)	(3)	(4)	(5)	(6)
1	Beginning balance of allowance for impairment losses	593,536	3,382,877	333,993	2,955,726
2	Additional/reversal allowance for impairment losses during the year (net)	928,393	4,336,085	381,476	3,760,378
3	Allowance for impairment losses used to cover written off receivables during the year	(649,605)	(4,620,257)	(108,870)	(3,927,996)
4	Others additional allowance during the year	(86,620)	600,395	(13,063)	594,769
Ending Balance of Allowance for Impairment Losses		**785,704**	**3,699,100**	**593,536**	**3,382,877**

6. Measurement of Credit Risks Through Standardized Approach

In calculating the Risk Weighted Average (RWA) for credit risk, Danamon applies the standardized approach which meets prevailing regulations of Bank Indonesia, specifically Bank Indonesia Regulation No. 10/18/2008 as well as Circular Letter of Bank Indonesia No. 13/6/DPNP on Calculation Guideline of Risk Weighted Average Based on Credit Risk Using the Standardized Approach. Calculation of Credit Risk RWA using standardized approach applied by Danamon in general is based on the calculation in accordance with the latest rank issued by credit rating companies acknowledged by Bank Indonesia, specifically Pefindo, Moody's, and Standard & Poor's.

2.1.a. Disclosure of Net Receivables based on Portfolio Categories and Ratings-Bank Stand Alone

December 31, 2015 (Rp million)

	Portfolio Category	Rating Company	Long Term Rating			
		Standard and Poor's	AAA	AA+ s.d AA-	A+ s.d A-	BBB+ s.d BBB-
		Fitch Rating	AAA	AA+ s.d AA-	A+ s.d A-	BBB+ s.d BBB-
		Moody's	Aaa	Aa1 s.d Aa3	A1 s.d A3	Baa1 s.d Baa3
		PT. Fitch Ratings Indonesia	AAA (idn)	AA+(idn) s.d AA-(idn)	A+(idn) s.d. A-(idn)	BBB+(idn) s.d BBB-(idn)
		PT ICRA Indonesia	[Idr]AAA	[Idr]AA+ s.d [Idr]AA-	[Idr]A+ s.d [Idr]A-	[Idr]BBB+ s.d [Idr]BBB-
		PT Pemeringkat Efek Indonesia	idAAA	idAA+ s.d idAA-	idA+ s.d id A-	id BBB+ s.d id BBB-
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Receivables on Sovereigns		-	-	-	7,291,569
2	Receivables on Public Sector Entities		-	149,836	-	555,986
3	Receivables on Multilateral Development Banks and International Institutions		-	-	-	-
4	Receivables on Banks		732,519	111,509	-	387,414
5	Loans Secured by Residential Property					
6	Loans Secured by Commercial Real Estate					
7	Employee/Retired Loans					
8	Receivables on Micro, Small Business & Retail Portfolio					
9	Receivables on Corporate		632,695	564,345	566,195	-
10	Past Due Receivables					
11	Other Assets					
12	Exposures at Syariah Based Business Activity Unit (if any)		50,778	-	-	-
	TOTAL		**1,415,992**	**825,690**	**566,195**	**8,234,969**

December 31, 2014 (Rp million)

	Portfolio Category	Rating Company	Long Term Rating			
		Standard and Poor's	AAA	AA+ s.d AA-	A+ s.d A-	BBB+ s.d BBB-
		Fitch Rating	AAA	AA+ s.d AA-	A+ s.d A-	BBB+ s.d BBB-
		Moody's	Aaa	Aa1 s.d Aa3	A1 s.d A3	Baa1 s.d Baa3
		PT. Fitch Ratings Indonesia	AAA (idn)	AA+(idn) s.d AA-(idn)	A+(idn) s.d. A-(idn)	BBB+(idn) s.d BBB-(idn)
		PT ICRA Indonesia	[Idr]AAA	[Idr]AA+ s.d [Idr]AA-	[Idr]A+ s.d [Idr]A-	[Idr]BBB+ s.d [Idr]BBB-
		PT Pemeringkat Efek Indonesia	idAAA	idAA+ s.d idAA-	idA+ s.d id A-	id BBB+ s.d id BBB-
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Receivables on Sovereigns		-	-	-	9,738,858
2	Receivables on Public Sector Entities		179,511	131,236	-	171,510
3	Receivables on Multilateral Development Banks and International Institutions		-	-	-	-
4	Receivables on Banks		674,958	129,315	-	100,335
5	Loans Secured by Residential Property					
6	Loans Secured by Commercial Real Estate					
7	Employee/Retired Loans					
8	Receivables on Micro, Small Business & Retail Portfolio					
9	Receivables on Corporate		560,291	482,942	679,484	-
10	Past Due Receivables					
11	Other Assets					
12	Exposures at Syariah Based Business Activity Unit (if any)		50,000	-	25,000	-
	TOTAL		**1,464,760**	**743,493**	**704,484**	**10,010,703**

Note:
The disclosure on net receivables is conducted for assets exposure on the balance sheet, commitments/contingencies exposure for off balance sheet transactions and counterparty credit exposures

Net Receivables									
				Short Term Rating					
	BB+ s.d BB-	B+ s.d B-	Less than B-	A-1	A-2	A-3	Lower than A-3	Unrated	Total
	BB+ s.d BB-	B+ s.d B-	Less than B-	F1+ s.d F1	F2	F3	Lower than F3		
	Ba1 s.d Ba3	B1 s.d B3	Less than B3	P-1	P-2	P-3	Lower than P-3		
	BB+(idn) s.d BB-(idn)	B+(idn) s.d B-(idn)	Less than B-(idn)	F1+(idn) s.d F1(idn)	F2(idn)	F3(idn)	Lower than F3(idn)		
	[Idr]BB+ s.d [Idr]BB-	[Idr]B+ s.d [Idr] B-	Less than [Idr] B-	[Idr]A1+ s.d [Idr]A1	[Idr]A2+ s.d A2	[Idr]A3+ s.d [Idr] A3	Lower than [Idr]A3		
	id BB+ s.d id BB-	id B+ s.d id B-	Less than idB-	idA1	idA2	idA3 s.d id A4	Lower than idA4		
	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)
	-	-	-	-	-	-	-	21,415,193	28,706,762
	-	-	-	-	-	-	-	444,926	1,150,748
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	8,573,632	9,805,074
								2,204,519	2,204,519
								1,018,681	1,018,681
								-	-
								40,949,727	40,949,727
	60,626	-	-	-	-	-	-	59,551,467	61,375,328
								1,968,535	1,968,535
								6,244,420	6,244,420
	-	-	-	-	-	-	-	3,564,082	3,614,860
	60,626	**-**	**-**	**-**	**-**	**-**	**-**	**145,935,182**	**157,038,654**

Net Receivables									
				Short Term Rating					
	BB+ s.d BB-	B+ s.d B-	Less than B-	A-1	A-2	A-3	Lower than A-3	Unrated	Total
	BB+ s.d BB-	B+ s.d B-	Less than B-	F1+ s.d F1	F2	F3	Lower than F3		
	Ba1 s.d Ba3	B1 s.d B3	Less than B3	P-1	P-2	P-3	Lower than P-3		
	BB+(idn) s.d BB-(idn)	B+(idn) s.d B-(idn)	Less than B-(idn)	F1+(idn) s.d F1(idn)	F2(idn)	F3(idn)	Lower than F3(idn)		
	[Idr]BB+ s.d [Idr]BB-	[Idr]B+ s.d [Idr] B-	Less than [Idr] B-	[Idr]A1+ s.d [Idr]A1	[Idr]A2+ s.d A2	[Idr]A3+ s.d [Idr] A3	Lower than [Idr]A3		
	id BB+ s.d id BB-	id B+ s.d id B-	Less than idB-	idA1	idA2	idA3 s.d id A4	Lower than idA4		
	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)
	-	-	-	-	-	-	-	14,772,154	24,511,012
	-	-	-	-	-	-	-	106,794	589,051
	-	-	-	-	-	-	-	-	-
	89,675	-	-	-	-	-	-	10,263,656	11,257,939
								1,952,440	1,952,440
								856,902	856,902
								-	-
								48,221,737	48,221,737
	60,893	-	-	-	-	-	-	63,884,456	65,668,066
								1,433,942	1,433,942
								6,414,362	6,414,362
	-	-	20,000	-	-	-	-	2,826,817	2,921,817
	150,568	**-**	**20,000**	**-**	**-**	**-**	**-**	**150,733,260**	**163,827,268**

2.1.b. Disclosure of Net Receivables based on Portfolio Categories and Ratings-Consolidated

December 31, 2015 (Rp million)

	Portfolio Category	Rating Company	Long Term Rating			
		Standard and Poor's	AAA	AA+ s.d AA-	A+ s.d A-	BBB+ s.d BBB-
		Fitch Rating	AAA	AA+ s.d AA-	A+ s.d A-	BBB+ s.d BBB-
		Moody's	Aaa	Aa1 s.d Aa3	A1 s.d A3	Baa1 s.d Baa3
		PT. Fitch Ratings Indonesia	AAA (idn)	AA+(idn) s.d AA-(idn)	A+(idn) s.d. A-(idn)	BBB+(idn) s.d BBB-(idn)
		PT ICRA Indonesia	[Idr]AAA	[Idr]AA+ s.d [Idr]AA-	[Idr]A+ s.d [Idr]A-	[Idr]BBB+ s.d [Idr]BBB-
		PT Pemeringkat Efek Indonesia	idAAA	idAA+ s.d idAA-	idA+ s.d id A-	id BBB+ s.d id BBB-
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Receivables on Sovereigns		-	-	-	7,291,569
2	Receivables on Public Sector Entities		-	149,836	-	555,986
3	Receivables on Multilateral Development Banks and International Institutions		-	-	-	-
4	Receivables on Banks		732,519	111,509	-	387,414
5	Loans Secured by Residential Property					
6	Loans Secured by Commercial Real Estate					
7	Employee/Retired Loans					
8	Receivables on Micro, Small Business & Retail Portfolio					
9	Receivables on Corporate		632,695	564,345	566,195	-
10	Past Due Receivables					
11	Other Assets					
12	Exposures at Syariah Based Business Activity Unit (if any)		50,778	-	-	-
	TOTAL		**1,415,992**	**825,690**	**566,195**	**8,234,969**

December 31, 2014 (Rp million)

	Portfolio Category	Rating Company	Long Term Rating			
		Standard and Poor's	AAA	AA+ s.d AA-	A+ s.d A-	BBB+ s.d BBB-
		Fitch Rating	AAA	AA+ s.d AA-	A+ s.d A-	BBB+ s.d BBB-
		Moody's	Aaa	Aa1 s.d Aa3	A1 s.d A3	Baa1 s.d Baa3
		PT. Fitch Ratings Indonesia	AAA (idn)	AA+(idn) s.d AA-(idn)	A+(idn) s.d. A-(idn)	BBB+(idn) s.d BBB-(idn)
		PT ICRA Indonesia	[Idr]AAA	[Idr]AA+ s.d [Idr]AA-	[Idr]A+ s.d [Idr]A-	[Idr]BBB+ s.d [Idr]BBB-
		PT Pemeringkat Efek Indonesia	idAAA	idAA+ s.d idAA-	idA+ s.d id A-	id BBB+ s.d id BBB-
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Receivables on Sovereigns		-	-	-	9,738,858
2	Receivables on Public Sector Entities		179,511	131,236	-	171,510
3	Receivables on Multilateral Development Banks and International Institutions		-	-	-	-
4	Receivables on Banks		674,958	129,315	-	100,335
5	Loans Secured by Residential Property					
6	Loans Secured by Commercial Real Estate					
7	Employee/Retired Loans					
8	Receivables on Micro, Small Business & Retail Portfolio					
9	Receivables on Corporate		560,291	482,942	679,484	-
10	Past Due Receivables					
11	Other Assets					
12	Exposures at Syariah Based Business Activity Unit (if any)		50,000	-	25,000	-
	TOTAL		**1,464,760**	**743,493**	**704,484**	**10,010,703**

Note:
The disclosure on net receivables is conducted for assets exposure on the balance sheet, commitments/contingencies exposure for off balance sheet transactions and counterparty credit exposures

Net Receivables									
				Short Term Rating					
	BB+ s.d BB-	B+ s.d B-	Less than B-	A-1	A-2	A-3	Lower than A-3	Unrated	Total
	BB+ s.d BB-	B+ s.d B-	Less than B-	F1+ s.d F1	F2	F3	Lower than F3		
	Ba1 s.d Ba3	B1 s.d B3	Less than B3	P-1	P-2	P-3	Lower than P-3		
	BB+(idn) s.d BB-(idn)	B+(idn) s.d B-(idn)	Less than B-(idn)	F1+(idn) s.d F1(idn)	F2(idn)	F3(idn)	Lower than F3(idn)		
	[Idr]BB+ s.d [Idr]BB-	[Idr]B+ s.d [Idr] B-	Less than [Idr] B-	[Idr]A1+ s.d [Idr]A1	[Idr]A2+ s.d A2	[Idr]A3+ s.d [Idr] A3	Lower than [Idr]A3		
	id BB+ s.d id BB-	id B+ s.d id B-	Less than idB-	idA1	idA2	idA3 s.d id A4	Lower than idA4		
	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)
	-	-	-	-	-	-	-	21,415,316	28,706,885
	-	-	-	-	-	-	-	445,497	1,151,319
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	9,734,573	10,966,015
								2,204,519	2,204,519
								1,018,681	1,018,681
								-	-
								66,074,389	66,074,389
	60,626	-	-	-	-	-	-	59,756,004	61,579,865
								2,321,506	2,321,506
								7,300,596	7,300,596
	-	-	-	-	-	-	-	3,564,082	3,614,860
	60,626	**-**	**-**	**-**	**-**	**-**	**-**	**173,835,163**	**184,938,635**

Net Receivables									
				Short Term Rating					
	BB+ s.d BB-	B+ s.d B-	Less than B-	A-1	A-2	A-3	Lower than A-3	Unrated	Total
	BB+ s.d BB-	B+ s.d B-	Less than B-	F1+ s.d F1	F2	F3	Lower than F3		
	Ba1 s.d Ba3	B1 s.d B3	Less than B3	P-1	P-2	P-3	Lower than P-3		
	BB+(idn) s.d BB-(idn)	B+(idn) s.d B-(idn)	Less than B-(idn)	F1+(idn) s.d F1(idn)	F2(idn)	F3(idn)	Lower than F3(idn)		
	[Idr]BB+ s.d [Idr]BB-	[Idr]B+ s.d [Idr] B-	Less than [Idr] B-	[Idr]A1+ s.d [Idr]A1	[Idr]A2+ s.d A2	[Idr]A3+ s.d [Idr] A3	Lower than [Idr]A3		
	id BB+ s.d id BB-	id B+ s.d id B-	Less than idB-	idA1	idA2	idA3 s.d id A4	Lower than idA4		
	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)
	-	-	-	-	-	-	-	14,772,154	24,511,012
	-	-	-	-	-	-	-	106,794	589,051
	-	-	-	-	-	-	-	-	-
	89,675	-	-	-	-	-	-	11,113,970	12,108,253
								1,952,440	1,952,440
								856,902	856,902
								-	-
								76,750,560	76,750,560
	60,893	-	-	-	-	-	-	63,814,233	65,597,843
								1,814,774	1,814,774
								7,348,324	7,348,324
	-	-	20,000	-	-	-	-	2,826,817	2,921,817
	150,568	**-**	**20,000**	**-**	**-**	**-**	**-**	**181,356,968**	**194,450,976**

7. Credit Risks Due to Failure of Counterparty

Counterparty Credit Risk arises from the type of transactions that generally are affected by the following characteristics:

- Transactions affected by the movements of fair value or market value.
- Fair value of transactions is affected by the movements of certain market variables.
- Transactions resulting in exchange of cash flows or financial instruments.
- Bilateral in nature.

One of the transactions which may incite credit risk due to the counterparty failure are derivatives over the counter transactions and repo/reverse repo transactions, for both the position of Trading Book or Banking Book.

For both Repo and Reverse Repo transactions, the Bank refers to to SEBI No.13/6/DPNP on Guidelines on Risk Weighted Assets calculation for Credit Risk, based on a Standardized Approach. For Repo Transactions, the Bank recorded a positive difference between the net carrying values of securities as the underlying repo with carrying values of the obligated repo. Net carrying value is the value recorded after deducting loan loss provisions from securities. As for Reverse Repo Transactions, the Bank recorded reverse repo receivables after deducting the loan loss provisions from receivables.

The following tables detail the disclosure of counterparty credit risk.

2.2.a. Disclosure of counterparty credit risk: Derivative Transactions

(Rp million)

No	Underlying Variables	December 31, 2015							
		Notional Amount			Derivative Receivables	Derivative Liabilities	Net Receivables before CRM	CRM	Net Receivables after CRM
		≤1 year	>1 year-≤5 years	>5 years					
BANK STAND ALONE									
1	Interest Rate	900,075	1,470,170	-	642	6	7,993	-	7,993
2	Exchange Rate	5,183,799	1,430,653	-	334,445	123,985	457,816	-	457,816
3	Others								
	TOTAL	**6,083,874**	**2,900,823**	**-**	**335,087**	**123,991**	**465,808**	**-**	**465,808**
CONSOLIDATED									
1	Interest Rate	1,681,225	5,479,307	-	642	6	28,039	-	28,039
2	Exchange Rate	5,964,949	5,439,790	-	992,079	123,985	1,323,718	-	1,323,718
3	Shares								
4	Gold								
5	Metal other than Gold								
6	Others								
	TOTAL	**7,646,174**	**10,919,097**	**-**	**992,721**	**123,991**	**1,351,757**	**-**	**1,351,757**

(in Rp million)

No	Underlying Variables	December 31, 2014							
		Notional Amount			Derivative Receivables	Derivative Liabilities	Net Receivables before CRM	CRM	Net Receivables after CRM
		≤1 year	>1 year-≤5 years	>5 years					
BANK STANDALONE									
1	Interest Rate	305,573	1,868,531	-	1,385	22	10,728	-	10,728
2	Exchange Rate	7,441,175	1,713,258	-	240,882	101,416	400,957	-	400,957
3	Others								
	TOTAL	**7,746,748**	**3,581,789**	**-**	**242,267**	**101,438**	**411,684**	**-**	**411,684**
CONSOLIDATED									
1	Interest Rate	1,544,073	7,524,348	-	1,385	22	39,007	-	39,007
2	Exchange Rate	8,679,675	7,369,075	-	459,906	129,239	915,157	-	915,157
3	Shares								
4	Gold								
5	Metals other than Gold								
6	Others								
	TOTAL	**10,223,748**	**14,893,423**	**-**	**461,291**	**129,261**	**954,163**	**-**	**954,163**

2.2.b.1. Disclosure of counterparty credit risk: Repo transactions-Bank Standalone

(Rp million)

No	Portfolio Category	December 31, 2015				December 31, 2014			
		Fair Value of Securities Sold Under Repo Agreement	Repo Liabilities	Net Receivables	RWA	Fair Value of Securities Sold Under Repo Agreement	Repo Liabilities	Net Receivables	RWA
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
1	Receivables on Sovereigns	-	-	-	-	933,094	750,000	183,094	-
2	Receivables on Public Sector Entities								
3	Receivables on Multilateral Development Banks and International Institutions								
4	Receivables on Banks								
5	Receivables on Micro, Small Business & Retail Portfolio								
6	Receivables on Corporate								
7	Exposures at Syariah Business Unit (if any)								
	TOTAL	**-**	**-**	**-**	**-**	**933,094**	**750,000**	**183,094**	**-**

2.2.b.2. Disclosure of counterparty credit risk: Repo transactions-Consolidated

(Rp million)

No	Portfolio Category	December 31, 2015				December 31, 2014			
		Fair Value of Securities Sold Under Repo Agreement	Repo Liabilities	Net Receivables	RWA	Fair Value of Securities Sold Under Repo Agreement	Repo Liabilities	Net Receivables	RWA
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
1	Receivables on Sovereigns	-	-	-	-	933,094	750,000	183,094	-
2	Receivables on Public Sector Entities								
3	Receivables on Multilateral Development Banks and International Institutions								
4	Receivables on Banks								
5	Receivables on Micro, Small Business & Retail Portfolio								
6	Receivables on Corporate								
7	Exposures at Syariah Business Unit (if any)								
	TOTAL	**-**	**-**	**-**	**-**	**933,094**	**750,000**	**183,094**	**-**

2.2.c.1. Disclosure of counterparty credit risk: Reverse Repo transactions-Bank Standalone

(Rp million)

No	Portfolio Category	December 31, 2015				December 31, 2014			
		Net Receivables	CRM Value	Net Receivables after CRM	RWA after CRM	Net Receivables	CRM Value	Net Receivables after CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
1	Receivables on Sovereigns	-	-	-	-	542,833	-	542,833	-
2	Receivables on Public Sector Entities	-	-	-	-	-	-	-	-
3	Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-
4	Receivables on Banks	-	-	-	-	-	-	-	-
5	Receivables on Micro, Small Business & Retail Portfolio	-	-	-	-	-	-	-	-
6	Receivables on Corporate	-	-	-	-	-	-	-	-
7	Exposures at Syariah Business Unit (if any)								
	TOTAL	**-**	**-**	**-**	**-**	**542,833**	**-**	**542,833**	**-**

2.2.c.2. Disclosure of counterparty credit risk: Reverse Repo transactions-Consolidated
(Rp million)

No	Portfolio Category	December 31, 2015				December 31, 2014			
		Net Receivables	CRM Value	Net Receivables after CRM	RWA after CRM	Net Receivables	CRM Value	Net Receivables after CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
1	Receivables on Sovereigns	-	-	-	-	542,833	-	542,833	-
2	Receivables on Public Sector Entities	-	-	-	-	-	-	-	-
3	Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-
4	Receivables on Banks	-	-	-	-	-	-	-	-
5	Receivables on Micro, Small Business & Retail Portfolio	-	-	-	-	-	-	-	-
6	Receivables on Corporate	-	-	-	-	-	-	-	-
7	Exposures at Syariah Business Unit (if any)								
	TOTAL	**-**	**-**	**-**	**-**	**542,833**	**-**	**542,833**	**-**

8. Credit Risks Mitigation Disclosure

Danamon takes into consideration the collateral availability as one of the credit mitigation techniques. The main purpose of the collateral is to limit the risk of loss if the counterparty is unable to fulfill its obligations to the Bank and to protect against future risks that are unexpected and associated with credit exposure. However, the Bank does not consider collateral as a sole basis of credit decision-making, nor as a main source of loan payment.

Danamon has collateral policies and specifies the acceptable collateral, as follows:

Movable Assets	Immovable Assets	Guarantee
a. Cash and cash equivalent collateral b. Government and Bank Indonesia securities c. Standby L/C of prime bank	a. Land and building b. Plant & machinery	a. Personal Guarantee b. Corporate Guarantee

Collateral assessment can be done by internal or external appraisers. For assessments, Danamon will always ensure appraisers have the knowledge, education, and experience in the field of collateral. The Bank's external appraisers have good qualifications and may not have a relationship with the borrower. The external appraisers are appointed by the Bank.

If, after the assessment, there is a difference in results between internal and external assessors, then the value used is the most conservative value. Assessment results are documented in the Credit Archives.

If there is a change of collateral, the Bank reassesses the collateral. Depending on the type of changes, the appraisers need to adjust the parts relevant to the changes, and perform adjustments and update assessment reports. The absence of changes in collateral value is completely documented.

Assessment of collateral is performed in the initial period of credit, and reassessed periodically, in accordance with the provision of collateral as a PPA deduction. For collateral that is used as a deducting factor for the formation of reserves, the assessment of collateral for credit facilities of more than Rp5 billion is done by an independent external appraiser.

Credit Risk Mitigation Methods for Standardized Approach

To calculate credit risk mitigation as a deduction to Risk Weighted Assets (Credit Risk), the Bank uses MRK-Collateral techniques. The eligible type of collateral is the type of financial collateral which complies with Bank Indonesia regulation; namely, cash, savings, current accounts, savings deposits, security deposits, gold and securities that have certain criteria set by Bank Indonesia.

For reverse repo transactions, collateral in the form of securities underlying the reverse repo transactions, and/or cash, is calculated as a form of credit risk mitigation on reverse repo transactions.

The following are the disclosures of credit risk after calculating the impact of credit risk mitigation.

3.1.a. Disclosure of Net Receivables Based on Risk Weighted Assets After Calculating Credit Risk Mitigation Impacts-Bank Stand Alone

(Rp million)

No.	Portfolio Category	December 31, 2015										RWA
		Net Receivables After Calculating Credit Risk Mitigation Impacts										
		0%	20%	35%	40%	45%	50%	75%	100%	150%	Others	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
A	**Exposure on Balance Sheet**											
1	Receivables on Sovereigns	28,693,263										-
2	Receivables on Public Sector Entities	158	149,835	-	-	-	940,054	-	-	-		499,994
3	Receivables on Multilateral Development Banks and International Institutions	-										-
4	Receivables on Banks	402	5,703,752	-	-	-	3,749,087	-	-	-		3,015,294
5	Loans Secured by Residential Property	-	-	1,990,869	211,990	-	-	-	-	-		781,600
6	Loans Secured by Commercial Real Estate	93,829	-	-	-	-	-	-	924,844	-		924,844
7	Employee/Pensioner Loans	-										-
8	Receivables on Micro, Small Business & Retail Portfolio	99,858	-	-	-	-	-	40,025,972	-	-		30,019,479
9	Receivables on Corporate	2,349,103	1,197,040	-	-	-	566,195	-	54,612,419	-		55,134,924
10	Past Due Receivables	-	-	-	-	-	-	-	38,614	1,929,921		2,933,496
11	Other Assets	2,559,237							3,680,804	4,379		3,687,373
12	Exposures at Syariah Business Unit (if any)	358,593	50,778	5,121	-	-	303,723	75,783	2,803,595	15,282	-	3,047,165
	Total Exposure on Balance Sheet	**34,154,443**	**7,101,405**	**1,995,990**	**211,990**	**-**	**5,559,059**	**40,101,755**	**62,060,276**	**1,949,582**	**-**	**100,044,169**
B	**Commitments/Contingencies Exposure for Off Balance Sheet Transactions**											
1	Receivables on Sovereigns	-										-
2	Receivables on Public Sector Entities	571	-	-	-	-	60,130	-	-	-		30,065
3	Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-	-		-
4	Receivables on Banks	-	1,776	-	-	-	5,042	-	-	-		2,876
5	Loans Secured by Residential Property	-	-	1,600	60	-	-	-	-	-		584
6	Loans Secured by Commercial Real Estate	-	-	-	-	-	-	-	8	-		8
7	Employee/Pensioner Loans	-										-
8	Receivables on Micro, Small Business & Retail Portfolio	23,118	-	-	-	-	-	787,358	-	-		590,519
9	Receivables on Corporate	120,800	-	-	-	-	-	-	2,435,897	-		2,435,896
10	Past Due Receivables	-	-	-	-	-	-	-	-	-		-
11	Exposures at Syariah Business Unit (if any)	-	-	-	-	-	-	-	1,984	-	-	1,984
	Total Commitments/Contingencies Exposure for Off Balance Sheet Transactions	**144,489**	**1,776**	**1,600**	**60**	**-**	**65,172**	**787,358**	**2,437,889**	**-**	**-**	**3,061,932**
C	**Exposure on Counterparty Credit Risk**											
1	Receivables on Sovereigns	13,499										-
2	Receivables on Public Sector Entities	-	-	-	-	-	-	-	-	-		-
3	Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-	-		-
4	Receivables on Banks	-	38,073	-	-	-	306,942	-	-	-		161,087
5	Receivables on Micro, Small Business & Retail Portfolio	-	-	-	-	-	-	13,421	-	-		10,066
6	Receivables on Corporate	-	-	-	-	-	-	-	93,874	-		93,874
7	Exposures at Syariah Business Unit (if any)	-	-	-	-	-	-	-	-	-	-	-
	Total Counterparty Credit Risk Exposures	**13,499**	**38,073**	**-**	**-**	**-**	**306,942**	**13,421**	**93,874**	**-**	**-**	**265,027**

	Capital Charge (9% x RWA)	December 31, 2014										RWA	Capital Charge (9% x RWA)
		Net Receivables After Calculating Credit Risk Mitigation Impacts											
		0%	20%	35%	40%	45%	50%	75%	100%	150%	Others		
	(14)	(15)	(16)	(17)	(18)	(19)	(20)	(21)	(22)	(23)	(24)	(25)	(26)
	-	23,742,503										-	-
	44,999	-	310,747	-	-	-	258,458	-	-	-		191,378	17,224
	-	-										-	-
	271,376	19,125	8,073,751	-	-	-	2,728,117	-	89,675	-		3,068,484	276,164
	70,344	-	-	1,781,276	167,953	-	-	-	-	-		690,628	62,157
	83,236	131,880	-	-	-	-	-	-	725,022	-		725,021	65,252
	-	-										-	-
	2,701,753	117,316	-	-	-	-	-	46,811,657	-	-		35,108,742	3,159,787
	4,962,143	2,125,388	1,043,233	-	-	-	679,484	-	59,352,561	-		59,900,949	5,391,085
	264,015	-	-	-	-	-	-	-	23,584	1,410,358		2,139,121	192,521
	331,864	2,712,740							3,697,243	4,379		3,703,812	333,343
	274,245	390,504	240,607	16,213	-	-	75,000	-	2,139,106	-	60,387	2,281,730	205,356
	9,003,975	**29,239,456**	**9,668,338**	**1,797,489**	**167,953**	**-**	**3,741,059**	**46,811,657**	**66,027,191**	**1,414,737**	**60,387**	**107,809,865**	**9,702,889**
	-	-										-	-
	2,706	64	-	-	-	-	17,899	-	-	-		8,949	805
	-	-	-	-	-	-	-	-	-	-		-	-
	259	-	7,242	-	-	-	7,218	-	-	-		5,057	455
	53	-	-	3,211	-	-	-	-	-	-		1,124	101
	1	-	-	-	-	-	-	-	-	-		-	-
	-	-										-	-
	53,147	69,110	-	-	-	-	-	1,219,429	-	-		914,572	82,311
	219,231	610,086	-	-	-	-	-	-	1,827,130	-		1,827,131	164,442
	-	-	-	-	-	-	-	-	-	-		-	-
	179	-	-	-	-	-	-	-	-	-	-	-	-
	275,576	**679,260**	**7,242**	**3,211**	**-**	**-**	**25,117**	**1,219,429**	**1,827,130**	**-**	**-**	**2,756,833**	**248,114**
	-	768,509										-	-
	-	-	-	-	-	-	1,883	-	-	-		941	85
	-	-	-	-	-	-	-	-	-	-		-	-
	14,498	-	26,879	-	-	-	305,932	-	-	-		158,343	14,251
	906	-	-	-	-	-	-	4,225	-	-		3,169	285
	8,449	-	-	-	-	-	-	-	30,184	-		30,184	2,717
	-	-										-	-
	23,853	**768,509**	**26,879**	**-**	**-**	**-**	**307,815**	**4,225**	**30,184**	**-**	**-**	**192,637**	**17,338**

3.1.b. Disclosure of Net Receivables Based on Risk Weighted Assets After Calculating Credit Risk Mitigation Impacts-Consolidated

(Rp million)

No.	Portfolio Category	December 31, 2015										RWA
		Net Receivables After Calculating Credit Risk Mitigation Impacts										
		0%	20%	35%	40%	45%	50%	75%	100%	150%	Others	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
A	**Exposure on Balance Sheet**											
1	Receivables on Sovereigns	28,693,386	-	-	-	-	-	-	-	-	-	-
2	Receivables on Public Sector Entities	158	149,835	-	-	-	940,625	-	-	-	-	500,279
3	Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-	-	-	-
4	Receivables on Banks	402	5,978,745	-	-	-	3,749,087	-	-	-	-	3,070,292
5	Loans Secured by Residential Property	-	-	1,990,869	211,990	-	-	-	-	-	-	781,600
6	Loans Secured by Commercial Real Estate	93,829	-	-	-	-	-	-	924,844	-	-	924,844
7	Employee/Pensioner Loans	-	-	-	-	-	-	-	-	-	-	-
8	Receivables on Micro, Small Business & Retail Portfolio	99,858	-	-	-	-	-	65,150,634	-	-	-	48,862,976
9	Receivables on Corporate	2,349,103	1,126,818	-	-	-	566,195	-	54,887,178	-	-	55,395,640
10	Past Due Receivables	-	-	-	-	-	-	-	38,614	2,282,892	-	3,462,952
11	Other Assets	2,717,547	-	-	-	-	-	-	4,578,670	4,379	-	4,585,239
12	Exposures at Syariah Business Unit (if any)	358,593	50,778	5,121	-	-	303,723	75,783	2,803,595	15,282	-	3,047,165
	Total Exposure on Balance Sheet	**34,312,876**	**7,306,176**	**1,995,990**	**211,990**	**-**	**5,559,630**	**65,226,417**	**63,232,901**	**2,302,553**	**-**	**120,630,987**
B	**Commitments/Contingencies Exposure for Off Balance Sheet Transactions**											
1	Receivables on Sovereigns	-	-	-	-	-	-	-	-	-	-	-
2	Receivables on Public Sector Entities	571	-	-	-	-	60,130	-	-	-	-	30,065
3	Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-	-	-	-
4	Receivables on Banks	-	1,776	-	-	-	5,042	-	-	-	-	2,876
5	Loans Secured by Residential Property	-	-	1,600	60	-	-	-	-	-	-	584
6	Loans Secured by Commercial Real Estate	-	-	-	-	-	-	-	8	-	-	8
7	Employee/Pensioner Loans	-	-	-	-	-	-	-	-	-	-	-
8	Receivables on Micro, Small Business & Retail Portfolio	23,118	-	-	-	-	-	787,358	-	-	-	590,519
9	Receivables on Corporate	120,800	-	-	-	-	-	-	2,435,897	-	-	2,435,896
10	Past Due Receivables	-	-	-	-	-	-	-	-	-	-	-
11	Exposures at Syariah Business Unit (if any)	-	-	-	-	-	-	-	1,984	-	-	1,984
	Total Commitments/Contingencies Exposure for Off Balance Sheet Transactions	**144,489**	**1,776**	**1,600**	**60**	**-**	**65,172**	**787,358**	**2,437,889**	**-**	**-**	**3,061,932**
C	**Exposure on Counterparty Credit Risk**											
1	Receivables on Sovereigns	13,499	-	-	-	-	-	-	-	-	-	-
2	Receivables on Public Sector Entities	-	-	-	-	-	-	-	-	-	-	-
3	Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-	-	-	-
4	Receivables on Banks	-	38,073	-	-	-	1,192,890	-	-	-	-	604,061
5	Receivables on Micro, Small Business & Retail Portfolio	-	-	-	-	-	-	13,421	-	-	-	10,066
6	Receivables on Corporate	-	-	-	-	-	-	-	93,874	-	-	93,874
7	Exposures at Syariah Business Unit (if any)	-	-	-	-	-	-	-	-	-	-	-
Total Counterparty Credit Risk Exposures		**13,499**	**38,073**	**-**	**-**	**-**	**1,192,890**	**13,421**	**93,874**	**-**	**-**	**708,001**

	Capital Charge (9% x RWA)	December 31, 2014										RWA	Capital Charge (9% x RWA)
		Net Receivables After Calculating Credit Risk Mitigation Impacts											
		0%	20%	35%	40%	45%	50%	75%	100%	150%	Others		
	(14)	(15)	(16)	(17)	(18)	(19)	(20)	(21)	(22)	(23)	(24)	(25)	(26)
	-	23,742,503	-	-	-	-	-	-	-	-	-	-	-
	45,025	-	310,747	-	-	-	258,458	-	-	-	-	191,378	17,224
	-	-	-	-	-	-	-	-	-	-	-	-	-
	276,326	19,125	8,381,586	-	-	-	2,728,117	-	89,675	-	-	3,130,051	281,705
	70,344	-	-	1,781,276	167,953	-	-	-	-	-	-	690,628	62,157
	83,236	131,880	-	-	-	-	-	-	725,022	-	-	725,021	65,252
	-	-	-	-	-	-	-	-	-	-	-	-	-
	4,397,668	117,316	-	-	-	-	-	75,340,480	-	-	-	56,505,360	5,085,482
	4,985,607	2,125,388	973,010	-	-	-	679,484	-	59,352,561	-	-	59,886,905	5,389,821
	311,666	-	-	-	-	-	-	-	23,584	1,791,190	-	2,710,369	243,934
	412,672	2,840,688	-	-	-	-	-	-	4,503,257	4,379	-	4,509,825	405,884
	274,245	390,504	240,607	16,213	-	-	75,000	-	2,139,106	-	60,387	2,281,730	205,356
	10,856,789	**29,367,404**	**9,905,950**	**1,797,489**	**167,953**	**-**	**3,741,059**	**75,340,480**	**66,833,205**	**1,795,569**	**60,387**	**130,631,267**	**11,756,815**
	-	-	-	-	-	-	-	-	-	-	-	-	-
	2,706	442	-	-	-	-	40,568	-	-	-	-	20,284	805
	-	-	-	-	-	-	-	-	-	-	-	-	-
	259	-	7,888	-	-	-	11,578	-	-	-	-	7,366	455
	53	-	-	2,255	10	-	-	-	-	-	-	793	101
	1	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-
	53,147	56,352	-	-	-	-	-	1,142,116	-	-	-	856,587	82,311
	219,231	334,298	-	-	-	-	-	-	2,017,452	-	-	2,017,452	164,442
	-	-	-	-	-	-	-	-	-	-	-	-	-
	179	-	1,242	-	-	-	-	-	-	-	-	248	-
	275,576	**391,092**	**9,130**	**2,255**	**10**	**-**	**52,146**	**1,142,116**	**2,017,452**	**-**	**-**	**2,902,730**	**248,114**
	-	665,512	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	85
	-	-	-	-	-	-	-	-	-	-	-	-	-
	54,366	-	6,197	-	-	-	899,205	-	-	-	-	450,842	38,663
	906	-	-	-	-	-	-	3,010	-	-	-	2,257	285
	8,449	-	-	-	-	-	-	-	42,161	-	-	42,161	2,717
	-	-	-	-	-	-	-	-	-	-	-	-	-
	63,721	**665,512**	**6,197**	**-**	**-**	**-**	**899,205**	**3,010**	**42,161**	**-**	**-**	**495,260**	**41,750**

3.2.a. Disclosure of Net Receivables and Credit Risk Mitigation Techniques-Bank Standalone

(Rp million)

No.	Portfolio Category	December 31, 2015					
		Net Receivables	Secured Portion				Unsecured Portion
			Collateral	Guarantee	Credit Insurance	Others	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8) = (3)-[(4)+(5)+(6)+(7)]
A	**Exposure on Balance sheet**						
1	Receivables on Sovereigns	28,693,263	-				28,693,263
2	Receivables on Public Sector Entities	1,090,047	158				1,089,889
3	Receivables on Multilateral Development Banks and International Institutions	-	-				-
4	Receivables on Banks	9,453,241	402				9,452,839
5	Loans Secured by Residential Property	2,202,859	-				2,202,859
6	Loans Secured by Commercial Real Estate	1,018,673	93,829				924,844
7	Employee/Pensioner Loans	-	-				-
8	Receivables on Micro, Small Business & Retail Portfolio	40,125,830	99,858				40,025,972
9	Receivables on Corporate	58,724,757	2,349,103				56,375,654
10	Past Due Receivables	1,968,535	-				1,968,535
11	Other Assets	6,244,420					6,244,420
12	Exposures at Syariah Business Unit (if any)	3,612,875	130	-	-	-	3,612,745
	Total Exposure on Balance sheet	**153,134,500**	**2,543,480**	**-**	**-**	**-**	**150,591,020**
B	**Commitments/Contingencies Exposure for Off Balance Sheet Transactions**						
1	Receivables on Sovereigns	-	-				-
2	Receivables on Public Sector Entities	60,701	571				60,130
3	Receivables on Multilateral Development Banks and International Institutions	-	-				-
4	Receivables on Banks	6,818	-				6,818
5	Loans Secured by Residential Property	1,660	-				1,660
6	Loans Secured by Commercial Real Estate	8	-				8
7	Employee/Pensioner Loans	-	-				-
8	Receivables on Micro, Small Business & Retail Portfolio	810,476	23,118				787,358
9	Receivables on Corporate	2,556,697	120,800				2,435,897
10	Past Due Receivables	-	-				-
11	Exposures at Syariah Business Unit (if any)	1,984	-	-	-	-	1,984
	Total Commitments/Contingencies Exposure for Off Balance Sheet Transactions	**3,438,344**	**144,489**	**-**	**-**	**-**	**3,293,855**
C	**Counterparty Credit Risk Exposures**						
1	Receivables on Sovereigns	13,499					13,499
2	Receivables on Public Sector Entities	-					-
3	Receivables on Multilateral Development Banks and International Institutions	-					-
4	Receivables on Banks	345,015					345,015
5	Receivables on Micro, Small Business & Retail Portfolio	13,421					13,421
6	Receivables on Corporate	93,874					93,874
7	Exposures at Syariah Business Unit (if any)	-	-	-	-	-	-
	Total Counterparty Credit Risk Exposures	**465,809**	**-**	**-**	**-**	**-**	**465,809**
Total (A+B+C)		**157,038,653**	**2,687,969**	**-**	**-**	**-**	**154,350,684**

	December 31, 2014					
	Net Receivables	Secured Portion				Unsecured Portion
		Collateral	Guarantee	Credit Insurance	Others	
	(8)	(9)	(10)	(11)	(12)	(13) = (8)-[(9)+(10)+(11)+(12)]
	23,742,503	-				23,742,503
	569,205	-				569,205
	-	-				-
	10,910,668	19,125				10,891,543
	1,949,229	-				1,949,229
	856,902	131,880				725,022
	-	-				-
	46,928,973	117,316				46,811,657
	63,200,666	2,125,388				61,075,278
	1,433,942	-				1,433,942
	6,414,362					6,414,362
	2,921,817	49,829	-	-	-	2,871,988
	158,928,267	**2,443,538**	**-**	**-**	**-**	**156,484,729**
	-	-				-
	17,963	64				17,899
	-	-				-
	14,460	-				14,460
	3,211	-				3,211
	-	-				-
	-	-				-
	1,288,539	69,110				1,219,429
	2,437,216	610,086				1,827,130
	-	-				-
	-	-	-	-	-	-
	3,761,389	**679,260**	**-**	**-**	**-**	**3,082,129**
	768,509					768,509
	1,883					1,883
	-					-
	332,811					332,811
	4,225					4,225
	30,184					30,184
						-
	1,137,612	**-**	**-**	**-**	**-**	**1,137,612**
	163,827,268	**3,122,798**	**-**	**-**	**-**	**160,704,470**

3.2.b. Disclosure of Net Receivables and Credit Risk Mitigation Techniques-Consolidated

(Rp million)

No.	Portfolio Category	December 31, 2015					
		Net Receivables	Secured Portion				Unsecured Portion
			Collateral	Guarantee	Credit Insurance	Others	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8) = (3)-[(4)+(5)+(6)+(7)]
A	**Exposure on Balance sheet**						
1	Receivables on Sovereigns	28,693,386	-	-	-	-	28,693,386
2	Receivables on Public Sector Entities	1,090,618	158	-	-	-	1,090,460
3	Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables on Banks	9,728,234	402	-	-	-	9,727,832
5	Loans Secured by Residential Property	2,202,859	-	-	-	-	2,202,859
6	Loans Secured by Commercial Real Estate	1,018,673	93,829	-	-	-	924,844
7	Employee/Pensioner Loans	-	-	-	-	-	-
8	Receivables on Micro, Small Business & Retail Portfolio	65,250,492	99,858	-	-	-	65,150,634
9	Receivables on Corporate	58,929,294	2,349,103	-	-	-	56,580,191
10	Past Due Receivables	2,321,506	-	-	-	-	2,321,506
11	Other Assets	7,300,596	-	-	-	-	7,300,596
12	Exposures at Syariah Business Unit (if any)	3,612,875	130	-	-	-	3,612,745
	Total Exposure on Balance sheet	**180,148,533**	**2,543,480**	**-**	**-**	**-**	**177,605,053**
B	**Commitments/Contingencies Exposure for Off Balance Sheet Transactions**						
1	Receivables on Sovereigns	-	-	-	-	-	-
2	Receivables on Public Sector Entities	60,701	571	-	-	-	60,130
3	Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables on Banks	6,818	-	-	-	-	6,818
5	Loans Secured by Residential Property	1,660	-	-	-	-	1,660
6	Loans Secured by Commercial Real Estate	8	-	-	-	-	8
7	Employee/Pensioner Loans	-	-	-	-	-	-
8	Receivables on Micro, Small Business & Retail Portfolio	810,476	23,118	-	-	-	787,358
9	Receivables on Corporate	2,556,697	120,800	-	-	-	2,435,897
10	Past Due Receivables	-	-	-	-	-	-
11	Exposures at Syariah Business Unit (if any)	1,984	-	-	-	-	1,984
	Total Commitments/Contingencies Exposure for Off Balance Sheet Transactions	**3,438,344**	**144,489**	**-**	**-**	**-**	**3,293,855**
C	**Counterparty Credit Risk Exposures**						
1	Receivables on Sovereigns	13,499	-	-	-	-	13,499
2	Receivables on Public Sector Entities	-	-	-	-	-	-
3	Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables on Banks	1,230,963	-	-	-	-	1,230,963
5	Receivables on Micro, Small Business & Retail Portfolio	13,421	-	-	-	-	13,421
6	Receivables on Corporate	93,874	-	-	-	-	93,874
7	Exposures at Syariah Business Unit (if any)	-	-	-	-	-	-
	Total Counterparty Credit Risk Exposures	**1,351,757**	**-**	**-**	**-**	**-**	**1,351,757**
Total (A+B+C)		**184,938,634**	**2,687,969**	**-**	**-**	**-**	**182,250,665**

	December 31, 2014					
	Net Receivables	Secured Portion				Unsecured Portion
		Collateral	Guarantee	Credit Insurance	Others	
	(8)	(9)	(10)	(11)	(12)	(13) = (8)-[(9)+(10)+(11)+(12)]
	23,742,503	-	-	-	-	23,742,503
	569,205	-	-	-	-	569,205
	-	-	-	-	-	-
	11,218,503	19,125	-	-	-	11,199,378
	1,949,229	-	-	-	-	1,949,229
	856,902	131,880	-	-	-	725,022
	-	-	-	-	-	-
	75,457,796	117,316	-	-	-	75,340,480
	63,130,443	2,125,388	-	-	-	61,005,055
	1,814,774	-	-	-	-	1,814,774
	7,348,324	-	-	-	-	7,348,324
	2,921,817	49,829	-	-	-	2,871,988
	189,009,496	**2,443,538**	**-**	**-**	**-**	**186,565,958**
	-	-	-	-	-	-
	17,963	64	-	-	-	17,899
	-	-	-	-	-	-
	14,460	-	-	-	-	14,460
	3,211	-	-	-	-	3,211
	-	-	-	-	-	-
	-	-	-	-	-	-
	1,288,539	69,110	-	-	-	1,219,429
	2,437,216	610,086	-	-	-	1,827,130
	-	-	-	-	-	-
	-	-	-	-	-	-
	3,761,389	**679,260**	**-**	**-**	**-**	**3,082,129**
	768,509	-	-	-	-	768,509
	1,883	-	-	-	-	1,883
	-	-	-	-	-	-
	875,290	-	-	-	-	875,290
	4,225	-	-	-	-	4,225
	30,184	-	-	-	-	30,184
	-	-	-	-	-	-
	1,680,091	**-**	**-**	**-**	**-**	**1,680,091**
	194,450,976	**3,122,798**	**-**	**-**	**-**	**191,328,178**

9. Disclosure of Asset Securitization

Securitization is a process of taking non-liquid assets or asset group and through financial engineering transforming it into securities. Securities issued are based on the transfer of financial assets from the originator followed by the payment for proceeds of the sale of asset-backed securities to investors.

In line with the Regulations of Bank Indonesia No. 7/4/PBI/2005 and Circular Letter of BI, SEBI No.7/51/DPNP on Prudential Principles of Securitization Activities for Commercial Banks, in the activity of asset securitization, the Bank can perform its functions as Originator, Credit Enhancer, Funding Provider, Servicer, Custodian Bank, and/or Investor (Senior Investor and Junior Investor). Danamon takes the role of a Senior Investor, which will be firstly prioritized.

The main purpose of investment is as follows:

a. To optimize the return of excess liquidity of the Bank, resulting from the structural position of the Bank's balance sheet.
b. To diversify the Bank's risks through marginal investment (as a percentage of loan portfolio) in KPR (mortgage risk).
c. To gain access to the knowledge mechanism of potential process of EBA issuance by the Bank's group.

The granting of credit to purchase EBA securities also comes with a risk. Credit risk of EBA securities is the inability of debtors to pay their installments at a certain interest rate above Junior Tranches', which exceeds the reserve account and the inability of Credit Support to make payments to Senior Tranches.

Summary of EBA Accounting Treatment on EBA Securities

EBA securities for the Bank are classified as securities (financial assets). The Bank will evaluate whether there is an objective evidence of a purchase of EBA securities, which cannot be recorded at fair value through the profit and loss report, and whether this has been impaired. Securities classified as available for sale (AFS) are measured at a fair value, plus transaction costs.

Following initial recognition, such securities are recorded at a fair value. The changes of other fair value are recognized directly in equity, until such investments are sold or impaired, where the previous cumulative profit recognized in equity shall be recognized in a profit and loss report based on the weighted average method.

The interest income is recognized in the profit and loss report by using the effective interest method, and interest income generated from EBA securities is charged as Bank's income tax.

The Bank limits investment in EBA securities to Rp. 50 billion and its application shall be approved and recommended by the Treasury and Capital Market Director and Integrated Risk Director. In addition, EBA securities shall be recorded as securities available for sale (AFS). Currently, EBA exposure held by the Bank as a Senior Investor uses Moody's ratings.

The following is the List of Disclosures of Quantitative Transactions of Danamon Asset Securitization.

4.1.a. Disclosure of Securitization Transactions-Bank Standalone

(Rp million)

No.	Securitization Exposure	December 31, 2015					
		Value of Securitized Asset	Impaired Securitized Assets		Profit/ Loss from Securitization Activity	Risk Weighted Asset	Capital Deduction
			Past Due	Non-Past Due			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Bank acting as First Creditor						
2	Bank acting as Credit Enhancement Provider						
	a. First Risk Insurer Facility						
	b. Second Risk Insurer Facility						
3	Bank acting as Liquidity Facility Provider						
4	Bank acting as Service Provider						
5	Bank acting as Custodian Bank						
6	Bank acting as Investor						
	a. Senior Tranche					2,041	
	Exposure Types: Asset Backed Securities						
	b. Junior Tranche						

4.1.b. Disclosure of Securitization Transactions-Consolidated

(Rp million)

No.	Securitization Exposure	December 31, 2015					
		Value of Securitized Asset	Impaired Securitized Assets		Profit/ Loss from Securitization Activity	Risk Weighted Asset	Capital Deduction
			Past Due	Non-Past Due			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Bank acting as First Creditor						
2	Bank acting as Credit Enhancement Provider						
	a. First Risk Insurer Facility						
	b. Second Risk Insurer Facility						
3	Bank acting as Liquidity Facility Provider						
4	Bank acting as Service Provider						
5	Bank acting as Custodian Bank						
6	Bank acting as Investor						
	a. Senior Tranche					2,041	
	Exposure Types: Asset Backed Securities						
	b. Junior Tranche						

	December 31, 2014					
	Value of Securitized Asset	Impaired Securitized Assets		Profit/ Loss from Securitization Activity	Risk Weighted Asset	Capital Deduction
		Past Due	Non-Past Due			
	(9)	(10)	(11)	(12)	(13)	(14)
					9,550	

	December 31, 2014					
	Value of Securitized Asset	Impaired Securitized Assets		Profit/ Loss from Securitization Activity	Risk Weighted Asset	Capital Deduction
		Past Due	Non-Past Due			
	(9)	(10)	(11)	(12)	(13)	(14)
					9,550	

Calculation of the Standardized Approach of Credit Risk Weighted Assets-Bank Standalone

5.1.1. Disclosure of Asset Exposures in the Balance Sheet

(Rp million)

No.	Portfolio Category	December 31, 2015			December 31, 2014		
		Net Receivables	RWA before CRM	RWA after CRM	Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Receivables on Sovereigns	28,693,263	-	-	23,742,503	-	-
2	Receivables on Public Sector Entities	1,090,047	500,073	499,994	569,205	191,378	191,378
3	Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables on Banks	9,453,241	3,015,495	3,015,294	10,910,668	3,078,046	3,068,484
5	Loans Secured by Residential Property	2,202,859	781,600	781,600	1,949,229	690,628	690,628
6	Loans Secured by Commercial Real Estate	1,018,673	1,018,673	924,844	856,902	856,902	725,021
7	Employee/Retired Loans	-	-	-	-	-	-
8	Receivables on Micro, Small Business & Retail Portfolio	40,125,830	30,094,372	30,019,479	46,928,973	35,196,730	35,108,742
9	Receivables on Corporate	58,724,757	57,484,027	55,134,924	63,200,666	62,026,337	59,900,949
10	Past Due Receivables	1,968,535	2,933,496	2,933,496	1,433,942	2,139,121	2,139,121
11	Other Assets	6,244,420	-	3,687,373	6,414,362	-	3,703,812
TOTAL		**149,521,625**	**95,827,736**	**96,997,004**	**156,006,450**	**104,179,142**	**105,528,135**

5.1.2. Disclosure of Commitments/Contingencies Exposure for Off Balance Sheet Transactions

(Rp million)

No.	Portfolio Category	December 31, 2015			December 31, 2014		
		Net Receivables	RWA before CRM	RWA after CRM	Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Receivables on Sovereigns	-	-	-	-	-	-
2	Receivables on Public Sector Entities	60,701	30,351	30,065	17,963	8,982	8,949
3	Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables on Banks	6,818	2,876	2,876	14,460	5,057	5,057
5	Loans Secured by Residential Property	1,660	584	584	3,211	1,124	1,124
6	Loans Secured by Commercial Real Estate	8	8	8	-	-	-
7	Employee/Retired Loans	-	-	-	-	-	-
8	Receivables on Micro, Small Business & Retail Portfolio	810,476	607,857	590,519	1,288,539	966,404	914,572
9	Receivables on Corporate	2,556,697	2,556,697	2,435,896	2,437,216	2,437,216	1,827,131
10	Past Due Receivables	-	-	-	-	-	-
TOTAL		**3,436,360**	**3,198,373**	**3,059,948**	**3,761,389**	**3,418,783**	**2,756,833**

5.1.3. Disclosure of Exposures causing Counterparty Credit Risk

(Counterparty Credit Risk)

(Rp million)

No.	Portfolio Category	December 31, 2015			December 31, 2014		
		Net Receivables	RWA before CRM	RWA after CRM	Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Receivables on Sovereigns	13,499	-	-	768,509	-	-
2	Receivables on Public Sector Entities	-	-	-	1,883	941	941
3	Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables on Banks	345,015	161,087	161,087	332,811	158,343	158,343
5	Receivables on Micro, Small Business & Retail Portfolio	13,421	10,066	10,066	4,225	3,169	3,169
6	Receivables on Corporate	93,874	93,874	93,874	30,184	30,184	30,184
TOTAL		**465,809**	**265,027**	**265,027**	**1,137,612**	**192,637**	**192,637**

5.1.4. Disclosure of Exposures causing Credit Risk due to Settlement Risk (Settlement Risk)

(Rp million)

No.	Portfolio Category	December 31, 2015			December 31, 2014		
		Net Receivables	RWA before CRM	RWA after CRM	Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Delivery versus Payment	-	-	-	-	-	-
	a. Capital Charge 8% (5-15 days)	-	-	-	-	-	-
	b. Capital Charge 50% (16-30 days)	-	-	-	-	-	-
	c. Capital Charge 75% (31-45 days)	-	-	-	-	-	-
	d. Capital Charge 100% (more than 45 days)	-	-	-	-	-	-
2	Non-delivery versus Payment	-	-	-	-	-	-
TOTAL		**-**	**-**	**-**	**-**	**-**	**-**

5.1.5. Disclosure of Securitization Exposures

(Rp million)

No.	Portfolio Category	December 31, 2015		December 31, 2014	
		Capital Deduction Factor	RWA after CRM	Capital Deduction Factor	RWA after CRM
(1)	(2)	(3)	(4)	(3)	(4)
1	Qualified Enhancement Credit Facility	-	-	-	-
2	Unqualified Enhancement Credit Facility	-	-	-	-
3	Qualified Liquidity Facility	-	-	-	-
4	Unqualified Liquidity Facility	-	-	-	-
5	Qualified Purchase of Assets-Backed Security	-	2,041	-	9,550
6	Unqualified Purchase of Assets-Backed Security	-	-	-	-
7	Securitization Exposure which is not included in the regulation of Bank Indonesia regarding prudent principles in activating banks assets securitization	-	-	-	-
TOTAL		**-**	**2,041**	**-**	**9,550**

5.1.6. Disclosure of Exposures in Syariah Business Unit

(Rp million)

No.	Portfolio Category	December 31, 2015		December 31, 2014	
		Capital Deduction Factor	RWA after CRM	Capital Deduction Factor	RWA after CRM
(1)	(2)	(3)	(4)	(3)	(4)
1	Total Exposure	-	3,049,149	-	2,281,730
TOTAL		**-**	**3,049,149**	**-**	**2,281,730**

5.1.7. Disclosure of Total Credit Risks Measurement

(Rp million)

	December 31, 2015	December 31, 2014
Total Credit Risk RWA	**103,373,168**	**110,768,885**
Total Capital Deduction Factor	**-**	**-**

Calculation of the Standardized Approach of Credit Risk Weighted Assets-Consolidated

5.2.1. Disclosure of Assets Exposures in the Balance Sheet

(Rp million)

No.	Portfolio Category	December 31, 2015			December 31, 2014		
		Net Receivables	RWA before CRM	RWA after CRM	Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Receivables on Sovereigns	28,693,386	-	-	23,742,503	-	-
2	Receivables on Public Sector Entities	1,090,618	500,358	500,279	569,205	191,378	191,378
3	Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables on Banks	9,728,234	3,070,493	3,070,292	11,218,503	3,139,613	3,130,051
5	Loans Secured by Residential Property	2,202,859	781,600	781,600	1,949,229	690,628	690,628
6	Loans Secured by Commercial Real Estate	1,018,673	1,018,673	924,844	856,902	856,902	725,021
7	Employee/Retired Loans	-	-	-	-	-	-
8	Receivables on Micro, Small Business & Retail Portfolio	65,250,492	48,937,869	48,862,976	75,457,796	56,593,347	56,505,360
9	Receivables on Corporate Portfolio	58,929,294	57,744,743	55,395,640	63,130,443	62,012,293	59,886,905
10	Past Due Receivables	2,321,506	3,462,952	3,462,952	1,814,774	2,710,369	2,710,369
11	Other Assets	7,300,596	-	4,585,239	7,348,324	-	4,509,825
TOTAL		**176,535,658**	**115,516,688**	**117,583,822**	**186,087,679**	**126,194,530**	**128,349,537**

5.2.2. Disclosure of Commitment Exposures/Contingency on Administrative Account Transactions

(Rp million)

No.	Portfolio Category	December 31, 2015			December 31, 2014		
		Net Receivables	RWA before CRM	RWA after CRM	Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Receivables on Sovereigns	-	-	-	-	-	-
2	Receivables on Public Sector Entities	60,701	30,351	30,065	17,963	8,982	8,949
3	Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables on Banks	6,818	2,876	2,876	14,460	5,057	5,057
5	Loans Secured by Residential Property	1,660	584	584	3,211	1,124	1,124
6	Loans Secured by Commercial Real Estate	8	8	8	-	-	-
7	Employee/Retired Loans	-	-	-	-	-	-
8	Receivables on Micro, Small Business & Retail Portfolio	810,476	607,857	590,519	1,288,539	966,404	914,572
9	Receivables on Corporate	2,556,697	2,556,697	2,435,896	2,437,216	2,437,216	1,827,131
10	Past Due Receivables	-	-	-	-	-	-
TOTAL		**3,436,360**	**3,198,373**	**3,059,948**	**3,761,389**	**3,418,783**	**2,756,833**

5.2.3. Disclosure of Exposures causing Counterparty Credit Risk

(Counterparty Credit Risk)

(Rp million)

No.	Portfolio Category	December 31, 2015			December 31, 2014		
		Net Receivables	RWA before CRM	RWA after CRM	Net Receivables	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Receivables on Sovereigns	13,499	-	-	768,509	-	-
2	Receivables on Public Sector Entities	-	-	-	1,883	941	941
3	Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Receivables on Banks	1,230,963	604,060	604,060	875,290	429,582	429,582
5	Receivables on Micro, Small Business & Retail Portfolio	13,421	10,066	10,066	4,225	3,169	3,169
6	Receivables on Corporate	93,874	93,874	93,874	30,184	30,184	30,184
TOTAL		**1,351,757**	**708,000**	**708,000**	**1,680,091**	**463,876**	**463,876**

5.2.4. Disclosure of Exposures causing Credit Risk due to Settlement Risk (Settlement Risk)

(Rp million)

No.	Portfolio Category	December 31, 2015			December 31, 2014		
		Exposure Value	RWA before CRM	RWA after CRM	Exposure Value	RWA before CRM	RWA after CRM
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Delivery versus Payment	-	-	-	-	-	-
	a. Capital Charge 8% (5-15 days)	-	-	-	-	-	-
	b. Capital Charge 50% (16-30 days)	-	-	-	-	-	-
	c. Capital Charge 75% (31-45 days)	-	-	-	-	-	-
	d. Capital Charge 100% (more than 45 days))	-	-	-	-	-	-
2	Non-delivery versus Payment	-	-	-	-	-	-
TOTAL		**-**	**-**	**-**	**-**	**-**	**-**

5.2.5. Disclosure of Securitization Exposures

(Rp million)

No.	Portfolio Category	December 31, 2015		December 31, 2014	
		Capital Deduction Factor	RWA after CRM	Capital Deduction Factor	RWA after CRM
(1)	(2)	(3)	(4)	(3)	(4)
1	Qualified Enhancement Credit Facility	-	-	-	-
2	Unqualified Enhancement Credit Facility	-	-	-	-
3	Qualified Liquidity Facility	-	-	-	-
4	Unqualified Liquidity Facility	-	-	-	-
5	Qualified Purchase of Assets-Backed Security	-	2,041	-	9,550
6	Unqualified Purchase of Assets-Backed Security	-	-	-	-
7	Securitization Exposure which is not included in the regulation of Bank Indonesia regarding prudent principles in activating banks assets securitization	-	-	-	-
TOTAL		**-**	**2,041**	**-**	**9,550**

5.2.6. Disclosure of Exposures in Syariah Business Unit

(Rp million)

No.	Portfolio Category	December 31, 2015		December 31, 2014	
		Capital Deduction Factor	RWA after CRM	Capital Deduction Factor	RWA after CRM
(1)	(2)	(3)	(4)	(3)	(4)
1	Total Exposure	-	3,049,149	-	2,281,730
TOTAL		**-**	**3,049,149**	**-**	**2,281,730**

5.2.7. Disclosure of Total Credit Risks Measurement

(Rp million)

	December 31, 2015	December 31, 2014
Total RWA for Credit Risk	**124,402,960**	**133,861,526**
Total Capital Deduction Factor		

B. MARKET RISK

Market Risk Management covers the management and monitoring of all risks faced by banks as a result of movements against market factors. Market factors include (but are not limited to) interest rate, FX, interest rate movement and FX movement risks.

As a consequence of the daily activities of the Bank, market risks arise from two different areas and are separately managed. First, there is risk from treasury trading activities and second, there is risk due to the gap of interest rates on the balance sheet. Furthermore, the former area is defined as risk in Trading Book while the latter is defined as the Interest Rate Risk in Banking Book. Market Risk Management applies to both risks.

Market Risk Management Organization

Market Risk Management Organization is a top-down process in the Bank's organization, starting from the Risk Monitoring Committee, the Board of Directors through Asset & Liabilities Committee (ALCO), and senior management actively involved in the planning, approval, review, and study of all risks involved.

Market Risk Management Implementation

Market Risk Management Implementation is carried out through a process of identification, measurement, and monitoring, and is supported by the implementation of management information systems. Market risk is managed by Market and Liquidity Risk (MLR) Management Division (as the Second line of defense), which is an independent function in the Bank, which develops, implements and maintains a comprehensive and integrated market risk framework including qualitative and quantitative methodologies/tools to identify, measure, aggregate, manage, monitor, control and report market risks.

1. **Trading Risk**

   Trading risk is primarily managed by a limit structure and monitored by the Market & Liquidity Risk (MLR) Management division on daily basis.

2. **Interest Rate Risk in Banking Book**

   Interest rate risk is exposure over the financial conditions of a bank, moving opposite to the movement of interest rates (adverse movement). The risk element is an inherent part of the banking business. Good risk management could turn an exposure to be an additional source of income which could increase value for shareholders. However, excessive exposure to the interest rate risk could cause a significant threat to a bank's income and capital of the bank. Monitoring of interest rate risk on the banking book is carried out daily by the Market and Liquidity Risk Division.

Risk Factors

Risk factors are defined as variables that cause changes in the value of a financial instrument or a portfolio in a financial instrument, either on or off-balance sheet. Fundamental market risk factors that will be included in the risk measurement systems are:

1. Foreign Exchange (FX)
2. Interest Rate
3. Equity
4. Commodity
5. Options.

The risk factors may occur separately or in a combination of several risk factors, if the Bank's products or activities have several risk factors to be managed; however, in this context market risk management in Indonesian banking is limited to interest rate and FX risk.

Measurement, Monitoring, and Controlling of Market Risks

In general, market risk is measured to cover foreign exchange risk and interest rate, recorded in the trading book and banking book of the Bank. The process of measuring market risk covers the

valuation of financial instruments, calculation of market risk capital charge, stress testing and sensitivity analysis. The measurement methods used are based on regulatory requirements and general banking standards of market risk management. The monitoring and controlling processes are carried out by applying a market limit mechanism as well as a limit on the trading and banking books which includes the monitoring on the utilization of Treasury limits. MLR independently conducts monitoring on the limits related to market risk on a daily basis and refers to the risk appetite and business strategy direction set by the management.

Minimum Capital Adequacy

The Bank is committed to meet the Minimum Capital Adequacy (KPMM) stipulated by the regulator. Therefore, each month the Bank will calculate the Risk Weighted Assets (ATMR) by using a standardized approach. In the calculation, the Bank takes two exposures into account, namely, interest rate exposure and FX exposure. Interest rate exposure consists of specific risks and general risks, including debt, debt related instruments, and interest rate derivatives on the trading book. On the other hand, FX exposure is targeted at foreign exchange risk on trading book and banking book.

Quantitative Disclosure of Market Risk

6.1. Disclosure of Market Risks by Using Standardized Approach

(Rp million)

No.	Type of Risk	December 31, 2015				31 December 2014			
		Bank		Consolidated		Bank		Consolidated	
		Capital Charge	RWA	Capital Charge	RWA	Capital Charge	RWA	Capital Charge	RWA
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
1	Interest Rate Risk		345,338		345,338		104,213		104,213
	a. Specific Risk	-	-	-	-	-	-	-	-
	b. General Risk	27,627	345,338	27,627	345,338	8,337	104,213	8,337	104,213
2	Foreign Exchange Risk	7,491	93,634	7,536	94,200	21,331	266,643	21,438	267,975
3	Equity Risk *)	-	-	-	-	-	-	-	-
4	Commodity Risk *)	-	-	-	-	-	-	-	-
5	Option Risk	-	-	-	-	-	-	-	-
	Total	**35,118**	**438,972**	**35,163**	**439,538**	**29,668**	**370,855**	**29,775**	**372,188**

C. LIQUIDITY RISKS

A bank is exposed to liquidity risks arising from various business aspects. Liquidity risk arises due to the gaps between assets and liabilities of the Bank. Liquidity risk Management is one of the Bank's Key Success Factors in managing its business.

In general, liquidity risk in Danamon is managed based on the following:

- The difference of liquidity risk characteristics and sources.
- Funding strategy (including source varieties).
- Infrastructure readiness to ensure alignment with Basel III Liquidity Risk.

Liquidity risk is key in managing the Bank's risks; thus, the implementation of Liquidity Risk management must be sustainable.

Liquidity Risk Management Organization

The management of liquidity risk is a top-down process, which begins with the Risk Monitoring Committee (RMC), the Board of Directors through the Assets and Liabilities Committee (ALCO) and senior management, which are actively involved in the planning, ratification, review and assessment of all existing risks.

In order to evaluate the fulfillment of liquidity, ALCO has a wide scope of authority delegated by the Board of Directors to manage structure of the assets, liabilities and funding strategy of the Bank. ALCO focuses on liquidity management with the following objectives:

- To understand the various liquidity risk sources and integrate the characteristics and risks of various liquidity sources especially under stress conditions.
- To develop a comprehensive risk approach to ensure compliance with the overall risk appetite.
- To determine relevant funding strategies to meet liquidity requirements (including consolidating all funding sources).
- To develop effective contingency plans.
- To increase resilience in case of a sharp decline of liquidity risk and demonstrate the Bank's ability to address closure of one or more financial markets by ensuring funding can be generated through a variety of funding sources.

ALCO as the Bank's senior management committee serves as the apex body assigned to oversee and evaluate the structure and trends of the balance sheet in terms of liquidity, interest rates, and capital management. This includes the establishment of policies and procedures, the determination of a limit framework, and evaluation of strategies on the balance sheet with an aim to providing adequate liquidity and capital for the Bank and a diversified funding structure.

Liquidity Risk Indicator

To evaluate whether a potential liquidity problem may be brewing, the Bank has a range of internal indicators and market indicators which can warn the Bank of the threat of a liquidity crisis.

Internal Indicators	Market Indicators
1. Impairment of asset quality. 2. Excessive concentration on specific assets and sources of funding. 3. The decrease in income and interest rate margin. 4. The increase in overall funding costs. 5. A sudden increase of assets through unstable wholesale funding. 6. A decrease in cash flow position indicated by the widening of a negative position on maturity disparity especially in the short term.	1. Credit rating downgrade. 2. Ongoing decline of Bank stock prices. 3. Widening spread on senior loans and subordinated loans of banks. 4. Decrease of credit lines from connected banks. 5. Unwillingness of partners to extend transactions without guarantee or transactions with a longer period of time. 6. Increasing trend deposit withdrawals from Bank. 7. External financial crisis. 8. Prolonged tight liquidity conditions.

Liquidity Risk Measurement

In general, liquidity risk control measurement may be grouped into regulatory measurement and internal, or non-regulatory, measurement.

Currently, the Bank has conducted regulatory liquidity risk measurement, which includes:

1. Loan to Funding Ratio (LFR)

   Loan to Funding Ratio or LFR is a credit ratio provided to a third party in Rupiah and foreign currencies, excluding credit to other banks, against:

- third party covering current account, savings account, and time deposit both in Rupiah and foreign currencies, excluding interbank funds; and
- Securities both in Rupiah and foreign currencies which meet certain requirements issued by the Bank to secure funding sources.

2. Primary Reserve Requirements
   Primary Reserve Requirements are minimum deposits in Rupiah which have to be maintained by the Bank in the form of Current Account balance at Bank Indonesia in which the amount is set by Bank Indonesia at a certain percentage of Third Party Funds.

3. Secondary Reserve Requirements
   Secondary Reserve Requirements are minimum reserves which have to be maintained by the Bank in the form of Bank Indonesia certificates, Government Securities and/or Excess Reserve, in which the amount is set by Bank Indonesia at a certain percentage of Third Party Funds.

To measure regulatory liquidity risk, the Bank may internally set additional thresholds from those pre-set by regulation, as long as such thresholds are more conservative than those set by regulation.

Other than regulatory liquidity risk measurement, the Bank may implement other internal measurements which are normally used by liquidity risk management.

Currently, the Bank has also conducted Basel III Liquidity Risk standard measurements, specifically:

a. Liquidity Coverage Ratio (LCR)
   The purpose of this standard is to ensure that the Bank retains a sufficient level of unencumbered and high quality assets which are convertible into cash to fulfill liquidity requirements within 30 calendar days' under a severe liquidity stress scenario as defined by the Supervisor. At minimum, liquid asset stocks will enable the Bank to maintain its operations for up to 30 days of the stress scenario, by which time it is assumed that appropriate corrective actions have been made by the Management and/or Supervisor.

b. Net Stable Funding Ratio (NSFR)
   The purpose of this liquidity standard is to enhance resilience within a longer time span (1 year) by setting additional incentives to the Bank to fund Bank operations through more stable and sustainable funding.

   The implementation of LCR and NSFR in Indonesia complies to the regulations and guidelines issued by the Financial Services Authority. Thus, the Bank will be able to meet LCR and NSFR standards when such standards have officially been implemented by the Financial Services Authority.

Monitoring and Mitigation of Liquidity Risks

The Bank manages liquidity risks through liquidity gap analysis and liquidity ratio. Liquidity risks are measured and monitored on a daily basis based on the limit framework of liquidity risks.

Targets and indicators consist of balance sheet ratios and analyses which provide illustrations at various liquidity profiles. The Bank uses various types of target and third party indicators. Studies on stress conditions have been conducted periodically to ensure funds availability at the time of stress conditions.

Contingency Funding Plan

An event of liquidity stress is an emergency situation with the potential to affect a bank's liquidity position substantially. To anticipate liquidity crisis, the Bank maintains a Contingency Funding Plan (CFP) which formally establishes strategies in facing a liquidity crisis and procedures to compensate for cash flow deficits during such emergency situation.

CFP should comprehensively describe contingency management strategies, escalation procedures, and responsibilities in dealing with an event such as liquidity stress.

D. OPERATIONAL RISKS

Operational Risk is a risk of loss arising from the inadequacy or failure of internal processes, human error, systems failure or due to an external event, which affects the Bank's operational activities.

In determining the scope of operational risk management policies, a definition of operational risk has been specified in the Regulation of Bank Indonesia (PBI No. 05/PBI/8/2003) and its amendment (PBI No. 11/25/PBI/2009), where the legal risk, business risk, strategic and reputation risk is not included in the operational risk category.

The Bank's approach to Operational Risk management is to define the best mitigation strategy to get optimum balance between operational risk exposure, effectiveness of control mechanism, and creating risk appetite as a Bank strategy by a consistent implementation of a comprehensive Operational Risk Management ("ORM").

Major components of Operational Risk Management Framework which are being consistently applied are: Three lines of defense in implementing ORM framework, The "Three Lines of Defense" concept has been implemented as follows:

Business and supporting units as the executor of the risk management process, the ORM at Line of Business and Support Function, and Internal Control functions in each Risk Taking Unit act as the first line of defense in day-to-day execution of implementation of operational risk management. They are responsible for identifying, managing, mitigating, and reporting on Operational Risk.

The ORM Division together with the Compliance and Legal Division act as the second line of defense which is responsible for overseeing operational risk management in the Bank.

The ORM Division is responsible for designing, interpreting, developing, and maintain the overall operational risk management framework, monitoring the RTU's adherence to the framework, ensuring the control adequacy of policies and procedures, and acting as the coordinator/facilitator of the overall operational risk management activities to ensure its effectiveness.

Meanwhile, the Internal Auditors independently perform the role as the third line of defense to identify any weaknesses that have been found in operational risk management and assess the implementation of operational risk management in line with governance.

The Board of Directors and Board of Commissioners are responsible for overseeing the effectiveness of the overall operational risk management framework as well as its execution.

Operational Risk Management

The operational risk management framework of the Bank and its subsidiaries is implemented in an integrated fashion, the process of which consists of identifying, assessing/measuring, monitoring as well as managing risk.

The process involves:

1) Risk identification is used to identify and analyze inherent risk in new products and/or changes to products, services and processes. The Risk identification also ensures adequate preventive control adequacy over all the processes.

2) Risk measurement at the operating unit level is supported by the Risk/Loss Event Database (R/LED), Risk Control Self Assessment (RCSA), Key Risk Indicator (KRI) and Capital Charge Calculation & Modeling to measure the Bank's risk profile quantitatively and be used to identify the effectiveness of operational risk management.

The measurement of operational risks maintains the use of the basic indicator approach based on the Circular Letter of Bank Indonesia No. 11/3/DPNP dated 27 January 2009. Based on this Circular Letter, the capital costs of operational risk were 15% of average gross income during the last three years.

Individual and consolidated Bank's quantitative operational risk disclosure are illustrated in the following tables.

7.1.a. Quantitative Exposure of Operational Risks-Bank Standalone
(Rp million)

No.	Indicator Approach	December 31, 2015			December 31, 2014		
		Average Gross Income in the past 3 years	Capital Charge	RWA	Average Gross Income in the past 3 years	Capital Charge	RWA
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Basic Indicator Approach	13,022,144	1,953,322	24,416,521	11,847,591	1,777,139	22,214,233
	Total	**13,022,144**	**1,953,322**	**24,416,521**	**11,847,591**	**1,777,139**	**22,214,233**

7.1.b. Quantitative Exposure of Operational Risks-Consolidated
(Rp million)

No.	Indicator Approach	December 31, 2015			December 31, 2014		
		Average Gross Income in the past 3 years	Capital Charge	RWA	Average Gross Income in the past 3 years	Capital Charge	RWA
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Basic Indicator Approach	18,092,372	2,713,856	33,923,198	17,099,050	2,564,858	32,060,719
	Total	**18,092,372**	**2,713,856**	**33,923,198**	**17,099,050**	**2,564,858**	**32,060,719**

3) Operational risk monitoring through regular reports to management to identify issues related to weakness or failure of control functions.

The establishment of the Operational Risk Management Committee is designed as a forum to discuss significant operational risk issues and to monitor the implementation of ORM.

Through the ORMC, the BoD can be informed of operational risk issues, and immediate action can be taken.

As part of the Bank's efforts to improve the monitoring of operational risk, the following are some of the efforts that have been implemented and will continue to be improved:

Expansion of recording coverage, analysis and risk event reports in a more detailed manner to ascertain the position of the Bank concerning existing problems relevant to operational risks.

Development of an Operational Risk Management System (ORMS) application to improve the effectiveness of operational risk management.

Effectiveness of ORM tools such as Risk/Loss Event Database, Risk Control Self-Assessment and Key Risk Indicators used to identify the operational risk potential and enable preventive measures.

In addition, one of the primary mitigations of operational risks is the implementation of coordinated and comprehensive insurance through maximum insurance policy coverage towards the Bank's operational risk exposure.

4). Risk controlling and mitigation is conducted amongst others through ensuring operational policy and control adequacy in all operational procedures.

Insurance Management is conducted as a major operational risk mitigation effort and is conducted in a well-coordinated manner to ensure optimum balance between operational risk exposures, effectiveness of control mechanisms, insurance coverage, premium expenses and the Bank's risk appetites.

Supporting infrastructure

The implementation of the comprehensive ORM process is supported by the ORMS (Operational Risk Management System), an internally designed online real-time tool. The ORMS has the following functions:

- Risk Loss Event recording;
- Key Risk Indicator monitoring;
- Risk Control Self Assessment;
- Reporting.

The ORMS strengthens the capture, analysis and reporting of operational risk data by enabling risk identification, assessment and measurement, monitoring and controlling and mitigating to be conducted in an integrated manner, thereby enhancing the effectiveness of operational risk management in the Bank.

The ORM also has an E-Learning feature, developed to increase awareness on the importance of operational risk. The E-learning has been and is implemented for all employees and management of the Bank.

Business Continuity Management (BCM)

BCM was created as the Bank's preventive measures in the event of worst case scenario that could affect the Bank's operational sustainability, and it also provides a framework to develop resilience and the ability to effectively guard against incidents severly affecting the Bank and its Subsidiaries in order to safeguard stakeholders' interests, reputation, brand, and essential business activities. This program and the BCM framework are designed for effective implementation down to the subsidiaries, in which the objectives are to ensure the sustainability of business processes and operations in times of crisis or disasters; hence, impacts on the Bank's services and reputational risks may be minimized and the Bank's recovery and resilience improved with the Bank's and its Subsidiaries ongoing operations accordingly maintained.

BCM-related programs in Danamon involve, and are fully supported by, all management in the planning, preparation, maintenance, supervision, testing stages, through to continuous improvement. With this solid support, Danamon has been able to protect and refine its sustainability in handling all incidents throughout 2015 and successfully retained ISO22301:2012-BCMS certification. As the chair of the BCM Forum Indonesia in which the members are BCM professionals across various industries in Indonesia, the 9th BCM Forum was successfully conducted in 2015.

Fraud &QA

The Bank mitigates and manages risks arising due to from fraud through the anti fraud strategy framework described in "Fraud Management Policies and Framework", which has been implemented in the Bank's branches and Subsidiaries. These policies and strategies are in line with the Circular Letter of Bank Indonesia No. 13/28/DPNP on the implementation of anti-fraud strategies for commercial banks on which Danamon has reported to the OJK every semester. In implementing policies, the Bank has consistently implemented the 4 pillar interrelated fraud control strategy, consisting of prevention; detection; investigation, reporting & sanctions; and monitoring, evaluation, and follow-up.

Fraud can affect any part of an institution, and the Bank needs to remain vigilant and put more emphasis on internal control and risk management

The Bank has implemented the pillars through various initiatives by involving employees and systems including continuous improvement on the effectiveness of internal control, active supervision from the management as well as development of culture and concern for Anti-Fraud across all levels of the Bank's organization.

Implementation of Quality Assurance and Internal Control on each unit of the Bank refers to the general practices in the industry (COSO), application of quantitative measurement as well as bank wide control effectiveness, implementation of the Maturity Model approach for the QA Unit in addition to cross validation with a control mechanism conducted by independent parties (Internal Audit). The Focus of QA for this year and coming years is to develop an integrated, effective, measurable, and informative QA application system which will be implemented across the QA Unit in the Bank and subsidiaries.

8.1.a Disclosure of Maturity Profile for Rupiah-Bank Standalone

(Rp million)

No.	Items	December 31, 2015					
		Balance	Maturity				
			≤1 month	>1-3 months	>3-6 months	>6-12 months	>12 months
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
I	**BALANCE SHEET**						
	A. Assets						
	1. Cash	2,428,659	2,428,659	-	-	-	-
	2. Placements with Bank Indonesia	8,661,508	7,241,898	842,196	242,628	334,786	-
	3. Placements with Other Banks	3,003,677	626,161	561,458	81,604	578,788	1,155,666
	4. Marketable Securities	7,301,345	485,634	836,443	703,097	910,907	4,365,264
	5. Loans	92,842,556	8,664,398	12,486,170	9,974,646	11,144,608	50,572,734
	6. Other Receivables	548,466	102,682	205,274	235,485	-	5,025
	7. Others	883,128	58,227	25,218	6,161	-	793,522
	Total Assets	**115,669,339**	**19,607,659**	**14,956,759**	**11,243,621**	**12,969,089**	**56,892,211**
	B. Liabilities						
	1. Deposits from Customers	86,309,735	10,287,746	5,982,820	2,918,659	1,807,881	65,312,629
	2. Liabilities with Bank Indonesia	-	-	-	-	-	-
	3. Liabilities with Other Banks	2,402,148	1,896,528	246,789	249,696	9,135	-
	4. Securities issued	-	-	-	-	-	-
	5. Borrowings	7,130	-	-	-	-	7,130
	6. Other Liabilities	316,970	15,055	19,310	3,569	15,866	263,170
	7. Others	2,410,984	13,120	1,645	-	-	2,396,219
	Total Liabilities	**91,446,967**	**12,212,449**	**6,250,564**	**3,171,924**	**1,832,882**	**67,979,148**
	On Balance Sheet Assets and Liabilities Differences	**24,222,372**	**7,395,210**	**8,706,195**	**8,071,697**	**11,136,207**	**(11,086,937)**
II	**OFF BALANCE SHEET**						
	A. Off Balance Sheet Receivables						
	1. Commitments	-	-	-	-	-	-
	2. Contingencies	-	-	-	-	-	-
	Total Off Balance Sheet Receivables	-	-	-	-	-	-
	B. Off Balance Sheet Liabilities						
	1. Commitments	556,905	100,475	123,335	31,496	250,437	51,162
	2. Contingencies	2,984,967	461,917	410,756	715,752	1,045,238	351,304
	Total Off Balance Sheet Receivables	3,541,872	562,392	534,091	747,248	1,295,675	402,466
	Off Balance Sheet Assets and Liabilities Differences	(3,541,872)	(562,392)	(534,091)	(747,248)	(1,295,675)	(402,466)
	Differences [(IA-IB)+(IIA-IIB)]	20,680,500	6,832,818	8,172,104	7,324,449	9,840,532	(11,489,403)
	Cumulative Differences	20,680,500	6,832,818	15,004,922	22,329,371	32,169,903	20,680,500

	December 31, 2014*					
	Balance	Maturity				
		≤1 month	>1-3 months	>3-6 months	>6-12 months	>12 months
	(9)	(10)	(11)	(12)	(13)	(14)
	2,566,048	2,566,048	-	-	-	-
	12,173,212	7,564,121	1,608,894	1,170,530	1,829,667	-
	3,049,426	562,675	224,572	135,022	896,851	1,230,306
	8,449,716	138,265	359,229	2,877,396	1,706,462	3,368,364
	96,730,279	7,815,561	12,133,834	11,161,899	13,478,702	52,140,283
	582,023	377,662	19,782	179,211	-	5,368
	863,721	66,546	27,095	7,011	-	763,069
	124,414,425	**19,090,878**	**14,373,406**	**15,531,069**	**17,911,682**	**57,507,390**
	89,606,369	12,349,700	7,932,669	6,084,139	10,452,625	52,787,236
	-	-	-	-	-	-
	2,874,188	2,403,307	20,294	19,409	416,117	15,061
	529,972	-	-	-	529,972	-
	-	-	-	-	-	-
	1,017,997	56,389	4,482	750,000	-	207,126
	2,317,593	11,790	20	-	-	2,305,783
	96,792,868	**14,821,186**	**7,957,465**	**6,853,548**	**11,398,714**	**55,761,955**
	27,621,557	**4,269,692**	**6,415,941**	**8,677,521**	**6,512,968**	**1,745,435**
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	507,063	27,825	104,860	13,789	273,466	87,123
	2,910,891	377,701	552,469	640,041	1,144,562	196,118
	3,417,954	405,526	657,329	653,830	1,418,028	283,241
	(3,417,954)	(405,526)	(657,329)	(653,830)	(1,418,028)	(283,241)
	24,650,352	3,864,166	5,758,612	8,023,691	5,094,940	1,462,194
	24,203,603	3,864,166	9,622,778	17,646,469	22,741,409	24,203,603

8.1.b Disclosure of Maturity Profile for Rupiah-Consolidated

(Rp million)

No.	Items	December 31, 2015					
		Balance	Maturity				
			≤1 month	>1-3 months	>3-6 months	>6-12 months	>12 months
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
I	**BALANCE SHEET**						
	A. Assets						
	1. Cash	2,586,969	2,586,969	-	-	-	-
	2. Placements with Bank Indonesia	8,661,508	7,241,898	842,196	242,628	334,786	-
	3. Placements with Other Banks	3,278,159	900,643	561,458	81,604	578,788	1,155,666
	4. Marketable Securities	7,232,291	485,634	836,443	703,097	910,907	4,296,210
	5. Loans	117,407,859	8,807,217	12,769,296	10,844,833	14,349,219	70,637,294
	6. Other Receivables	2,109,839	107,574	209,825	253,827	52,503	1,486,110
	7. Others	1,349,045	455,685	35,012	21,426	2,710	834,212
	Total Assets	**142,625,670**	**20,585,620**	**15,254,230**	**12,147,415**	**16,228,913**	**78,409,492**
	B. Liabilities						
	1. Deposits from Customers	85,562,425	9,540,436	5,982,820	2,918,659	1,807,881	65,312,629
	2. Liabilities with Bank Indonesia	-	-	-	-	-	-
	3. Liabilities with Other Banks	2,402,148	1,896,528	246,789	249,696	9,135	-
	4. Securities issued	9,851,134	-	838,866	-	3,342,910	5,669,358
	5. Borrowings	6,622,878	1,550,000	1,790,486	1,652,693	1,629,646	53
	6. Other Liabilities	322,048	19,961	19,320	3,598	15,943	263,226
	7. Others	4,512,164	1,198,665	317,715	226,592	1,120	2,768,072
	Total Liabilities	**109,272,797**	**14,205,590**	**9,195,996**	**5,051,238**	**6,806,635**	**74,013,338**
	On Balance Sheet Assets and Liabilities Differences	**33,352,873**	**6,380,030**	**6,058,234**	**7,096,177**	**9,422,278**	**4,396,154**
II	**OFF BALANCE SHEET**						
	A. Off Balance Sheet Receivables						
	1. Commitments	-	-	-	-	-	-
	2. Contingencies	-	-	-	-	-	-
	Total Off Balance Sheet Receivables	-	-	-	-	-	-
	B. Off Balance Sheet Liabilities						
	1. Commitments	556,905	100,475	123,335	31,496	250,437	51,162
	2. Contingencies	2,984,967	461,917	410,756	715,752	1,045,238	351,304
	Total Off Balance Sheet Receivables	3,541,872	562,392	534,091	747,248	1,295,675	402,466
	Off Balance Sheet Assets and Liabilities Differences	(3,541,872)	(562,392)	(534,091)	(747,248)	(1,295,675)	(402,466)
	Differences [(IA-IB)+(IIA-IIB)]	29,811,001	5,817,638	5,524,143	6,348,929	8,126,603	3,993,688
	Cumulative Differences	29,811,001	5,817,638	11,341,781	17,690,710	25,817,313	29,811,001

	December 31, 2014*					
	Balance	Maturity				
		≤1 month	>1-3 months	>3-6 months	>6-12 months	>12 months
	(9)	(10)	(11)	(12)	(13)	(14)
	2,693,996	2,693,996	-	-	-	-
	12,173,212	7,564,121	1,608,894	1,170,530	1,829,667	-
	3,355,985	869,234	224,572	135,022	896,851	1,230,306
	8,380,662	138,265	359,229	2,877,396	1,706,462	3,299,310
	124,057,309	7,929,186	12,384,943	11,967,222	16,068,958	75,707,000
	2,533,846	385,336	22,325	188,554	12,540	1,925,091
	1,020,921	145,307	44,286	7,911	2,685	820,732
	154,215,931	**19,725,445**	**14,644,249**	**16,346,635**	**20,517,163**	**82,982,439**
	89,038,227	11,781,558	7,932,669	6,084,139	10,452,625	52,787,236
	-	-	-	-	-	-
	2,874,188	2,403,307	20,294	19,409	416,117	15,061
	11,632,630	-	183,946	2,710,408	1,800,831	6,937,445
	5,621,040	800,000	2,308,497	549,771	622,152	1,340,620
	1,060,239	68,577	6,866	753,191	9,027	222,578
	4,409,349	1,162,580	457,967	125,161	3,668	2,659,973
	114,635,673	**16,216,022**	**10,910,239**	**10,242,079**	**13,304,420**	**63,962,913**
	39,580,258	**3,509,423**	**3,734,010**	**6,104,556**	**7,212,743**	**19,019,526**
	-	-	-	-	-	-
	-	-	-	-	-	-
	-	-	-	-	-	-
	507,063	27,825	104,860	13,789	273,466	87,123
	2,910,891	377,701	552,469	640,041	1,144,562	196,118
	3,417,954	405,526	657,329	653,830	1,418,028	283,241
	(3,417,954)	(405,526)	(657,329)	(653,830)	(1,418,028)	(283,241)
	36,162.304	3,103,897	3,076,681	5,450,726	5,794,715	18,736,285
	36,162,304	3,103,897	6,180,578	11,631,304	17,426,019	36,162.304

8.2.a Disclosure of Maturity Profile for Foreign Currency-Bank Standalone

(Rp million)

No.	Items	December 31, 2015					
		Balance	Maturity				
			≤1 month	>1-3 months	>3-6 months	>6-12 months	>12 months
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
I	**BALANCE SHEET**						
	A. Assets						
	1. Cash	140,704	140,704	-	-	-	-
	2. Placements with Bank Indonesia	14,605,877	12,331,352	2,274,525	-	-	-
	3. Placements with Other Banks	6,621,224	4,635,092	1,599,010	2,325	128	384,669
	4. Marketable Securities	2,565,712	709,211	3,373	-	446,824	1,406,304
	5. Loans	9,093,499	2,473,727	1,860,788	1,243,001	624,655	2,891,328
	6. Other Receivables	4,531,880	790,717	2,112,158	1,600,087	28,404	514
	7. Others	83,734	26,530	4,322	11,589	-	41,293
	Total Assets	**37,642,630**	**21,107,333**	**7,854,176**	**2,857,002**	**1,100,011**	**4,724,108**
	B. Liabilities						
	1. Deposits from Customers	29,723,795	5,809,810	3,396,406	2,071,675	1,199,785	17,246,119
	2. Liabilities with Bank Indonesia	-	-	-	-	-	-
	3. Liabilities with Other Banks	5,516,970	870,779	2,768,795	1,600,041	277,355	-
	4. Securities issued	-	-	-	-	-	-
	5. Borrowings	682,804	-	-	-	-	682,804
	6. Other Liabilities	71,624	30,963	270	351	-	40,040
	7. Others	139,314	1,352	5,202	2,176	-	130,584
	Total Liabilities	**36,134,507**	**6,712,904**	**6,170,673**	**3,674,243**	**1,477,140**	**18,099,547**
	On Balance Sheet Assets and Liabilities Differences	**1,508,123**	**14,394,429**	**1,683,503**	**(817,241)**	**(377,129)**	**(13,375,439)**
II	**OFF BALANCE SHEET**						
	A. Off Balance Sheet Receivables						
	1. Commitments	3,187,821	1,957,289	703,358	5,181	68,925	453,068
	2. Contingencies	130,296	53,086	-	-	77,210	-
	Total Off Balance Sheet Receivables	3,318,117	2,010,375	703,358	5,181	146,135	453,068
	B. Off Balance Sheet Liabilities						
	1. Commitments	5,488,560	2,725,485	1,073,634	152,569	451,365	1,085,507
	2. Contingencies	457,797	34,218	14,971	81,327	219,685	107,596
	Total Off Balance Sheet Receivables	5,946,357	2,759,703	1,088,605	233,896	671,050	1,193,103
	Off Balance Sheet Assets and Liabilities Differences	(2,628,240)	(749,328)	(385,247)	(228,715)	(524,915)	(740,035)
	Differences [(IA-IB)+(IIA-IIB)]	(1,120,117)	13,645,101	1,298,256	(1,045,956)	(902,044)	(14,115,474)
	Cumulative Differences	(1,120,117)	13,645,101	14,943,357	13,897,401	12,995,357	(1,120,117)

	December 31, 2014					
	Balance	Maturity				
		≤1 month	>1-3 months	>3-6 months	>6-12 months	>12 months
	(9)	(10)	(11)	(12)	(13)	(14)
	162,092	162,092	-	-	-	-
	5,930,558	5,930,558	-	-	-	-
	8,011,051	7,007,610	386,072	372,592	244,777	-
	874,987	23,182	34,749	312,772	-	504,284
	11,762,388	2,556,022	3,049,104	1,911,158	825,866	3,420,238
	7,511,036	872,286	3,013,380	2,386,009	1,238,500	861
	68,916	4,320	265	6,850	-	57,481
	34,321,028	**16,556,070**	**6,483,570**	**4,989,381**	**2,309,143**	**3,982,864**
	27,559,342	4,404,415	5,109,685	4,817,760	6,278,119	6,949,363
	-	-	-	-	-	-
	8,725,197	1,221,951	3,011,803	2,385,971	1,238,500	866,972
	13	13	-	-	-	-
	816,155	-	-	-	-	816,155
	38,781	14,110	7,840	1,345	-	15,486
	160,861	-	5,626	3,139	-	152,096
	37,300,349	**5,640,489**	**8,134,954**	**7,208,215**	**7,516,619**	**8,800,072**
	(2,979,321)	**10,915,581**	**(1,651,384)**	**(2,218,834)**	**(5,207,476)**	**(4,817,208)**
	6,939,126	3,955,820	1,263,648	374,646	1,239	1,343,773
	130,105	-	2,254	32,028	95,823	-
	7,069,231	3,955,820	1,265,902	406,674	97,062	1,343,773
	5,618,599	2,617,643	2,261,620	126,424	20,718	592,194
	708,112	69,618	106,732	142,523	307,575	81,664
	6,326,711	2,687,261	2,368,352	268,947	328,293	673,858
	742,520	1,268,559	(1,102,450)	137,727	(231,231)	669,915
	(2,236,801)	12,184,140	(2,753,834)	(2,081,107)	(5,438,707)	(4,147,293)
	(2,236,801)	12,184,140	9,430,306	7,349,199	1,910,492	(2,236,801)

8.2.b Disclosure of Maturity Profile for Foreign Currency-Consolidated

(Rp million)

No.	Items	December 31, 2015					
		Balance	Maturity				
			≤1 month	>1-3 months	>3-6 months	>6-12 months	>12 months
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
I	**BALANCE SHEET**						
	A. Assets						
	1. Cash	140,704	140,704	-	-	-	-
	2. Placements with Bank Indonesia	14,605,877	12,331,352	2,274,525	-	-	-
	3. Placements with Other Banks	6,621,735	4,635,603	1,599,010	2,325	128	384,669
	4. Marketable Securities	2,565,712	709,211	3,373	-	446,824	1,406,304
	5. Loans	9,093,499	2,473,727	1,860,788	1,243,001	624,655	2,891,328
	6. Other Receivables	5,189,514	790,717	2,112,158	1,666,988	79,744	539,907
	7. Others	83,734	26,530	4,322	11,589	-	41,293
	Total Assets	**38,300,775**	**21,107,844**	**7,854,176**	**2,923,903**	**1,151,351**	**5,263,501**
	B. Liabilities						
	1. Deposits from Customers	29,723,738	5,809,753	3,396,406	2,071,675	1,199,785	17,246,119
	2. Liabilities with Bank Indonesia	-	-	-	-	-	-
	3. Liabilities with Other Banks	5,516,970	870,779	2,768,795	1,600,041	277,355	-
	4. Securities issued	-	-	-	-	-	-
	5. Borrowings	5,448,412	-	-	412,696	365,985	4,669,731
	6. Other Liabilities	71,624	30,963	270	351	-	40,040
	7. Others	204,841	38,890	33,191	2,176	-	130,584
	Total Liabilities	**40,965,585**	**6,750,385**	**6,198,662**	**4,086,939**	**1,843,125**	**22,086,474**
	On Balance Sheet Assets and Liabilities Differences	**(2,664,810)**	**14,357,459**	**1,655,514**	**(1,163,036)**	**(691,774)**	**(16,822,973)**
II	**OFF BALANCE SHEET**						
	A. Off Balance Sheet Receivables						
	1. Commitments	3,187,821	1,957,289	703,358	5,181	68,925	453,068
	2. Contingencies	130,296	53,086	-	-	77,210	-
	Total Off Balance Sheet Receivables	3,318,117	2,010,375	703,358	5,181	146,135	453,068
	B. Off Balance Sheet Liabilities						
	1. Commitments	5,488,560	2,725,485	1,073,634	152,569	451,365	1,085,507
	2. Contingencies	457,797	34,218	14,971	81,327	219,685	107,596
	Total Off Balance Sheet Receivables	5,946,357	2,759,703	1,088,605	233,896	671,050	1,193,103
	Off Balance Sheet Assets and Liabilities Differences	(2,628,240)	(749,328)	(385,247)	(228,715)	(524,915)	(740,035)
	Differences [(IA-IB)+(IIA-IIB)]	(5,293,050)	13,608,131	1,270,267	(1,391,751)	(1,216,689)	(17,563,008)
	Cumulative Differences	(5,293,050)	13,608,131	14,878,398	13,486,647	12,269,958	(5,293,050)

	December 31, 2014					
	Balance	Maturity				
		≤1 month	>1-3 months	>3-6 months	>6-12 months	>12 months
	(9)	(10)	(11)	(12)	(13)	(14)
	162,092	162,092	-	-	-	-
	5,930,558	5,930,558	-	-	-	-
	8,012,325	7,008,884	386,072	372,592	244,777	-
	874,987	23,182	34,749	312,772	-	504,284
	11,762,388	2,556,022	3,049,104	1,911,158	825,866	3,420,238
	7,730,060	872,286	3,013,380	2,386,009	1,259,481	198,904
	68,916	4,320	265	6,850	-	57,481
	34,541,326	**16,557,344**	**6,483,570**	**4,989,381**	**2,330,124**	**4,180,907**
	27,559,288	4,404,361	5,109,685	4,817,760	6,278,119	6,949,363
	-	-	-	-	-	-
	8,725,197	1,221,951	3,011,803	2,385,971	1,238,500	866,972
	13	13	-	-	-	-
	7,649,226	-	-	-	1,238,278	6,410,948
	38,781	14,110	7,840	1,345	-	15,486
	256,397	35,456	45,745	23,100	-	152,096
	44,228,902	**5,675,891**	**8,175,073**	**7,228,176**	**8,754,897**	**14,394,865**
	(9,687,576)	**10,881,453**	**(1,691,503)**	**(2,238,795)**	**(6,424,773)**	**(10,213,958)**
	6,939,126	3,955,820	1,263,648	374,646	1,239	1,343,773
	130,105	-	2,254	32,028	95,823	-
	7,069,231	3,955,820	1,265,902	406,674	97,062	1,343,773
	5,618,599	2,617,643	2,261,620	126,424	20,718	592,194
	708,112	69,618	106,732	142,523	307,575	81,664
	6,326,711	2,687,261	2,368,352	268,947	328,293	673,858
	742,520	1,268,559	(1,102,450)	137,727	(231,231)	669,915
	(8,945,056)	12,150,012	(2,793,953)	(2,101,068)	(6,656,004)	(9,544,043)
	(8,945,056)	12,150,012	9,356,059	7,254,991	598,987	(8,945,056)

E. LEGAL RISKS

Legal risk is a risk arising from lawsuits (taken either by internal or external parties) and/or from weakness of juridical aspects (the absence of legal documents and regulations or weaknesses in the legally binding documents). In the risk management framework and in accordance with the prevailing regulations, legal risk importantly and essentially aims to anticipate future risks.

Along with the increasing the scope of Danamon's business and dynamic product development as influenced by many factors, the level of legal risk needs to be properly managed.

In principle, the main purpose of the application of legal risk management is to ensure that the risk management process can minimize the possibility of negative impacts of juridical weakness, the absence and/or amendments of legislation and litigation processes of the activities of Danamon and its Subsidiaries.

Danamon's Legal Risk Management Organization

Legal risk in Danamon is managed by a team coordinated by the Legal Division and chaired by the General Legal Counsel. The implementation of such legal risk, The Legal Risk Management Team cooperates with the relevant working unit namely: The Litigation Unit and Hello Danamon.

Meanwhile, in line with consolidated Danamon Legal Risk management, the Legal Risk Management Team cooperates with its counterpart in legal risk management teams in PT Adira Dinamika Multi Finance Tbk and PT Adira Quantum Multifinance.

Legal Risk Management Policy and Procedure

The Bank has a Legal Handbook and a Standard Operating Procedures Manual of Legal Assistance, which is evaluated regularly according to the development of Danamon's external and internal regulations and to amendments of prevailing laws and regulations and has been adapted to the regulations of Bank Indonesia in line with risk management.

The Legal Handbook and SOP Manual of Legal Assistance can be accessed through the portal.

Legal Risk Management and Control Mechanism

Legal Risk Management is conducted through a process of identification, measurement, monitoring, and risk control as well as through a management system. In the identification process, all business lines, support functions, and subsidiaries need to identify and analyze the factors that can lead to the occurrence of legal risk in business lines, products, processes and information technology and which have an impact on the Bank's financial position and reputation. Identification of risk also includes legal risk assessment arising from operating activities, products, agreements, and inherent risks.

In assessing inherent risk over legal risk, the parameters and indicators used are:

- Litigation factor
- Weaknesses of Binding Commitments
- Elimination or changes in regulations or legislation.

In relation to implementation of legal risk management, Danamon has implemented the following:

- Implementation of legal risks by Danamon Senior Management (especially legal cases);
- Realization of "Legal Policy & Documentation" and SOP Manual of legal risk management, as mentioned above, which among others regulates the identification and mapping of legal risks including the mitigations, and matrix parameters,

for the inherent risk and quality of legal risk management implementation;

- The establishment of working units designated by management to monitor and manage the inherent legal risk in a product and Danamon's or subsidiary's activity so that the evaluation of existing legal risk has impact as a trigger for other risks.

The implementation of a comprehensive legal risk management process with monitoring of legal risk is targeted to be have active participation of all concerned parties. Through joint endeavors, with Legal and Litigation Division as the division in charge, existing risk is expected not to exceed the risk appetite determined by Danamon management, and on-going legal cases decrease. To assure the improvement of legal risk management, Danamon regularly provides legal training/socialization to employees.

F. STRATEGIC RISK

The management of strategic risk is intended to address a variety of risks caused by the establishment and implementation of inadequate strategies. Strategic risk can originate from weakness or inaccuracy of strategic formulations, or failure to anticipate the changes of business environment.

Strategic Risk Management Organization

The strategic risk working unit plays a role in managing strategic risk and is under active supervision of the Board of Commissioners and Board of Directors. The Bank's strategic risk working unit covers all Business Lines and Support Functions and works closely with financial working units in analyzing and monitoring strategic risk.

Strategic Risk Management

The implementation of Strategic risk management is carried out through active supervision by the Boards of Commissioners and Directors. In terms of strategic risk management, the Board of Commissioners is responsible for directing and approving the Bank's business and strategic plans. While the Board of Directors is responsible for:

- Formulating the Bank's strategic business and strategic business plans.
- Ensuring that the strategic objectives are set in line with the Bank's mission, vision, culture, business direction and risk tolerance.
- Approving changes of strategic plans and periodically reviewing alignment of strategic plans.
- Ensuring managerial competence, conditions, systems and control in the Bank and its Subsidiaries are adequate to support the established strategic implementation.
- Monitoring developments of internal and external conditions that affect the Bank's business strategy.
- Establishing working units/functions to be responsible and authorized to formulate and oversee strategy implementation including business and strategic plans.
- Ensuring that risk management for strategic risk has been implemented effectively and consistently.

Danamon and its subsidiaries manage strategic risk by monitoring inherent strategic risk and the quality of strategic risk management implementation. In assessing inherent strategic risk, the parameters are:

- The influence of external risk factors, including macroeconomic condition, regulation, technology, target customers, competition as well as Bank's position in the banking and financial services industry.
- The influence of internal risk factors, including alignment of business strategy, business model and strategy focus, effective organizational

structure, adequacy and human resources quality, technology, and operational efficiency.
- Monitoring strategy implementation, including its results, successful implementation of strategic projects, and impact of strategic decisions made.

Furthermore, in assessing the quality of strategic risk management, the following factors are considered:
- Risk Governance, including risk preference, risk tolerance, and active supervision by the Board of Commissioners and Board of Directors.
- Risk management framework, including the adequacy of organizational structure and organizational policy and procedure.
- Risk management process, human resources and management information systems, including the process of identification, measurement, management information systems and risk management, as well as the quantity and quality of human resources to support risk management.
- Risk control system, including the adequacy of internal control systems, and the adequacy of the reviews by an independent party.

Inherent Strategic Risk

Danamon has managed the inherent strategic risk well. In essence, the Bank has a clear and well defined vision as well as good organizational culture in line with the business structure and processes. The Bank also has a clear, aligned, and measurable business strategy. This supports the Bank to keep in line with the strong and stable economic growth amid global economic uncertainty and a higher level of business competition.

Danamon and its subsidiaries anticipate the intense business competition by creating better service to attract new customers and maintain existing customers.

Danamon and its subsidiaries also understand that the macroeconomic condition can lead to strategic risk. Therefore, the Bank continues to monitor some indicators such as inflation rate, BI interest rate, and changes in Rupiah exchange rate. The Bank and its subsidiaries actively adapt some of its activities, such as lending, by anticipating macroeconomic movements. Danamon and its subsidiaries also seek to improve operational cost efficiency.

Competition in customer service directly affects the competition between companies in acquiring qualified human resources. The high turnover of employees and occurrence of vacant positions in divisions and subsidiaries, as well as an amount of employee performance management has become a concern of management. To that end, Danamon optimizes a recruitment system to support business requirements and to conduct analysis/employee evaluation to confirm the competence of human resources capability with business needs. Danamon also conducted a survey of employees to discover how to improve employee satisfaction and to prepare HR support (bench strength) for important positions.

Strategic Application of Quality Risk Management

Application of risk management has been implemented quite satisfactorily. However, the Bank continues to fine-tune the process. Formulation of an acceptable level of risk (risk appetite) is adequate in terms of limits, policy and procedures. Risk managers in their respective divisions and subsidiaries have also been positioned to support the implementation of the business strategy determined by senior management.

Danamon and its subsidiaries also continue to monitor various elements of relevant strategic risk and continually update its mitigation action plan in response to changes in the Bank's risk situation.

G. COMPLIANCE RISKS

Compliance risk may arise from a bank's activities which do not meet requirements, regulations or generally prevailing laws and regulations. Effective management of Compliance Risk is essential to minimize the impact of this risk as quickly as possible. To that end, a comprehensive study was conducted on adherence to policies/products/systems at the Bank. Compliance Risk Management is also conducted in the Bank's compliance risk on an individual basis, and compliance risk of the Bank on a consolidated basis with its Subsidiaries.

Compliance Risk Management Organization

The management of compliance risk is supported by an adequate governance structure, including the Board of Commissioners, a Risk Monitoring Committee, the Board of Directors, a Compliance Committee and Compliance Working Unit, Senior Management, Business Units and other supporting units. The Board of Commissioners, through the Risk Monitoring Committee, is responsible for overseeing the function of Bank Compliance, including assurance that risks have been monitored and managed properly.

The Board of Directors plays an instrumental role in building a Compliance Culture at all levels of the organization and in all activities. The Board of Directors is supported by the Compliance Committee which evaluates and reviews the implementation of the Bank's compliance and activities with potential compliance risk.

One of the members of the Board of Directors is appointed as the Compliance Director, whose duties are to exercise and assume responsibilities in formulating strategies to encourage a culture of compliance, establish policy, systems, and procedures of compliance, ensuring that compliance fits the Bank's activities, minimizes compliance risk and prevents managment decisions that might run the risk of non-compliance. The Compliance Director thus plays an important role in the management of compliance risk.

The Compliance Working Unit was formed to support implementation of the Compliance Director's duties and responsibilities. The Compliance Working Unit is independent and free of influence from other working units. The Compliance Working Unit is supported by experienced resources and has professional compliance competence covering all Danamon business activities, including Syariah Business Unit and its Subsidiaries.

To support the Compliance Function, the Bank appoints a Business Unit Compliance Coordinator (BUCO) and Business Unit Compliance Officer (BUFO) officials at business/branch working units, as officials in charge of planning, implementation and compliance monitoring with prevailing laws and regulations governing its working units.

Strategy & Effectiveness of Compliance Risk Management

Compliance risks are managed by the compliance function as one of the components in the Integrated Risk Bank Management and Control Framework. The strategies of compliance risk management are implemented through the 3 lines of defence scheme starting from the first line of defense (business, operational, and support units), to the second line of defense (Risk Management and Compliance Work Unit), and the third line of defense (Internal Audit). Thus each line assumes roles and responsibilities in managing compliance risks.

Implementation of compliance risk is achieved through the process of identifying and measuring, monitoring and controlling risk and a management information system. The process of risk identification and measurement of compliance is achieved through a review of the policy, provision and collection of funds, as well as other Danamon activities. This process is intended to detect any potential non-compliance with Bank Indonesia and Financial Services Authority provisions, laws and regulations in force, prudential principles and standardized sound business ethics.

Compliance risk management is also carried out on matters that can increase the risk exposure to either penalties or reputation.

Sound Implementation of consistent compliance risk management strategies is supported by all components within the organization; thus, compliance risks may be managed in effective and controlled manners.

Monitoring and Control Mechanism of Compliance Risk

Danamon conducts monitoring and control of compliance risk through compliance risk results, assessment results, compliance results of self-assessment and commitment to Bank Indonesia and the Financial Services Authority regulation by the Bank and its subsidiaries. The Bank as the main entity also monitors and evaluates the implementation of compliance functions on Child Entities through coordination with compliance functions on each Child Entity.

In compliance with risk management, Integrated Risk Management coordinates periodically with the Internal Audit Unit. Integrated risk management and the Internal Audit Unit ensure the adequacy of the Bank's policy, and that procedure is in line with the provisions of Bank Indonesia and relevant external provisions, as well as their ongoing implementation in the Bank internally.

Implementation of Regulatory Provisions

Danamon always strives to comply with provisions set by the Regulators including Implementation of Integrated Governance, as well as Bank and Child Entity Integrated Risk Management. In line with fulfilling such regulations, the Bank has prepared structure and infrastructure which include policy establishment, committee establishment, and other necessary adjustments.

H. REPUTATION RISKS

Reputation risk is defined as the risk associated with adverse negative perception of a bank, triggered from a variety of undesirable events; such as negative publicity, a violation of business ethics, customer complaints, governance weakness, and other events that may impair the bank's reputation.

Reputation Risk Management Organization

Danamon's reputation risk is managed by the Corporate Secretary Unit in coordination with the Risk Management Unit and in cooperation with the Public Affairs Unit, the Customer Complaints Handling Unit, the Compliance Unit, the Financial Unit and other relevant units. Given its importance, integrated reputation risk management gains with full support from relevant working units that handle customer complaints, perform public relations, respond to negative publicity, and communicate necessary information to stakeholders.

Meanwhile, to ensure Reputation Risk Management is carried out in a consolidated manner, the reputation risk management team at Danamon works closely with PT Adira Dinamika Multi Finance, Tbk. and PT Adira Quantum Multi Finance, Tbk.

Policy and Mechanism of Reputation Risk Management

The policy and mechanisms of reputation risk management are aligned with regulations and focus on inherent reputation risk management, such as:

1. Negative news related to the owner of Danamon and/or companies related to Danamon.
2. Violation of common practices of business ethics/ norms.
3. The amount and significant level of customer usage of Danamon's complex products and the amount and materiality of Danamon's cooperation with its business partners.

4. Frequency, types of media, and materiality of negative publicity of Danamon, including its officials.
5. Frequency and materiality of customer complaints.

Danamon strives to implement high standards of reputation risk management through continuous improvement and updates of governance, policies and appropriate procedures, utilization of improved information systems, as well as continuous improvement in human resources quality.

Risk Management During A Crisis Situation

Danamon has a separate policy and procedure that governs the handling of Danamon activities during a crisis and management of reputation risk during a crisis to be in accord with the intended policies and procedures.

I. INVESTMENT RISKS

Investment Risk (Equity Investment Risk) arises because the Bank also bears a loss of business of its financing customers, under a profit-loss sharing basis agreement. This risk arises from the Bank's financing activities, using mudharabah and musyarakah contracts.

Financing based on a mudharabah contract takes the form of business cooperation between the Bank, which provides all the capital, and the customers, who act as fund managers, by sharing the profit of the business, based on contract agreement, while the loss will be fully borne by the Bank unless the customers are proven to have committed willful misconduct, are negligent or have violated the agreement.

Financing based on a musyarakah contract takes the form of cooperation between the Bank and its customers for a certain business, in which each party invests a certain portion of funds, under the provision that the profit will be shared based on an agreement while any loss will be borne by all parties, according to the respective fund portion.

Equity Investment Risk Organization and Policy

Equity investment risk organization and policy is the same as Credit Risk Organization, given both of the risks arise from financing activities.

UUS Danamon has its own working unit to process financing covering criteria for accepting customers, financing approvals, monitoring, managing financing problems and portfolio management where financing in this case is financing based on profit and loss sharing. The risk control is conducted independently and carried out by the Integrated risk working unit.

The Danamon Syariah Business Unit has a working unit empowered and responsible for analyzing reports containing actual realization against the business target. The Bank maintains adequate infrastructure to monitor business performance and operations of those financed by the Bank or are regarded as partners.

Investment Mitigation Risk

To prevent any breach on the part of customers and as collateral for the Bank if customers should make an intentional mistake, be negligent or violate an agreement, the Bank requests collateral from customers who are financed. Collateral type and collateral assessment follow prevailing collateral policies, applied in the financing business in general.

J. RATE OF RETURN RISK

Rate of Return Risk is risk arising from changes in the level of return rate paid by the Bank to a customer, as a result of changes in returns received by the Bank from the disbursements of funds, which can affect the behavior of funding a third-party customer of the Bank. Rate of Risk Management applies also to Syariah Business Unit (UUS) business. The process of Return of Risk Management refers to provisions established by Bank Indonesia.

Rate of Return Risk Organization

The Syariah Director, working through the Syariah Asset and Liabilities Committee (ALCO), is actively involved in funding planning and strategy. The establishment of a rate of return is reviewed periodically each month, in ALCO Syariah meetings, by considering comparative data in the Syariah Banking market.

K. INTRAGROUP TRANSACTION RISKS

Intragroup Transaction Risks are risks arising due to an entity's dependence either directly or indirectly on another entity within one Financial Group in line with fulfilling its obligation in written agreements as well as non-written agreements whether followed by a transfer of funds or not. Management of these intragroup transaction risks are stipulated within Integrated Risk Management Policies and are periodically monitored.

Organization and Policies of Intragroup Transaction Risk Management

As the Main Entity, the Bank involves its subsidiaries as members of the Financial Group in managing intragroup risks. Implementation of Intragroup Transaction Risk Management is conducted by taking into account cross entity transaction activities within the Financial Group.

The Bank as the Main Entity governs the implementation of intragroup transaction risk management through Integrated Risk Management Policies. These policies are periodically monitored. The implementation of Intragroup Transaction Risk Management is conducted through identification, measurement, monitoring, and risk control in addition to the Management Information System.

Management of Intragroup Transaction Risks

As the Main Entity, the Bank involves its subsidiaries as members of the Financial Group Conglomeration in identifying types of intragroup transactions which may expose the Financial Group to risks as well as assuming responsibilities in conducting measurement of intragroup transaction risks in an integrated manner within the Financial Group. Monitoring of intragroup transactions among entities in the Financial Group is performed periodically.

The Bank along with its subsidiaries as members of the Financial Group are committed to control intragroup transactions which may expose the Financial Group to risk. Risk control is performed based on the outcome of monitoring on intergroup transactions among entities within the Financial Group. Intragroup transactions among entities in the Financial Group are monitored with the support of the existing Management Information Systems in each entity within the Financial Group.

The Bank has started to implement intragroup transaction risk profiles for the Financial Group as integrated with the subsidiaries. A report on intragroup transaction risks management will be prepared comprehensively and periodically for management and regulators to monitor, assess, and evaluate the risks in a sustainable manner.

L. INSURANCE RISKS

Insurance Risks are associated with insurance business practices which may lead to financial loss. Implementation of Insurance Risk Management of the Financial Group in an integrated manner is conducted by Insurance Company Subsidiaries under the Bank's supervision as the Main Entity.

Organization and Policies of Insurance Risk Management

Insurance Risks are managed by the Insurance Company Subsidiaries under supervision of the Bank as the Main Entity. Insurance Company Subsidiaries maintain Policies on Insurance Company Risk Management which help organize the Risk Management Framework as well as Risk Management Process on Insurance Companies, and which are periodically reviewed.

Management of Insurance Risks

Implementation of Insurance Risk Management is accomplished through identification, measurement, monitoring, and risk control as well as the Management Information System. Subsidiary Insurance Companies are responsible for identifying and measuring insurance risks which may arise in each product as well as in various insurance activities.

Subsidiary Insurance Companies are also responsible for monitoring and controlling inherent insurance risks. Implementation of Insurance Risk Management is supported by accurate and adequate Management Information Systems as well as being capable of delivering necessary data required in each process of risk management.

The Bank and its Insurance Company Subsidiaries implement insurance risks profiles for the Financial Group. Reports on insurance risk management are prepared comprehensively and periodically and submitted to the management and regulator to sustainably monitor, assess, and evaluate the risks.

DESCRIPTION OF BASEL III

Learning from the economic crisis of 2008, which resulted in the decline of the banking sector in a number of countries, the banking industry requires an instrument to refine the capital framework, namely Basel II. Through various discussions held at the global level, Basel II has been further refined into Basel III.

In principle, the purpose of Basel III is to address banking issues to:

- Improve the capacity of the banking sector to absorb risk that may arise from financial and economic crisis and to prevent crisis from breaking out from the financial to the economic sectors;
- Improve the quality of risk management, governance, transparency, and disclosure; and
- Provide the best resolution for systemically important cross border banking.

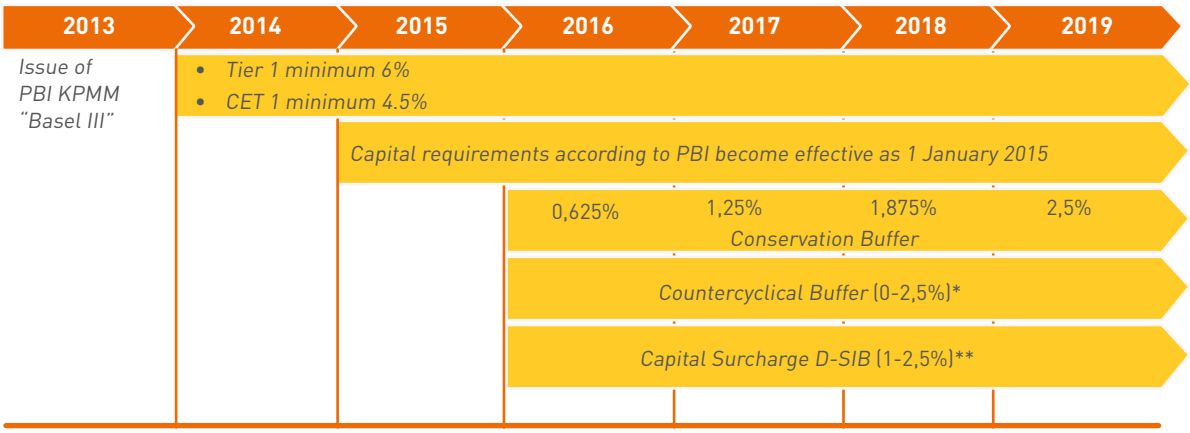
Basel III is expected to strengthen micro prudential management, in order to increase the robustness and resiliency of a bank during a crisis.

In the context of micro-prudence, the Basel III framework requires higher standards and levels of capital quality, focusing mainly on common equity and adequacy of capital buffers managed by individual banks by requiring allowance for a reserve buffer.

Basel III also covers the macro-prudential aspect by developing indicators to monitor the level of pro-cyclicality of financial systems and requires banks, especially systemically important banks and financial institutions, to prepare capital buffers during boom periods of the economy in order to absorb losses during a crisis (bust period), namely countercyclical capital buffer and capital surcharge for the systemically important financial institutions. The micro and macro aspects are very closely interrelated and require sustainable monitoring.

To prepare for Basel III implementation, regulators have issued regulation concerning Minimum Capital Adequacy Requirement for Commercial Banks. Danamon supports the preparation process towards Basel III implementation, considering that the framework is vital in ensuring robust development of the national banking industry and will enable Indonesia's banking industry to take part at a global level of banking.

Following is the illustration of Danamon's phases in preparation of Basel III in conjunction with the management of Capital:



In terms of the management of banking liquidity, the Basel Committee on Banking Supervision (BCBS) in January 2013 published the final document of the calculation framework for Liquidity Coverage Ratio (LCR) as part of Basel III. The purpose of this such LCR calculation framework is to enforce short term security based on the risk profile of the bank by ensuring that a bank hold adequate HQLA (High Quality Liquid Assets) in order to survive under a significant crisis within a 30-calendar day period.

Indonesia is committed to adopt the Basel III framework, including LCR framework, while still considering the impacts toward national banking industry. Hence, the implementation of LCR in Indonesia will be carried out cautiously by making several adjustments in order to adapt to domestic conditions. In terms of supporting the preparation of Indonesian banking in implementing the framework of the such Liquidity Coverage ratio calculation, the Financial Services Authority issued a Consultative Paper (OJK CP) on the Basel III Framework Liquidity Coverage Ratio (LCR) in 2014, and proceeded with the issuance of the Draft Regulation of the Financial Services Authority (OJK RP) on the Fulfilment of Liquidity Coverage Ratio for commercial banks in August 2015.

Referring to the Financial Services Authority CP, the implementation of the LCR framework will be implemented gradually. As a Bank which belongs to BOOK 3 Group, Danamon is included in the Second Phase scheme period. The trial period will commence on July 2015 by using the data of June 2015 on a quarterly basis in which the minimum LCR ratio is 60%. The effective implementation period is 30 June 2016 with the initial ratio of 70% and consistently rising at year end to 100% starting 31 December 2018. Nevertheless, considering discussion on LCR is limited to Financial Services Authority CP, LCR aspects related to the calculation, implementation period, reporting, publication, and others are pending on final arrangements by the regulator.

In addition to the LCR, BASEL III will also introduce an additional ratio which is the leverage ratio, as a supplement to the capital ratio. Introduction of the leverage ratio is provided as a capital ratio backstop in accordance with risk profiles in order to avoid a deleveraging process which may undermine finance and economic systems.

Danamon supports the preparation of LCR implementation and leverage ratio by participating in the Basel III Working Group by carrying out calculations and reporting the LCR calculation and leverage ratio to the regulator. The LCR calculation and leverage ratio performed refers to Basel III as well as to the OJK CP.

EVALUATION ON RISK MANAGEMENT EFFECTIVENESS

In line with the evaluation of risk management effectiveness, the Board of Commissioners and the Board of Directors actively supervise the implementation of risk management through relevant rosk management committees. To support the implementation of Board of Commissioners duties, the Risk Monitoring Committee monitors the implementation of strategies and risk management policies, as well as risk exposures used as the basis for evaluating the Board of Directors' accountability.

To obtain sufficient data and illustration regarding the measures taken in managing risks, the Risk Monitoring Committee organizes meetings on monthly basis to discuss issues relevant with the risks.

As follow-up actions on the recommendation of the Risk Monitoring Committee, the Risk Management Committee supervises the development of risk strategies, policies, and evaluation of significant risk issues. Through risk profile reports which the Bank submits each quarter, the Bank assesses the risk management effectiveness of the Bank's and its subsidiaries' risk management at a rating of 2 (low to moderate).

Below is the Bank's consolidated risk profile as of 31 December 2015:

Risk Profile	Consolidated Assessment as of 31 Dec 2015		
	Inherent Risks	Implementation Quality of Risk Management	Risk Level Rating
Credit Risk	Low to Moderate	Satisfactory	Low to Moderate
Market Risks	Low to Moderate	Satisfactory	Low to Moderate
Liquidity Risks	Low to Moderate	Satisfactory	Low to Moderate
Operational Risks	Low to Moderate	Satisfactory	Low to Moderate
Legal Risks	Low to Moderate	Satisfactory	Low to Moderate
Strategic Risks	Low to Moderate	Satisfactory	Low to Moderate
Compliance Risks	Low to Moderate	Satisfactory	Low to Moderate
Reputation Risks	Low to Moderate	Satisfactory	Low to Moderate
Rate of Return Risks	Low to Moderate	Satisfactory	Low to Moderate
Investment Risks	Low to Moderate	Satisfactory	Low to Moderate
COMPOSITE RATING	Low to Moderate	Satisfactory	Low to Moderate

In addition to the evaluation on risk management and the risk profile, evaluation/review is also performed on the methodology of risk assessment, adequacy of system implementation, management information system, as well as appropriateness of the policies, procedures, and limits. As an outcome of this review process, Danamon further organizes Portfolio Meetings to evaluate the portfolio risk conditions on the Bank and its subsidiaries.

RISK MANAGEMENT ACTIVITIES PLAN IN 2016

As presented on the description of Economic Prospects for 2016, the Indonesian economy is predicted to rebound in 2016, despite future challenges. This is especially due to the impact of the global economic slowdown (especially China) and volatility of global financial markets. Following are several challenges which will be encountered in 2016:

- Rupiah exchange rate against US Dollar remains under pressure due to negative sentiment in domestic financial market as an impact of increased reference interest rate in the United States.
- Inflation rate which is expected to increase to 5 percent in comparison to the rate in 2015 thus it is expected that Bank Indonesia will cut its reference rate to a minimum of 0.25 per cent to 7.25 per cent.
- Manufacturing and commodity exports are becoming increasingly less reliable as they are susceptible to price volatilities.
- Implementation of government policies on fiscal stimulus will possibly provide positive impact on the economy.

In anticipating various external conditions, Danamon has prepared a number of initiatives in conjunction with the risk management in 2016, including:

1. Management of Integrated Risk.
   a. Improve monitoring and risk control functions in line with Integrated Risk Management Implementation for the Financial Group.
   b. Review monitoring process and integrated risk measurement.
   c. Validate methodology of integrated risk measurement.
   d. Maintain Bank's business growth at an acceptable level while keeping prudence;
   e. Maintain optimum implementation of Bank activities at "anticipated" liquidity risk, and minimize "unanticipated" liquidity risk level in securing the funding sources or cash flow.
2. Credit Risk Management.
   a. Continue the development of internal rating model for credit risks in all business lines gradually within 3 to 5 years into the future as preparation measures for Internal Rating Based (IRB) phase.
   b. Implement ICAAP framework.
   c. Use Standardized Approach for credit risk RWA calculation.
   d. Periodic validation for existing rating model.
   e. Stress testing carried out at a minimum once a year at bankwide level. Stress testing is also carried out in case of changes in industrial sectors and economy and when there is a request for a special stress testing from regulators.
   f. Implement IAS 39 or PSAK 50/55 for provisions for impairment especially for loans.
   g. Annual validation on Impairment Provision calculation process.
   h. Perform trimonthly back testing for Impairment Provision adequacy for the entire Business Line.
3. Management of Operational Risks and Fraud.
   a. Implementation of ORM cycle has and will consistently continue, including identification, measurement, supervision, and operational risk control both at the Bank and its Subsidiaries.
   b. Continuous improvement and adjustment on anti-fraud implementation strategy to keep up with the latest developments and the latest trends on fraud. The scope includes system implementation and technology to support detection pillar and reporting and sanction pillar covering credit and non-credit areas.
   c. Risk identification process performed through the implementation of registration risk and risk assessments on products, process, and existing systems as well as new systems to identify inherent risks as well as necessary mitigation measures.

d. Documentation of risky events (risk/loss event data) and triggering factors will continue on a centralized database, perform RSCA activities on a trimonthly basis, report relevant risks and monitor operational risks through Key Risk Indicator (KRI).
e. Operational Risk Management System (ORMS) application development with the purpose of maintaining effectiveness in ORM cycle implementation in all the Bank's and Subsidiaries' working units at a more optimum level.
f. Assets and financial insurance (money insurance property, all risks, bankers' blanket bonds/electronic computer crime and directors & officers, as well as Electronic Equipment Insurance) as one of the forms in essential operational risk mitigation as coordinated by insurance coordinator in ORM Division.
g. ORM workshop/socialization and business trips to RTU as well as training (Risk School and E-learning) to new employees will be periodically and consistently organized to ensure the sustainability and uniformity of awareness of operational risks as well as for a risk identification culture in the Bank.
h. The Bank and its Subsidiaries have implemented comprehensive Business Continuity Management (BCM) to ensure business sustainability from such disruptions as disasters or crises.

4. Management of Market and Liquidity Risks.
   a. Consistently perform Stress Testing relevant to ICAAP to ensure that the Bank has the capacity to survive under liquidity stress conditions.
   b. Implement Liquidity Regulatory Requirement (Basel III – BIS Framework) measurements through ALM system in line with the regulations of Financial Services Authority and Bank Indonesia.
   c. Perform studies and preparation on Internal Model Approach (IMA) in line with Financial Services Authority and Bank Indonesia Regulations.

Human Resources

In 2015, Human Resources held 2,580 training programs involving 64,216 participants totalling 157,056 man-days of training.

Human Resources Vision And Mission

Human Resources is committed to support the Danamon vision of "We care and enable millions to prosper", aligning human resources with business objectives, while supporting organizational development with the ultimate aim of contributing to society.

To support Danamon's mission to become "an Employer of Choice," Human Resources (HR) is committed to developing the skills, capabilities, and confidence of Danamon employees, who will in turn provide better service to customers.

Human Resources Management

In 2015, Danamon implemented a new Target Operating Model (TOM) for HR to function as a Shared Service Organization, which simply means facilitating HR services through four main functions:

1. **Center of Expertise**
   Functions as the 'architect' in designing various HR programs and initiatives, and playing the role of the "expert" in numerous HR work areas.
2. **Business HR**
   The strategic partner of business leaders, to interpret business needs, and make recommendations in HR areas.
3. **Shared Service**
   Integrated HR Service Center facilitates numerous HR operational transactions from payroll administration, help desk to program roll outs at head office and regional offices.

4. **HR Leadership**
   Provides strategic guidance and ensures the above three functions are professionally coordinated.

Human Resources Roadmap

Danamon recognizes that each employee is unique, which is an advantage for each to compete effectively. This becomes a basis for managing human resources so that each employee's potential is continuously being developed and supported as part of the Bank sustainable growth.

The 2015 and 2016 Roadmap for human resources development strategy is explained in the diagram below.

This roadmap supports the Bank's initiative in implementing change to the business model, ensuring clear accountability within each function in organization, and development of employee competency.

	2015	2016
Alignment of Organization Function	Organization function alignment specificaly in Micro business. Consumer and SME sales force consolidation under one leadership.	Alignment of the sales force supporting functions
Talent Placement	Leaders mapping and placement in Sales and Distribution Prioritize the placement of vacant position by Management Trainees	Placement of position vacancy by quality talent
Talent Management	Preparation for digital learning implementation. Senior Level Management Assessment	Build an organization learning culture through digital learning Employee competency development
Internalization Of Company's Value	Introduction of the Merit SIPASTI program (Reward system based on contribution) Management Performance evaluation to include Core Values as well as KPI	Developing Employer Value Proposition in becoming the Employer of Choice
Employee Engagement	Employee Engagement survey to improve human resouces productivity	Employee Engagement corrective program implementation

HR Development Strategy

- **Organization Development Alignment**
  Continue implementing the sales force consolidation initiative under Sales and Distribution. The alignment of other supporting functions continues in 2016.

- **Talent Placement**
  Supporting development of the business model, HR implemented people mapping by placing the right staff in positions in line with their respective potentials through a comprehensive assessment process.

  The Management Trainee (MT) initiative as per Line of Business will be implemented Bankwide to fill vacant managerial positions with quality talent. Apart from external placements, HR is offering existing talent the chance to advance their careers through this assessment process especially for critical positions.

- **Talent Management**
  In the future, HR aims to improve employee competencies through the Danamon Corporate Academy (DCU) by formulating a curriculum in implementing the training roadmap and developing organization learning with the support of digital learning. For Leaders, HR will provide the foundation skills through training and learning programs such as the People Management Series, the Senior Leadership Program, and the Danamon High Potential Program.

- **Internalization of the Company's Value**
  HR supports internalization of the Company's value Bankwide using SIPASTI (Contribution based reward system). This program focuses on upholding meritocracy and encourages employees to contribute more to the Company's growth as well as to the employee's professional career. This merit program correlates positively with Danamon's values, while practicing these values, the employee's contribution is recognized and rewarded accordingly. These values also form the basis in formulating the Employee Value Proposition with the goal of enhancing the working experience at Danamon.

- **Employee Engagement**
  Danamon understands that productivity is strongly linked with employee engagement. Accordingly, as the Bank's commitment is to support and facilitate human resource development, Danamon decided to participate in the Employee Engagement Survey. This survey is included in Danamon's business plan for next year to ensure that improvement plans set forth to boost employee engagement are effective and efficient.

Career Development

Career Development is an essential part of improving employee performance and acts as one of the means of retaining employees. HR supports the PUK (Work Unit Head) to improve its teams' competency by providing training programs featuring both soft and technical skills. Also, for employees with new postings requiring enhanced roles and responsibilities, HR will conduct the appropriate assessment process to ensure employees placed in those positions are the right persons with the right qualifications. HR assessment is conducted by evaluating the scope of work and the competency required with the needs of the position.

HR Governance Policy

In formulating and determining HR strategy policy, all policy proposals are submitted to the Board of Directors and, if needed, can be elevated to the appropriate Committee at the Directors and Commissioners level for recommendations and support followed by approval and effective implementation of the proposed policy as well as securing the Senior Management's commitment.

HR Recruitment Policy

Danamon's HR recruitment policy offers the opportunity for employees to grow and develop their careers. If there are vacant positions, HR will coordinate with PUK (Work Unit Head) to search for available internal talent or through internal job posting. If internal talent is not available, the Bank will conduct external job posting.

Compensation and Competition Levels

Danamon's Compensation System is based on three criteria, which is Pay for Position, Person and Performance. To measure the level of competition with other banks, the Bank benchmarks compensation and compares it with Danamon's internal policy. Accordingly, the Bank is able to justifiy employee retention according to the employee's contribution to the Bank.

2015 Performance

In 2015,there were several notable achievements in the Bank's business:

- **Organization Function Alignment**
  HR performed alignment of functions in the organization in effort to meet the demand for business development. In 2015 many changes were made, especially in the micro business which caused a reduction of 2000 employees. In second semester of 2015, HR also began to consolidate sales functions from Consumer and SMEs into Sales and Distribution function as "single-captain". The objective was to provide better services to customers. The process was supported by a comprehensive assessment process to ensure critical positions were filled by the right people. The implementation will continue until 2016. HR started transformation process in several business lines so that matters related to employees may run properly according to the business needs.

- **Talent Placement**
  Alignment of functions in the organization was conducted and strengthened by efficient recruitment process with extensive sourcing for the fulfillment of competent workers and in accordance with the business needs.

- **Talent Management**
  In their employee development efforts, DCU successfully held 2,580 training programs in 2015 and involved 64,216 employees with total man-days reaching 157,056. Through these training programs, Rp182.17 billion of training investment was realized. With regards to learning, DCU had also added features and menus for online learning (digital e-learning) to enable learning activities to take place anywhere and anytime.

  In managing the top talents, assessment was conducted for senior management as part of the Leadership Development Program, followed by a comprehensive training program to improve competencies.

Training Program Statistics

Training Program	2015	2014	2013	2012	2011
Number of Training Programs	2,580	2,948	3,329	4,230	6,237
Number of Participants	64,216	70,278	90,864	83,277	67,632
Total Man-days	157,056	175,059	237,446	203,397	218,480
Total Investment on Training (Rp million)	182,170	225,942	261,079	265,705	285,673
Average Investment per Employee (Rp million)	2.84	3.21	2.87	3.19	4.22

*Training data does not include Adira Quantum (in 2015 Adira Quantum did not conduct any training)

- **Internalization of Company Values**
  To build and improve a positive work attitude, HR, working with each division, has conducted several campaigns and programs to ensure internalization of Danamon's Corporate Values in every employee. This year HR also succeeded in introducing the Meritocracy concept (SIPASTI) to support future internalization of Corporate Values.

- **Employee Engagement**
  In 2015 HR held an Employee Engagement Survey (EES) which was participated in by 38,748 employees with a respondent ratio reaching 97%. The EES was held to measure employee engagement levels and probe aspects influencing the engagement level. Based on this survey, Danamon engagement score reached 69% or 6% higher than companies in general in Indonesia. Based on this result, a conclusion can be drawn that Danamon has a strong foundation to improve their human resources to become Employer of Choice in the future.

HR Turnover Supervision

Reducing HR turnover is the duty of HR and all line managers, especially retaining top talents and employees who are in critical roles positions. The Bank carried out a number of intiatives to manage employee turnover, such as:

- Improving several systems in HR, including Performance Management System which was held through training to around 1,700 line managers and to improve leadership capability of work unit leaders to prepare them to become coaches. This activity is believed to help reduce atrition levels.

- The Employee Engagement Survey initiative also played a big part in turnover management. By measuring and understanding the important aspects that influence employee engagement levels, the Bank can come up with the correct strategy to manage the turnover rates.

- HR also reviewed the compensation policy and the compensation and reward system, and, in doing so achieved satisfactory implementation of the SIPASTI principle.

Industrial Relations

Danamon's management and the Labor Union have always supported the negotiations of the Joint Work Agreement (JWA) as a guideline addressing the rights and obligations of the employees and management. Both parties understand the importance of the JWA in creating a rewarding climate based on trust, unity, partnership and mutual respect.

Meetings between the Bank's Directors and the Labor Union's Central Leadership Council are conducted regularly every quarter resulting in an open two-way communication to discuss issues relating to industrial relations. Also, there are monthly meetings between the Head Office and regional offices attended by representatives of HR divisions and the Labor Union. HR also offers a live chat facility between Directors and employees.

Throughout 2015, the complaint and industrial issue resolution process ran smoothly and according to prevailing regulation, whether between employee and direct supervisor or mediation by HR Division and/or Labor Union.

HR Profile

Employee Composition Based on Gender (Consolidated)

Gender	%	2015	2014	2013	2012	2011
Male	72.98	36,653	47,547	48,862	47,258	44,897
Female	27.02	13,573	13,071	18,865	18,080	17,369
Total	100	50,226	60,618	67,727	65,338	62,266

Data Headcount Danamon Per December 2015 (Consolidated)

Company	%	2015	2014	2013	2012	2011
Danamon	54.20	27,223	31,660	35,423	33,939	30,736
Adira Finance	42.50	21,351	26,098	28,519	28,093	28,272
Adira Quantum	2.25	524	1,691	2,863	2,439	2,417
Adira Insurance	1.05	1,128	1,169	922	867	841
Jumlah	100	50,226	60,618	67,727	65,338	62,266

The number of Bank and subsidiary employees as per December 2015 was 50,226. Employee data included permanent, on trial, contract, trainee and expratriat employees. Data above does not include outsourced staff.

Employee Composition Based on Position (Consolidated)

Grade	%	2015	2014	2013	2012	2011
Top Management & Technical Advisor	0.05	23	39	49	45	38
Senior Manager	0.76	384	422	407	362	336
Manager	6.43	3,229	4,045	3,495	2,909	2,586
Officer	27.38	13,751	16,818	16,894	15,618	13,903
Staff	65.38	32,839	39,294	46,882	46,404	45,403
Total	100	50,226	60,618	67,727	65,338	62,266

Based on employee grade, the HR profile is dominated by the staff category with 32,839 personnel or 65.38%, followed next by personnel in the Officer, Manager, Senior Manager and Top Management & Technical Advisor grades.

Employee Composition Based on Employement Status (Consolidated)

Employement Status	%	2015	2014	2013	2012	2011
Permanent [1)]	70.89	35,606	42,476	47,075	47,186	45,265
Non Permanent [2)]	29.11	14,620	18,142	20,652	18,152	17,001
Total	100	50,226	60,618	67,727	65,338	62,266

Employee Composition Based on Education (Consolidated)

Education	%	2015	2014	2013	2012	2011
Post Graduate	0.89	445	542	573	577	579
Bachelor	63.64	31,963	37,834	42,361	41,162	40,256
Diploma	19.35	9,719	11,982	14,007	13,678	13,297
Senior High School	16.06	8,065	10,161	10,671	9,789	7,986
Junior High School/Elementary School	0.07	34	99	115	132	148
Total	100	50,226	60,618	67,727	65,338	62,266

The HR Profile based on education levels was dominated by Undergraduates numbering 31,963 employees or 63.64%. This was followed in consecutive order by Diploma, High School, Graduate studies and Primary/Junior high school.

Employee Composition Based on Employment Period (Consolidated)

Year of Service	%	2015	2014	2013	2012	2011
0-3 years	36.59	18,380	25,128	36,053	39,385	38,040
3-5 years	20.69	10,391	14,555	11,676	8,066	7,661
5-10 years	25.04	12,576	10,896	11,479	10,311	9,259
10-20 years	14.83	7,450	8,774	7,354	6,534	6,344
>20 years	2.85	1,429	1,265	1,165	1,042	962
Total	100	50,226	60,618	67,727	65,338	62,266

HR profile based on years of service is dominated by 0-3 year period totalling 18,380 employees or 36.59%. This is followed, in consecutive order, by 5-10 years, 3-5 years, 10-20 years and above 20 years.

Employee Composition Based on Age (Consolidated)

Age	%	2015	2014	2013	2012	2011
<25 years	9.27	4,655	6,343	9,066	9,364	9,676
25-34 years	58.97	29,616	36,584	41,983	40,960	39,484
35-44 years	25.88	12,996	14,520	13,966	12,764	11,297
>45 years	5.89	2,959	3,171	2,712	2,250	1,809
Total	100	50,226	60,618	67,727	65,338	62,266

The HR profile based on age is dominated by the 25 to 34 years age group totalling 29,616 employees or 58.97%. Followed in consecutive order by 35-44 years, < 25 years, and > 45 years.

2016 Business Plan and Strategy

In 2016 HR will continue its organization alignment initiative, especially continuing the implementation of revised business model for a new organization and its effects on other supporting functions within the organization. To fill a new position or positions with added new responsibilities, HR made assessments to ensure the "right man on the right place". Employee development remains as one of HR's main focuses in years ahead.

After the introduction of the meritocracy concept this year, the alignment process and transforming SIPASTI as a culture in the Performance Management System, were carried out through training programs and are set as mandatory training for managerial level employees.

In 2016, the Bank will focus on fostering a coaching culture and promoting one-on-one discussions concerning work performance management, considering that both of these means of engagement are able to provide positive reinforcement to achieve work targets. This culture is also supported by implementing an Individual Development Plan as the benchmark to achieve individual targets supported by the Work Unit Head (PUK) and to meet individual career aspirations in Danamon.

A learning plan/roadmap is embedded in a curriculum concept which is in accordance with the needs of each position and function in each business line by considering individual potential talent and employee career aspiration. A number of academies that will be launched in 2016, include: Risk Academy, HR Academy, Microbanking Academy (SEMM), Consumer Banking (Retail Banking) Academy, Sales & Distribution Academy and other LoB Academies.

In 2016, HR will facilitate the formulation of an action plan based on the results of the 2015 Employee Engagement Survey. The Bank expects the action plan to be implemented on a disciplined and continuous basis.

In addition to the strategic initiatives set, HR will continuously optimize its day-to-day operations:

- Improving SLA recruitment for existing positions, especially critical positions as supported by implementation of e-recruitment.
- Establish a career development committee to standarize processes and transparency, and ensure quality leadership.
- Adopt an integrated approach on employee development based on the 3E (education, experience and exposure) principle.
- Revamp the leadership training curriculum aligning it according to levels, covering junior, middle and senior levels.
- Create a certification program for critical processes at the Bank.
- Improve digital HR applications such as e-learning including the online Learning Performance Management-SIPASTI system.

Information Technology

In line with technological advances, Danamon implemented the Agile software development methodology to accelerate business systems development.

Danamon's Information Technology (IT) initiatives are aimed towards efficiency, with initiatives related to infrastructure technology such as server consolidation, and server and storage virtualization, to reduce cost and improve availability. Meanwhile, to simplify Danamon customers' transactions, IT has innovated features of the electronic channels such as D-mobile and Internet Banking.

To ensure the Bank's uninterrupted operations, the IT department is upgrading its Data Center by building a new Disaster Recovery Center, at international standards. In addition, Data Center key operations such as data backup routines have been automated.

Bank Danamon's IT department has also upgraded its system implementation process by using the Agile software development methodology, accelerating system development for Danamon's business requirements and to be more adaptive to technology innovations.

Throughout 2015, IT applied numerous strategies and key initiatives to support the growth of the banking business and its subsidiaries as well as to ensure smooth running of operations by implementing the following:

1. Business Systems and Applications
   The Wholesale Internet Banking System - to deliver comprehensive internet banking services to the Bank's corporate customers.

   The SMEC Credit Processing System (CPS) - to improve the credit approval process, adjustments to business models, and better risk control in the SMEC line of business.

   Mobile Branches in March 2015 - to support SEMM business, and the Mobile Sales Prospecting Application with the ability to open new savings accounts in June 2015.

   The New Trade Finance System - to support Trade Finance & Transaction Banking business growth, equipped with features such as SWIFT interface which was not supported by the previous system.

2. Bankwide Systems and Applications
   The SOA Middleware System in October 2015 - to enhance Danamon's payment transaction services.

The 6-digit PIN and NSICCS standard for ATM terminals on Danamon Debit Cards in June 2015.

The Centralized Limit System in February 2015, capable of monitoring debtor groups, and Omnibus - to comply with reporting requirements.

Data Protection in November 2015 - to maintain the security of the Bank's data stored on local desktops.

Dukcapil host-to-host interface in August 2015 - to improve data quality in " know your customer" (KYC) especially e-KTP.

3. Hardware and Communication Network
   A project to upgrade the hardware of core banking applications has been initiated and will be implemented in phases starting first quarter 2016.

   An ATM renewal project for aging units - to enhance performance of Danamon ATMs, starting in December 2015.

   Server upgrade on ATM switching applications - to enhance the capacity of ATM/CDMs to support customer transactions.

   The branch PABX refurbishment project - to provide branch offices with reliable communications in June 2015.

4. Regulatory and Compliance
   The Danamon Anti-Money Laundering System in June 2015 - to be capable of identifying, analyzing, monitoring, and providing reports on suspicious transactions.

   The New Generation SKN in June 2015 and RTGS in November 2015, in line with Bank Indonesia's 2015 plan. The New Generation MPN in line with the Tax Office plan in June 2015.

In June 2015, all credit card acquirers were required to replace the application and firmware of EDCs to become capable of processing transactions based on a 6 digit PIN.

IT organized an ITSC (Information Technology Steering Committee) meeting July 2015 to discuss and secure Board of Director approval for implementing strategic Information Technology projects namely:

- Core Banking hardware upgrade project.
- ATM Switching hardware upgrade project.
- Card System hardware upgrade project.

IT development and activities affecting human resources

In 2015, IT developed its human resources, providing them with numerous training workshops and certifications.

The training provided was technical in nature, directly relevant to the staff's current job. In addition, IT staff were given new knowledge, soft skills and leadership training to enhance their potential to be future leaders. Risk management certification in accordance with the rules of the regulator was also given.

Some of the training and certifications provided included:

- Technical Skills: IT Project Management, Disaster Recovery Professional, SAFe Agilist, VMWare, Hadoop, Oracle Database.
- Soft Skills: Unleashing Your Supervisory Potential, Effective Negotiation Skills, 7 Habits, Power Presentations, Communication Skills, and the Danamon Leadership Academy.
- Regulatory Training: BSMR

2016 Strategy and Work Plan

The future of Danamon's Information Technology development is aimed at further digitalization and implementing a number of new systems to support banking business requirements. Development plans for 2016 will include:

- Enterprise CIF will be implemented, to integrate customer information within a single screen and CRM to enable effective management of customer relations.
- Digital Innovation through sustainable Electronic Channel products including Mobile Banking and Internet Banking.
- Digital services in branch offices using the latest technology. Holistic Reward Points & Online Redemption Channels will be implemented to facilitate customers in redeeming their reward points through existing channels in Bank Danamon. Branchless banking (Laku Pandai) is also being planned to serve segments and communities presently beyond reach.
- In order to support SEMM business, the IT department will implement payment methods through third parties, facilitating customer loan repayments.
- The Rule Based Engine will be implemented to facilitate and accelerate SLA in decision making for loan approvals, incorporating policies and bank processes into the system.
- IT will implement the Fraud Transaction Detection System to assist the Bank in monitoring inbound transactions to detect fraud and minimize potential loss.
- Integrate payment systems currently using several applications, and develop a Payment Hub system in the second quarter of 2016.
- Continue implementing server virtualization project by adding capacity in 2016 and replacing the Virtual Tape Library and storage media for critical applications.
- As a monitoring tool, detection, and escalation on Data Center servers, IT will implement Server Performance Monitoring and Problem Detection. The switch in systems from production to DRC will be simplified by implementing Swing Over Tools.
- As an Anti Malware and Anti Phishing solution to protect its customers from fraud, IT will implement a Fraud Detection System for its Online Banking.
- To protect IT infrastructure, the Vulnerability Scanner Security Center will be established to detect any weakness or susceptibility in the IT infrastructure.
- To initiate the Virtual Desktop Project, physical desktops will be transformed into virtual ones whereby applications and data are centrally stored, thus improving security and productivity while supporting the flexible office concept.
- During 2016, the New Trade Finance System Phase 2 will be implemented covering Trade Portal for customers (Client Trade) to provide access for customers in Trade Finance transactions (L/C Issuance, L/C Collection, and Trade Finance Lending); as well as additional features in the Trade Finance Back Office system.
- The Electronic Wallet Community will be developed to support banking services of small to medium corporate customers with bank transaction facilities to meet customers' business needs.
- To improve the Bank's capacity to store and support data analysis, an Enterprise Data Lake system will be implemented.
- The Bank also plans to review the transfer pricing system being used today in order to support the Bank's future plans.
- To comply with BI/OJK regulations, the Bank will continue to enhance its regulatory applications.

In addition, the IT Directorate will continue to be vigilant and attend to IT related risks and misuse by irresponsible parties, originating both internally and externally.

Operations

Numerous efforts have been made to improve process efficiency and productivity, enabling Danamon to provide fast, convenient and flexible services - accessible anytime and anywhere.

Danamon operations has developed a strategic framework based on the Bank's vision, mission, and values, whose aim is to make Danamon a bank that provides fast, easy, flexible, and accesible services to customers.

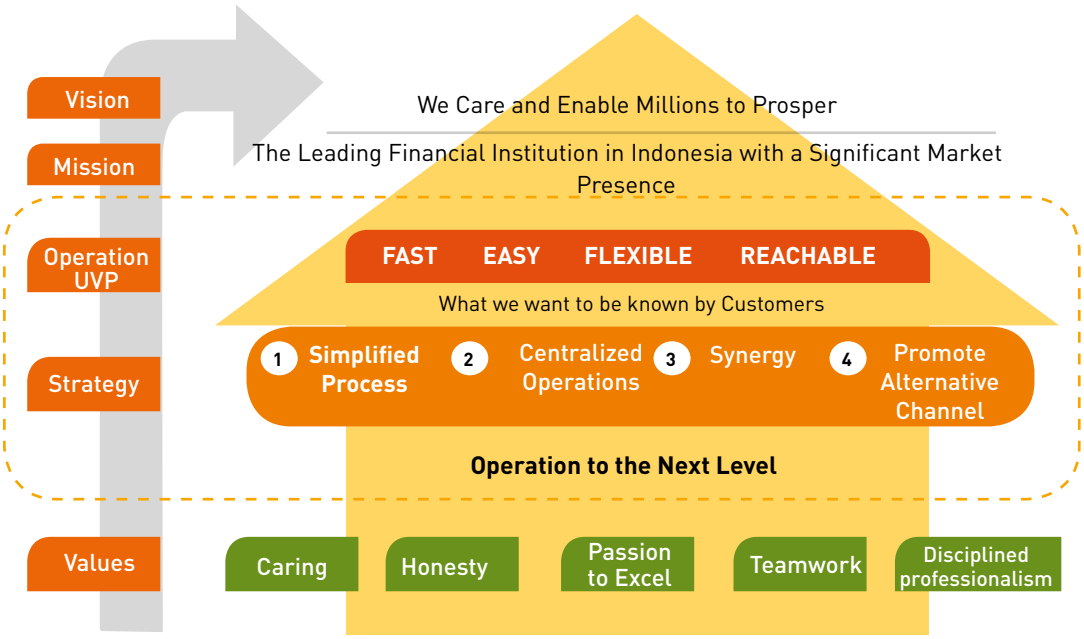
Four basic strategies are being applied by Danamon's Operations teams to support sustainable business development:

- Concentrate on simplification of banking processes throughout the Bank's network to enable customers to experience fast and easy-to-use services.
- Centralize banking processes in order to achieve greater efficiency and streamline branch organization structures.
- Enhance synergy throughout lines of business and subsidiaries and build an agile organization.
- Promote and support the use of alternative channels.

2015 Performance

Our commitment to continuously provide service excellence in the branches is proven by a number of recognitions from external parties:

- Fourth Rank in Banking Service Excellence Monitoring based on Market Research Indonesia (MRI) surveys.



- WOW Service Excellence (Markplus):
  - Champion for Jakarta, Surabaya, Bali, Balikpapan, and Banjarmasin.
  - Champion for Manado, Pekanbaru, Semarang, Bandung, Padang, Medan, Banda Aceh, Pontianak, Makassar, and Jayapura
- Customer Satisfaction Award (Roy Morgan).
- Customer Satisfaction Award (ISMS Trisakti).
- STP (Straight Through Processing) Excellence Award from Deutsche Bank and Citibank.
- Appreciation for the General Daily Bank Report (LHBU): Award for offsite review, February 2015 (Bank Indonesia).
- Awarded ISO 22301:2012 Business Continuity Management System Certification.

Numerous efforts have been made to improve the Bank's process efficiency and productivity:

- Branch optimization to enhance branch network usage between the Bank and Danamon Simpan Pinjam, to increase efficiency and service quality to customers.
- Implement Shared Service initiatives consolidating all existing operational processes to enable the Bank to operate optimally.
- Consolidate organization structure at the regional level to provide greater empowerment to operations officers in the Centralized Processing Centre to enable operational processes to proceed efficiently, faster, and with control.
- New system implementation:
  - Danamon Digital Form in conjunction with account opening through Danamon Web (Danamon Online Banking).
  - New Trade Finance System.
  - Fixed Asset System.
  - 2nd Generation MPN (State Revenue Module), SKN (National Clearing System), RTGS (Real Time Gross Settlement), and SSSS (Scripless Securities Settlement System) in accordance with Bank Indonesia and the Directorate General of Treasury at the national level.
  - Continue to increase utilization of e-statements, which have increased by 41% up to the present, so that the ratio to the number of statements delivered reaches 60%.

During the year, a corporate governance related initiative was launched in the form of systems implementation under joint cooperation between Danamon and the Directorate General of Population and Civil Registration for detecting and validating electronic identity cards. This joint undertaking was aimed at preventing account opening using fraudulent identities and to support the strategy of making the banking industry process safe and efficient.

2016 Outlook

As a support unit providing robust business processes, Operations in 2016 will continue focusing on improving productivity, process improvement and efficiency at all levels, remaining oriented toward the four service attributes or FEFR, which stands for Fast, Easy, Flexible and Accessible.

1. Continue initiatives on shared services to optimize operational processes throughout Danamon.
2. Continue regional consolidation and provide added authority to the regions for improved effectiveness, speed on decision-making, and control.
3. Highlight the Operation Initiative Award (OIA) to generate creative ideas from within and drive the spirit for innovating throughout the businesses.
4. Highlight the Branch Control and Head Office Control Award to drive awareness on the importance of control in each work unit.
5. Continue producing video control for divisions not covered under previous video control.

6. Frontliner training covering among others:
   - Conduct Branch Service Manager Development Program (BSMDP) to prepare supervisors in branches to be leaders thus enabling delivery of improved services and establishing optimum control.
   - The Branch Mentoring Program involving Board of Management and Senior Management to serve as mentors in branch offices. Mentors will prepare Action Plans together with branch staff to improve services.

New initiatives planned to be carried out in 2016 as listed in the Bank Business Plan include:

1. Support business strategy by carrying out transformation of operational organization at the branch level, regional level, and head office level, in addition to branch network optimization.
2. System implementation for improvements in operational processes are:
   - E-CIF for integrated Customer Information File (CIF) management.
   - Client Trade and Open Trade as Front End System of Bank Trade as a continuation of New Trade Finance System.
   - User ID registration in the form of workflow to accelerate User ID Management.
   - Document Management System to increase efficiency and speed up servicing time in branches and at head office.

Corporate Governance

Sub Contents

267 Commitment to Implement Good Corporate Governance
267 Reference for Implementation
267 Corporate Governance Implementation Roadmap
268 Danamon's Good Corporate Governance Focus in 2015
270 Corporate Governance Policy, Structure and Implementation
272 Danamon's Corporate Governance Implementation Report
273 Shareholders
274 General Meeting of Shareholders (GMS)
281 The Board of Commissioners
297 Committees Under The Board of Commissioners
330 The Board of Directors
352 Committees Under the Board of Directors
359 Relations and Affiliated Party Transactions of the Board of Directors, Board of Commissioners and Majority Shareholders
360 Corporate Secretary
364 Compliance Function
367 Implementation of Anti-Money Laundering Program (AML) And Combating Funding on Terrorism (CFT) Programs
368 Internal Audit Unit (IAU)
372 Company Accountant/External Auditor
374 Risk Management
377 Provision of Funds to Related Parties and Large Exposures
377 Internal Control Systems
379 Social Responsibility and Sustainability Report
386 Legal Matters and Important Issues Involving the Bank, its Subsidiaries, Members of Directors and/or Commissioners
388 Disclosure of Administrative Sanctions by Financial Services Authority (OJK)
388 Internal Fraud
388 Transparency of Financial and Non-Financial Performances
389 Share Options
389 Share Ownership Program for Employees and/or Management
390 Share Buy Back and Bond Buy Back
390 Highest and Lowest Salaries Ratio
390 Conflict of Interest Transactions
390 Bank Strategic Plan
392 Provision of Funds for Political Activities
392 Company Information Access
393 Investor Relations
394 Public Affairs
397 Customer Care Unit
399 Consumer Service Quality
400 Corporate Culture
400 Code of Ethics
403 Whistleblowing System
405 Good Corporate Governance Self-Assessment
407 GCG-Related Awards
407 Statement of The Implementation of Good Corporate Governance Principles

"Danamon is committed to proper implementation of and continuous improvements in good corporate governance by adhering to international standards and best industry practices. Proper GCG implementation has placed Danamon among its regional ASEAN peers, giving the Bank a competitive edge and opening access to market opportunities likely to emerge with free trade in the ASEAN Economic Community"

COMMITMENT TO IMPLEMENT GOOD CORPORATE GOVERNANCE

Applying Good Corporate Governance (GCG) best practices has enabled Danamon to weather a challenging year with sound financial and non-financial performances. In order to maintain sustainable growth and to show a keen competitiveness, Danamon is committed to continuously improving the way it implements GCG, in accordance with national and international standards.

The purpose of implementing GCG with consistently high standards is to stimulate the Bank's performance, to foster investor confidence, to protect the interests of stakeholders, and to make a positive contribution to the social environment and national economy.

REFERENCE FOR IMPLEMENTATION

In implementing its GCG practices, Danamon refers to all applicable laws and regulations, including:

a. Bank Indonesia Regulation (PBI) No. 8/4/PBI/2006 dated January 30, 2006 on GCG Implementation for Commercial Banks as later amended through Bank Indonesia Regulation (PBI) 8/14/PBI/2006 dated October 5, 2006, and through Bank Indonesia Circular Letter No. 15/15/DPNP dated 29 April 2013 on GCG Implementation for Commercial Banks;
b. OJK Regulation No. 18/POJK.03/2014 dated November 18, 2014 and OJK Circular Letter on Integrated GCG for Financial Conglomerates;
c. OJK Regulation No. 21/POJK.04/2015 dated November 16, 2015 following OJK Circular Letter on the implementation of GCG Code for Public Companies;
d. Principles of Corporate Governance of the Organization for Economic Co-Operation and Development (OECD);
e. ASEAN Corporate Governance Scorecard;
f. Code of GCG in Indonesia and the Indonesian Banking GCG issued by the National Committee of Governance (NCG).

CORPORATE GOVERNANCE IMPLEMENTATION ROADMAP

The implementation of Danamon GCG has been sustainably and consistently conducted since 2006. The roadmap below shows the on-going improvement process by Danamon from 2013 until 2016:

2013

- Disclosure of the AGM Agenda and explanation.
- Published AGM decisions one day after AGM meeting.
- Disclosures on the Bank's website of: Good Governance Policy, Articles of Association, Personal Investment Policy, Related Party Policy, Conflict of Interest transactions, Shareholders and group.
- Enhancement of the Company's website (bilingual).
- Completing management profile and minutes of the AGM.
- Disclosure of the remuneration policy for Directors and Commissioners in the Annual Report.

2014

- Aligned and enhanced the implementation of good corporate governance practices with legislation primarily to meet the recommendations of the Financial Services Authority (OJK) as set out in the Corporate Governance Roadmap Indonesia.
- Aligned and enhanced implementation of good corporate governance practice with the ASEAN CG Scorecard.
- Facilitated all Commissioners with refresher risk management course.
- Separated Nomination and Remuneration Committee into two committees: the Nomination Committee, and the Remuneration Committee.
- Referring to the applicable regulations, adjusted the structure of the Audit Committee, Risk Monitoring Committee, Remuneration Committee, and Nomination Committee.
- Enhanced and updated charters of the board of Commissioners and Directors, Audit Committee, Risk Monitoring Committee, Nomination Committee, Remuneration Committee, and Corporate Governance Committee.

2015

- Implemented an Integrated Corporate Governance and risk management through the availability of structures and integrated infrastructure.
- Addition of Independent Commissioner on the Nomination and Remuneration Committees.
- Established diversity policy of the Board of Commissioners and Board of Directors, Nomination Policy for the Board of Commissioners and Board of Directors. Policy Performance Assessment for the Board of Commissioners and Board of Directors, Board of Commissioners Tools Performance Assessment, Gifts Policy (Acceptance and Gifts).
- Dividend payments within 30 days.
- Disclosure of the candidate profiles for members of the Board of Commissioners.

2016

- Enhancement of good corporate governance implementation in line regulation of the Financial Services Authority on Guidelines of Corporate Governance for Listed Companies.
- Updated the charters of the Remuneration committee and the Nomination committee.
- Enhancement to the guidelines and supporting policies in the implementation of good corporate governance.

DANAMON'S GOOD CORPORATE GOVERNANCE FOCUS IN 2015

In 2015, Danamon was focused on enhancing implementation of Good Corporate Governance such that the Bank may be more competitive as well as placing ethics and integrity at the forefront of Company management. In 2015, the Bank's Corporate Governance focus included:

Implementation of integrated Corporate Governance

Implementation of integrated corporate governance and integrated risk management at Danamon has been achieved through the availability of structures and integrated infrastructure including the establishment of Integrated Corporate Governance Policy and Integrated Risk Management Policy, the adjustment of the role and responsibilities of the Board of Commissioners and the Board of Directors, as well as adjustments to the roles and responsibilities of the working units (Internal Audit, Compliance and Risk Management).

Corporate Governance Guidelines, OJK and ASEAN CG Scorecard

In order to continuously improve the implementation of good governance, and to align its standards with those of the Financial Services Authority (OJK) Regulation and the ASEAN CG Scorecard, Danamon has adjusted its GCG policies concerning the Nomination Policy of the Board of Commissioners and the Board of Directors, the Gift Policy (Anti Gratuities), the Performance Assessment Policy of the Board of Commissioners and of the Board of Directors, and the Diversity Policy of the Board of Commissioners and of the Board of Directors. Furthermore, improvements to the implementation of information disclosure has also been done by the Bank through the disclosure of candidate profiles of members of the Board of Commissioners and important information about the Annual General Meeting of Shareholders (AGM) on the Bank's website, thus providing an opportunity for shareholders to obtain such information. Danamon has also made assurances for the basic rights of shareholders in the form of cash dividend receipts that do not exceed 30 calendar days from the date of the announcement.

Implementation of Recommended Corporate Governance Practices for Listed Companies

In order to enhance the practices of corporate governance, Danamon as a Listed Company has implemented a majority of the 25 recommendations related to the 5 aspects and 8 principles of good corporate governance for listed companies as issued by the Financial Services Authority (OJK) in November 2015. Thereafter, Danamon will further enhance the implementation of corporate governance in accordance with OJK recommendations.

Board of Commissioners Performance Assessment

Strong and effective supervision by the Board of Commissioners is vitally needed to guide the Company towards success. With a forward vision, the Board of Commissioners performs a periodic self-assessment of its performance to identify areas of strengths as well as weaknesses that could be improved. In 2015, Danamon engaged an external party to facilitate an objective performance assessment of the Board of Commissioners.

Improvement in Consumer Protection

In its efforts to improve on consumer protection, Danamon has effected enhancement consumer protection policies such as the policies regarding the provision of products and services information, handling and settlement of customer complaints, and the implementation of public education as part of improved services to consumers and the general public.

Strategic Initiatives of the Bank

Danamon has reviewed the strategic initiatives necessary to improve its performance and productivity, which will eventually lead the Bank to a higher level. In so doing, the Bank has determined a number of strategic initiatives to be implemented starting in 2015. These include measures to become a bank that delivers customer satisfaction through excellent services, with emphasis on Danamon's core values in all its activities, combining individual strengths with a solid teamwork, while eliminating silo mentality to improve productivity, focus on beating market competitors, and proactively adapt to the business environment.

Risk Management

The Bank developed a system of Asset Liquidity Management to support the monitoring of liquidity risk and interest rates by improving market infrastructure and liquidity limits, in accordance with Basel III (Liquidity Coverage Ratio).

Anti-Money Laundering (AML) and Combating the Financing of Terrorism (PPT)

As an effort to support Anti-Money Laundering and combating the Financing of Terrorism, the Bank developed a new AML System as an enhancement of the previous Surveillance System, to support the process of monitoring suspicious activities and transactions, and scoring a customer's risk level so that the Bank can identify high-risk customers with potential to launder money or finance terrorism.

CORPORATE GOVERNANCE POLICY, STRUCTURE AND IMPLEMENTATION

Danamon Corporate Governance Policy

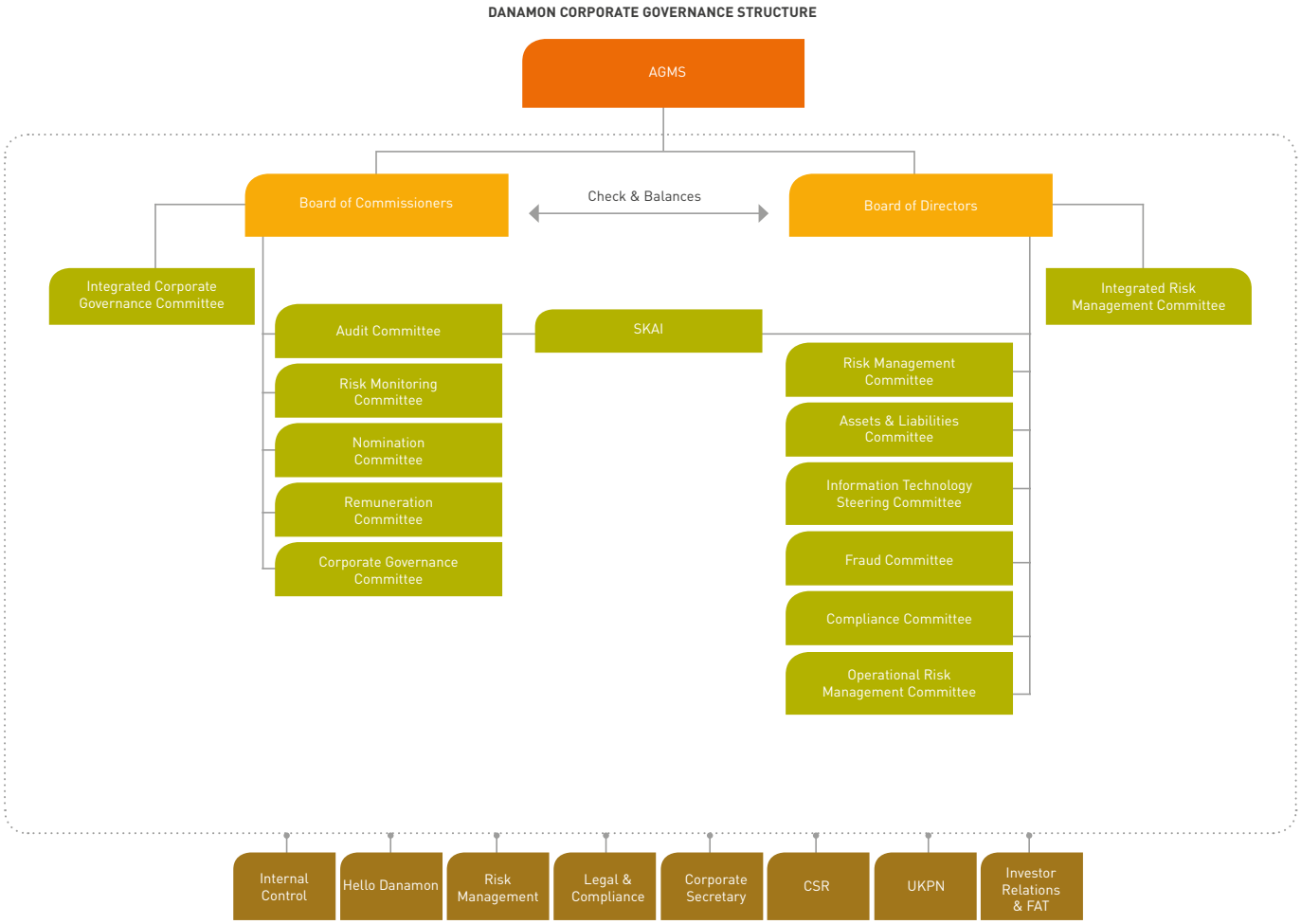
Danamon prepared corporate governance guidelines since 2006 which act as a reference for the implementation of GCG at all levels of the organization in Danamon. Danamon GCG guidelines were prepared in accordance with following principles:

a. Transparency: Commitment to provide adequate, clear, accurate and timely information disclosure, easily accessible to both shareholders and stakeholders alike.
b. Accountability: Clear establishment of the functions, duties and authorities and responsibilities within the organization, set in accordance with the guidelines and charters of each function. Danamon as an institution must be accountable and responsible for its performance.
c. Responsibility: Danamon is committed to comply with laws and regulations and established internal policies. In addition, Danamon also manifests its responsibilities to society and the environment, to achieve long-term sustainability and be recognized as a good corporate citizen.
d. Independency: The organs of Danamon perform their activities independently and objectively, as well as avoiding the influence of any dominant party. Danamon is committed to performing its businesses with professionalism.
e. Fairness and equality: Danamon always ensures that the rights and interests of all shareholders, both majority and minority can be fulfilled. Danamon also always provides fair and equal treatment to all stakeholders.

Furthermore, Danamon as the Main Entity in a Financial conglomerate also prepared the Danamon Group Integrated Corporate Governance Policies that guide the implementation of good corporate governance for all entities within the Banking Group, the Bank and its subsidiaries.

Danamon's Corporate Governance Organs

Danamon's corporate governance structure is built to ensure that implementation of corporate governance in Danamon is applied systematically. Organs in the corporate governance structure have clear roles and responsibilities in order to support the principles of good corporate governance.



Corporate Governance Implementation

Danamon's Corporate Governance is integrated with 3 (three) features of Corporate Governance; namely, structure, process and outcome, ensuring adequate governance structures and infrastructure, maximizing the effectiveness of the Corporate Governance implementation process, and matching outcome quality with stakeholder expectations.

Governance Structure	Corporate Governance Process	Governance Outcomes
• Adequate in number, composition, criteria, and independence structure of the Board of Commissioners, Board of Directors, and Danamon committees in accordance with the needs of Danamon and regulations of Bank Indonesia and OJK. • spacing of committees in accordance with the regulation, Danamon maintains the Compliance Committee and Operation Risk Management Committee as part of Danamon GCG structure enhancement. Danamon as an entity of Danamon Group also established the Integrated Corporate Governance Committee and the Integrated Risk Management Committee. • Adequate roles, responsibilities and functions of Danamon organs are set forth in Policies, Guidance, Code of Conduct. Policies, procedures, and management information systems and are already in place and support Danamon's operational activities. • Availability of Corporate Governance guidelines, risk management framework, sufficient internal control, sufficient compliance functions, and internal audit functions and assignment of external audits which meet requirements. • Availability of policies on the provision of funds to related parties, large exposures, conflict of interests, and transparency. • Strategic and business plans are in line with the vision and mission of Danamon.	• Adequate implementation of functions, roles, and responsibilities of Danamon organs, thus enabling optimization of supervision and control functions. • Replacement and appointment process for the Board of Commissioners, Board of Directors, and Committees. • Improving the competencies of the Board of Commissioners and Board of Directors through ongoing education and training. • Disclosure of affiliate transactions or conflict of interests by the Board of Directors and Board of Commissioners through a Letter of Declaration. • Provision of funds to the related parties and large credit exposures carried out through process of credit approval on normal and arms length basis. • Proper implementation of risk management so that potential risks may be well managed. • Transparent, comprehensive and accurate disclosure of financial, non financial and bank products. • Realistic, comprehensive and measurable strategic and business plans approved by the Board of Commissioners and communicated to the shareholders and at various levels within the organization.	• Positive Danamon performance which amongst other include profitability, efficiency, and capital. • Bank activities are free from the intervention of the owner or other related parties which may lead to conflict of interests. • Disclosure of financial and non-financial conditions as well as other important information are supported by Danamon's informative website and ease of access by stakeholders. • Sufficient level of compliance and risk management as well as follow-up of audit results. • Bank Business Plan indicates sustainable growth for the Bank and provides economic and non-economic benefits for the stakeholders.

DANAMON'S CORPORATE GOVERNANCE IMPLEMENTATION REPORT

The 2015 preparation of Danamon's Corporate Governance report was one of the Bank's efforts in complying with the prevailing regulation and was part of its transparency responsibility in the application of corporate governance principles by Danamon. The preparation of this report has covered all the implementation aspects of corporate governance with reference to the provisions of Bank of Indonesia,OJK, o ASEAN CG Scorecard and universally applicable corporate governance best practices.

SHAREHOLDERS

Shareholders are persons or legal entities whose names are recorded as shareholders in Danamon's register of shareholders. Shares of Danamon are shares in series A and series B. The number of series A shares issued is 22,400,000 with the number of series B shares being 9,562,243,365, giving a total series A and B of 9,584,643,365 shares.

Rights and Obligations of Shareholders

Series A and Series B shareholders have equal rights and obligations and the shares are not differentiated into preference or ordinary shares. Shareholders have the rights to participate in decision making related to changes in the Articles of Association and other changes related to the Company, rights to participate effectively and to exercise his/her votes in the General Meeting of Shareholders as well as rights to obtain information in relation to the General Meeting of Shareholders including agenda, code of conduct and procedures for voting. The rights and obligations are stipulated in detail in Danamon's Articles of Association which can be accessed through Danamon's website (www.danamon.co.id).

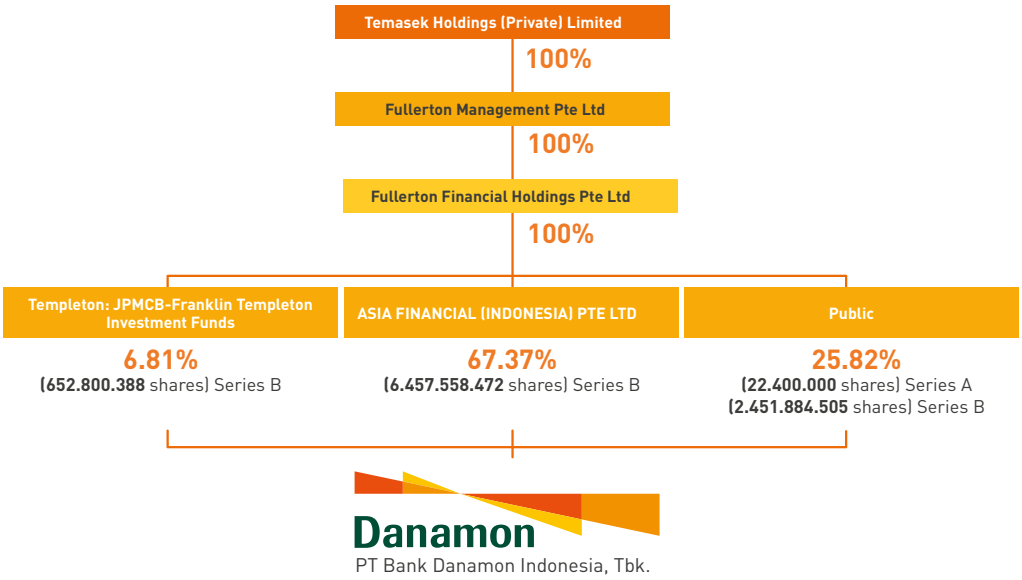
Danamon's Shareholder Structure

Composition of Shareholders as of December 31, 2015:

Shareholders	Shareholders				
	Series	Value per Share	(%)	Shares	Value
Public	A	50,000	0.23	22,400,000	1,120,000,000,000
Public	B	500	25.59	2,451,884,505	1,225,942,252,500
JPMCB-FRANKLIN Templeton Investment Funds	B	500	6.81	652,800,388	326,400,194,000
Asia Financial (Indonesia) Pte. Ltd.	B	500	67.37	6,457,558,472	3,228,779,236,000
Total			100	9,584,643,365	5,901,121,682,500

Main and Controlling Shareholders

Shareholders Structure



Information on Ultimate or Controlling Shareholder

The Main shareholder of Danamon is Asia Financial (Indonesia) Private Ltd ("AFI"). AFI is a Singapore-based legal entity established on November 10, 1990 as an investment holding company under the name ENV Corporation (Private) Limited.

The controlling shareholder of Danamon is Temasek Holding Private Limited ("Temasek"), through Fullerton Management Private Limited and Fullerton Financial Holdings Private Limited. Temasek is an investment company domiciled in Singapore and owned by the Singaporean Ministry of Finance.

Detailed information about shareholders include the structure, composition, shareholders above 5% and the 20 largest shareholders, as well as the profile group of shareholders below 5%, can be viewed under the Company Profile in this Annual Report.

GENERAL MEETING OF SHAREHOLDERS

The General Meeting of Shareholders (GMS) is an organ of the Bank which has exclusive authority not possessed by the Board of Commissioners and by the Board of Directors as set forth in the Articles of Association. Shareholders have the right to participate in the management of the Bank through the decision-making in the GMS. A GMS can be held at the request of shareholders who fulfill the necessary requirements.

Polling and Vote Count Mechanisms at General Meetings of Shareholders

Decision-making, voting and vote-counting procedures for an EGMS and AGMS are disclosed on the Danamon website and are read out by the Chairman of the meeting at the beginning of any GMS. Each shareholder or proxy of the shareholder has the right to ask questions and/or submit opinions to the chairman of the GMS before voting for each agenda.

In counting the votes, one share entitles the holder to 1 (one) vote. If one shareholder has more than 1 (one) share, he/she is asked to vote once only with that vote representing the total number of his/her shares. P. Soetrisno A. Tampubolon was appointed as the Notary Public and PT Raya Saham Registra was appointed as Registrar for determining quorum and vote counting.

In order to assist shareholders in obtaining information about a GMS as early as possible, the announcement and call/invitation of a GMS contains information about the date of the call, the date of shareholders eligible to attend GMS as well as entitled to propose an agenda, date, place, and time of a GMS.

During 2015, the Bank held 2 (two) GMS, an Extraordinary General Meeting of Shareholders was held on February 27, 2015 and the Annual General Meeting of Shareholders was held on April 7, 2015.

The EGMS 2015

The Extraordinary GMS

The Extraordinary General Meeting of Shareholders of Danamon was held on February 27, 2015 at Le Meridien Hotel, South Jakarta. The EGMS was held at a location easily accessible by shareholders and the domicile/Head Office of the Bank. Agenda of the Extraordinary Meeting of Shareholders were:

- Amendment to Article 11 paragraph 1 and paragraph 10, and to Article 13 paragraph 6 of the Articles of Association of Danamon
- Changes in the Bank's Board of Directors.

The materials and agenda of the EGMS included explanations and rationale on each agenda item were disclosed on the Bank's website on February 5, 2015 in conjunction with the date of the EGMS Invitation. Copies and physical documents of the materials and agenda of the EGMS are available at Danamon's Office and also available at Danamon's website.

The EGMS was opened by Ng Kee Choe, President Commissioner, and chaired by J.B. Kristiadi, Independent Vice President Commissioner of Danamon.

Notice, Announcement, Invitation and Submission of Results of the EGMS

Notices of EGMS Plan to Regulator	EGMS Plan Announcement	Listing Date	Invitation	EGMS Results	
				Submission to Regulators	Publications
- Notice Letter to: the Financial Service Authority and Indonesia Stock Exchange (through E-Reporting) dated January 2, 2015 and revised on Friday dated January 9, 2015	- Announced in Bisnis Indonesia, Investor Daily, and Jakarta Post newspaper dated January 21, 2015 - E-Reporting Indonesia Stock Exchange and SPE FSA dated January, 21 2015 - web site: www.danamon.co.id	4 February 2015	- Announced in Bisnis Indonesia, Investor Daily and Jakarta Post newspaper dated February 5, 2015 - E-Reporting of Indonesia Stock Exchange and SPE FSA dated February 5, 2015 - Website: www.danamon.co.id	- Reporting Letter to the Financial Service Authority, Indonesia Stock Exchange and Bank Indonesia dated February 27, 2015 - E-Reporting IDXNet and SPE FSA dated February 27, 2015	- Announced in Bisnis Indonesia, Investor Daily, and The Jakarta Post dated March 2, 2015 - E-Reporting IDXNet and SPE FSA dated March 2, 2015 - website: www.danamon.co.id
- Notification shall be made 7 working days prior to the announcement	- The announcements were made 15 days prior to the Invitation for the EGMS		- Invitation 21 days prior to the EGMS	- E-Reports submitted on the same day as the EGMS was held	- Publication of the results of the EGMS were announced one working day after the General Meeting of Shareholders

Attendance of Shareholders, Board of Commissioners, Board of Directors, Audit Committee and Syariah Supervisory Board

Shareholders entitled to attend were those recorded in the Register of Danamon's Shareholders on 4 February 2015, namely 1 (one) working day prior to the date of the EGMS invitation. The EGMS was attended by shareholders or their proxies holding 8,847,487,077 shares, or 92.31% of 9,584,643,365 shares issued and paid up by the shareholders. Shareholders holding more than 2/3 of the total shares were present and has met/fulfilled the requirement of the quorum for the first agenda. Also, shareholders holding more than half of the total shares were present and has met/fulfilled the requirement of the quorum for the second agenda.

The Extraordinary General Meeting of Shareholders atau EGMS was attended by all members of the Board of Commissioners, all members of the Board of Directors and a member of the Syariah Supervisory Board. In addition, The EGMS was also attended by a Notary, representative of the Administrative Bureau of Securities and a Public Accountant.

Decisions and Results of The Extraordinary General Meeting of Shareholders 2015

The EGMS in 2015 made decisions on the two (2) items on the agenda proposed through the voting mechanism. All decisions made in the meeting were implemented in 2015 as outlined in the table below:

First Agenda Item	
Details of contents of Agenda	Realised
1. Approved the amendments to the Articles of Association Article 11, paragraph 1, paragraph 10 and Article 13 paragraph 6. 2. To authorize the Board of Directors of the Company to sign any deeds which are required in connection with the resolutions of this Meeting and to submit a notice regarding the data changes to the Ministry of Law and Human Rights of Republic of Indonesia in order to obtain Receipt of notice on Company's data changes from the Ministry of Law and Human Rights of the Republic of Indonesia.	Have been realized

Result of voting card calculation	Voting Result			No Vote (d)
	Against (a)	Abstain[1] (b)	Agree (c)	
	4,070,360 shares or 0.04%	3,917,500 shares or 0.05%	8,828,171,043 shares or 99.78%	11,328,174 shares or 0.13%
		Total Agree Votes: 8,832,088,543 shares or 99.83% e=(b+c)		

Second Agenda Item	
Details of contents of Agenda	Realised
1. Accepted the retirement of Mr. Ho Hon Cheong as Director of the Bank effective as of the closing of this EGM and the resignation of Mr. Khoe Minhari Handikusuma as Director of the Bank effective October 31, 2014, to thank them for the services provided during their tenures; 2. Approved the appointment: 1. Sng Seow Wah as President Director of the Company; and 2. Muliadi Rahardja as Vice President Director of the Company. Therefore, the composition of the Board of Directors is as follows: President Director: Sng Seow Wah Vice President Director: Muliadi Rahardja Director: Vera Eve Lim Director: Herry Hykmanto Director: Kanchan Keshav Nijasure Director (Independent): Fransiska Oei Lan Siem Director: Pradip Chhadva Director: Michellina Laksmi Triwardhanny Director: Satinder Pal Singh Ahluwalia Effective as of the close of the Meeting, except for: the appointment of Muliadi Rahardja effective since the enactment of changes to Articles of Association, Muliadi Rahardja resigned from his position as Director of the Company and at the same time was appointed as Vice President Director of the Company, and with his tenure ending at the adjournment of the second Annual General Meeting of the Shareholders for the Year ended at December 31, 2016, which will be convened at the latest in June 2017, without prejudice to the right of Annual General Meeting of Shareholder to dismiss him (them) at any time 3. To authorize the Board of Directors of the Company to sign any deeds which are required in connection with the resolutions of this Meeting and to submit a notice regarding the data changes to the Ministry of Law and Human Rights of the Republic of Indonesia in order to obtain Receipt of notice on Company's data changes from the Ministry of Law and Human Rights of the Republic of Indonesia.	Have been realized

Result of voting card calculation	Voting Result			No Vote (d)
	Against (a)	Abstain[1] (b)	Agree (c)	
	27,458,845 shares or 0.31%	144,496,784 shares or 1.63%	8,663,288,233 shares or 97.92%	12,243,215 shares or 0.14%
		Total Agree Votes: 8,807,725,017 shares or 99.55% e=(b+c)		

Description:
[1] Shareholders with voting rights present at the GMS but abstained in the voting are considered to have voted the same as the majority votes by the voting shareholders

Annual General Meeting of Shareholders (Annual GMS) 2015

The Annual GMS

The Annual General Meeting of Shareholders of Danamon was held on April 7, 2015 at Le Meredien Hotel, Jalan Jenderal Sudirman, South Jakarta. The Annual GMS was held at a location easily accessible by the shareholders and is the domicile/Head Office of the Bank.

The Materials and Annual General Meeting agenda included explanations and rationale of each agenda item and was disclosed on the Bank's website on March 16, 2015 in conjunction with date of the Invitation to the Annual General Meeting. Copies and physical documents of the content and agenda of the Annual General Meeting were available at the Bank's office and can be accessed on Danamon's website.

The Danamon Annual General Meeting was opened by Ng Kee Choe, President Commissioner of Danamon and chaired by J.B. Kristiadi,Independent Vice President Commissioner of Danamon.

Notice, Announcement, Invitation and Submission of Results of AGMS

In an effort to provide an opportunity for individual and institutional shareholders to participate actively in exercising their rights as shareholders Danamon announced and called for invitation to its GMS in both Indonesian and English through domestic newspapers with national coverage. In addition, the announcement and invitation were also uploaded on the Bank's and the Indonesia Stock Exchange's websites covering information on the rationale and explanation of each agenda item.

Notice to Regulator of Plan for GMS	GMS Announcement	Listing Date	Invitation	GMS Resolutions	
				Submission to Regulator	Publication
- Notification letter to the Financial Services Authority, Bank Indonesia, and the Indonesia Stock Exchange (through E-Reporting) on 18 February 2015	- Announced in Bisnis Indonesia, Investor Daily, and The Jakarta Post dailies on 27 February 2015 - E-Reporting IDXNet and SPE OJK on 27 February 2015 - website: www.danamon.co.id	13 March 2015	- Announced in Bisnis Indonesia, Investor Daily, and The Jakarta Post dailies on 16 March 2015 - E-Reporting IDXNet and SPE OJK on 16 March 2015 - website: www.danamon.co.id	- Reporting letter to the Financial Services Authority, Indonesia Stock Exchange, and Bank Indonesia on 7 April 2015 - E-Reporting IDXNet and SPE OJK on 7 April 2015	- Announced in Bisnis Indonesia, Investor Daily, and The Jakarta Post dailies on 8 April 2015 and advertisement of erratum on 9 April 2015 - E-Reporting IDXNet and SPE OJK on 8 April 2015 and on 9 April 2015 - website: www.danamon.co.id
- Notification conducted 5 working days prior to announcement	- Announcement conducted 16 working days prior to Invitation to GMS		- Invitation conducted 21 days prior to the GMS	- Report submitted on the same day as the day of the GMS	- Publication of GMS results made 1 working day after the GMS

Attendance of Shareholders, the Board of Commissioners,the Board of Directors, Audit Committee and the Syariah Supervisory Board at the Annual General Meeting of Shareholders

Those entitled to attend were those whose names were listed in the register of shareholders of the Bank as of March 13, 2015 which was 1 (one) working day before the invitation date of the AGMS. The AGMS was attended by shareholders or their proxies holding 8,834,977,570 shares, or 92.17% of the total 9,584,643,365 shares subscribed and paid up by the shareholders. Shareholders holding more than half of the total shares were present meaning that quorum for AGMS agenda items 1-5 was met while shareholders holding more than 2/3 of the total shares were present meaning that quorum for the sixth agenda was also met.

The Annual General Meeting was attended by all members of the Board of Commissioners, Board of Directors, Syariah Supervisory Board, and Audit Committee. The AGM was also attended by the appointed A Notary, Representative of the Administrative Bureau of Securities, and Public Accountant.

Decisions and Results of the 2015 AGMS

The 2015 Annual General Meeting 2015 decided on the six (6) proposed meeting agenda items through voting, and all of the decisions had been fully implemented by the end of 2015, as listed in the table below:

First Agenda Item

Details of contents of Agenda	Realised
1. To approve the Annual Report of the Company for the year ended 31 December 2014; 2. To ratify the audited Financial Statements of the Company for the year ended 31 December 2014 that was audited by the Public Accountant Firm of Purwantono, Suherman & Surja, member of Ernst & Young Global Limited as stipulated in the Independent Auditor's Report of 16 January 2015, No. RPC-6597/PSS/2015 with an unqualified opinion; 3. To ratify the annual Supervisory Report of the Board of Commissioners of the Company for the year ended 31 December 2014; and 4. To grant full release and discharge ("volledig acquit et décharge") to: (i) the Board of Directors in their duties and responsibilities of managing and representing the Company; (ii) the Board of Commissioners in their duties and responsibilities of supervising and advising the Board of Directors, assisting the Board of Directors, and providing approval to the Board of Directors; and (iii) the Syariah Supervisory Board in their duties and responsibilities of supervision of the Company's business activities in accordance with the Syariah principles and of providing advise to the Board of Directors, which were undertaken in the period of the year ended 31 December 2014, provided that such implementation of duties and responsibilities are reflected in the Company's Annual Report for the year ended 31 December 2014.	Has been realized

Result of voting card count	Voting Result			No Vote (d)
	Against (a)	Abstain[1] (b)	In Favour (c)	
	nil	3,657,100 shares or 0.041%	8,805,589,469 shares or 99.667%	25,731,001 shares or 0.291%
		Total Votes In Favour: 8,809,246,569 shares or 99.709% e=(b+c)		

Second Agenda Item

Details of contents of Agenda	Realised
Approved the appropriation of the Company's net profit for the year ended 31 December 2014 in a total of Rp 2,604,017,000,000 detailed as follows: 1. 1% of the net profit or Rp 26,040,170,000 to be set aside for the reserve fund to comply with Article 70 of Law Number 40 of 2007 on Limited Liability Companies; 2. 30% of the net profit or approximately in total amount of Rp 781,205,100,000 or Rp 81.50 per share, with the assumption that total issued shares of the Company at the Recording Date is not more than 9,584,643,365 shares, to be distributed as dividend for the year 2014, with the following provisions: a. The dividend shall be paid to the shareholders whose names are registered in the Shareholders' Registry on a date to be stipulated by the Board of Directors of the Company (further referred to as the "Recording Date"); b. The Board of Directors will deduct dividend tax for the year 2014 in accordance with the prevailing tax regulations to the shareholders c. The Board of Directors is hereby authorized and empowered to stipulate all matters regarding or relating to the implementation of dividend payment for the year 2014, including, but not limited to: 1) determine the Recording Date for the shareholders of the Company who are entitled to receive dividend payment for the year 2014; and 2) determine the date of implementing payment of dividend for the year 2014, taking into consideration and without prejudice to the regulations of the Stock Exchange where the shares of the Company are listed; The remaining amount of the Net Profit in 2014 which is not determined shall be posted as retained earnings of the Company.	Has been realized

Result of voting card count	Voting Result			No Vote (d)
	Against (a)	Abstain[1] (b)	In Favour (c)	
	nil	2,164,600 shares or 0.025%	8,818,101,191 shares or 99.809%	14,711,779 shares or 0.167%
		Total Vote In Favour: 8,820,265,791 shares or 99.833% e=(b+c)		

Third Agenda Item				
Details of contents of Agenda				Realised
To appoint Purwantono, Suherman & Surja, member of Ernst & Young Global Limited as Public Accountant Firm registered with the Financial Services Authority to audit the Company's financial statements for the year 2015.				Has been realized
Result of voting card count	Voting Result			No Vote (d)
	Against (a)	Abstain[1] (b)	In Favour (c)	
	2,166,620 shares or 0.025%	147,038,900 shares or 1.664%	8,645,534,961 shares or 97.856%	40,237,089 shares or 0.455%
		Total Votes In Favour: 8,792,573,861 shares or 99.52% e=(b+c)		

Fourth Agenda Item				
Details of contents of Agenda				Realised
1. a. Approved payment of tantieme/bonus which will be distributed to the members of the Board of Commissioners of the Company for the year 2014 in the total amount of Rp7,031,000,000 gross; b. Approved total amount of remuneration and other allowances for members of the Board of Commissioners of the Company for the year 2015 at Rp10,928,588,161 gross; c. Approved delegation of authority to the President Commissioner of the Company to determine amount of tantieme/ bonus for the year 2014 and the remuneration/honorarium and any other allowance for the year 2015 for each member of the Board of Commissioners of the Company, based on the recommendation of Remuneration Committee No.B.02-KR dated 25 February 2015. 2. a. Approved the payment of tantieme/bonus which will be distributed to the Syariah Supervisory Board of the Company for the year 2014 in the total amount of Rp60,000,000 gross; b. Approved total amount of remuneration and other allowances for the Syariah Supervisory Board of the Company for the year 2015 at Rp671,488,006 gross; c. Approve the delegation of authority to the Board of Commissioners of the Company to determine portion of tantieme/ bonus for the year 2014 and the remuneration/honorarium and any other allowance for the year 2015, based on the recommendation of Remuneration Committee No.B.03-KR adted 25 February 2015. 3. a. Approved total payment of tantieme which will be distributed to the Board of Directors of the Company for the year 2014 at Rp22,274,000,000 gross; b. Approved total amount of remuneration/honorarium and other allowances for the Board of Directors for the year 2105 at Rp43,160,891,699 gross; c. Approved delegation of authority to the Board of Commissioners of the Company to determine portion of tantieme for the year 2014 and the remuneration/honorarium and other allowances for the year 2015 for each member of the Board of Directors, based on the recommendation of the Remuneration Committee No.B.01-KR dated 25 February 2015.				Has been realized
Result of voting card count	Voting Result			No Vote (d)
	Against (a)	Abstain[1] (b)	In Favour (c)	
	742,406 shares or 0.008%	29,830,200 shares or 0.338%	8,783,435,710 shares or 99.417%	20,969,254 shares or 0.237%
		Total vote In Favour: 8,813,265,910 shares or 99.755% e=(b+c)		

Fifth Agenda Item	
Details of Contents of Agenda	Realized
1. a. Accepted resignation of Andriaan Laoh as Commissioner (Independent) of the Company effective 13 October 2014, with expression of thanks for services rendered by him during his tenure; b. Approved appointment of Emirsyah Satar as Commissioner (Independent) effective as of the date of passing the fit and proper test from the Financial Services Authority. Therefore the composition of the members of the Company's Board of Commissioners is as follows: BOARD OF COMMISSIONERS President Commissioner: Ng Kee Choe; Vice President Commissioner (Independent): Professor Dr. Johanes Berchmans Kristiadi Pudjosukanto Commissioner: Gan Chee Yen; Commissioner (Independent): Manggi Taruna Habir; Commissioner: Ernest Wong Yuen Weng; Commissioner (Independent): Made Sukada; Commissioner (Independent): Emirsyah Satar(*). (*)Effective as of the date of passing the fit and proper test from OJK with the tenure ended at the close of the second Annual General Meeting of Shareholders following this Meeting, which will be convened at the latest in June 2017, without prejudice to the rights of Annual General Meeting of Shareholder to dismiss him (them) at any time; 2. Authorized Board of Directors to sign any deeds which are required in connection with the resolutions of this Meeting and to submit a notice regarding the data changes to the Ministry of Law and Human Rights of the Republic of Indonesia in order to obtain Receipt of Notice on Company's data changes from the Ministry of Law and Human Rights of the Republic of Indonesia.	Has been realized

Result of voting card count	Voting Result			No Vote (d)
	Against (a)	Abstain[1] (b)	In Favour (c)	
	660,000 shares or 0.007%	17,353,200 shares or 0.196%	8,781,556,303 shares or 99.395%	35,408,067 shares or 0.401%
		Total vote In Favour: 8,798,909,503 shares or 99.592% e=(b+c)		

Sixth Agenda Item	
Details of contents of Agenda	Realised
1. a. Approved amendments of several articles in the Company's Articles of Association, reflecting adjustments with Regulation of the Financial Services Authority, which will be in effect from the date of issuance of the receipt of notice on the amendments to the Articles of Association from the Ministry of Law and Human Rights of the Republic of Indonesia as stipulated in Article 23 sub-article (2) of Law No. 40 Year 2007 on Limited Liability Companies; and b. Reaffirmed all articles and sub-articles in the Articles of Association that were not so amended in this Meeting, which have been in effect since the date of the letter of approval of the amendment to the Articles of Association and the date of the Receipt of notice on the amendments to the Company's Articles of Association from the Ministry of Law and Human Rights of the Republic of Indonesia as stipulated in Article 23 sub-article (1) and sub-article (2) Law No. 40 Year 2007 on Limited Liability Companies. 2. Authorized Board of Directors of the Company to sign any deeds which are required in connection with the resolutions of this Meeting and to submit a notice regarding the amendments to the Articles of Association of the Company to the Ministry of Law and Human Rights of the Republic of Indonesia in order to obtain Receipt of notice on the amendments to the Company's articles of association from the Ministry of Law and Human Rights of the Republic of Indonesia.	Has been realized

Result of voting card count	Voting Result			No Vote (d)
	Against (a)	Abstain[1] (b)	In Favour (c)	
	nil	17,353,200 shares or 0.196%	8,791,457,584 shares or 99.507%	26,166,786 shares or 0.296%
		Total vote In Favour: 8,808,810.784 shares or 99.704% e=(b+c)		

Notes:
[1] Shareholders with voting rights present at the GMS but abstaining in the vote are considered to vote the same as the majority votes by the voting shareholders
[2] Net income is the net income that can be attributed to owners of the parent entity

THE BOARD OF COMMISSIONERS

The Board of Commissioners is the Bank's organ responsible for conducting general and/or specific supervision in accordance with the Articles of Association and for advising the Board of Directors. The Board of Commissioners implementation is conducted independently.

Members of the Board of Commissioners are appointed by the GMS based on the recommendations of the Nomination Committee through the Board of Commissioners. Pursuant to Danamon's Articles of Association, the appointment is effective from the date specified in the GMS and will end at the conclusion of the third GMS after the date of appointment. In the event of an addition and/or replacement of a member of the Board of Commissioners, the Term of Office of that member begins on the date specified by the GMS and ends on the same date as those of other members. The appointment of members of the Board of Commissioners is considered effective following the approval of a Fit and Proper Test by the Financial Services Authority (FSA).

Danamon's Board of Commissioner's responsibilities and authorities are clearly defined in Danamon's Articles of Association, and are in compliance with the prevailing laws and regulations.

Charter of the Board of Commissioners

The Board of Commissioners' Charter are prepared based on prevailing regulations, including those of Bank Indonesia,the FSA and international best practices which includes matters of a legal nature, structure and membership, concurrent position, independent commissioner, term of service, resignation, duties and responsibilities of the President Commissioner, authorities, work ethics, meeting arrangements, transparency and reporting.

Board of Commissioners Work Ethics

The Board of Commissioners Work Ethics include:

a. The Board of Commissioners shall be subject to the Bank's Code of Ethics and other prevailing banking regulations.
b. The Board of Commissioners is prohibited from taking advantage of the Bank other than remuneration and facilities as set forth by GMS for their personal benefit, family and/or other parties, that may hurt or diminish profit or reputation of the Bank and its subsidiaries.
c. Members of the Board of Commissioners are prohibited from taking and/or receiving personal benefit from the Bank, other than the remuneration and other facilities set forth in the General Meeting of Shareholders.
d. Members of the Board of Commissioners are prohibited from directly or indirectly making false statements or not revealing material facts.

Duties, Responsibilities and Authorities of the Board of Commissioners

Duties and responsibilities of the Board of Commissioners include:

a. Ensuring the implementation of good corporate governance in every activity at all levels of the Bank's businesses and corporate organizational hierarchy including its subsidiaries.
b. Evaluating integrated corporate governance guidelines in order to be on course for improvements.
c. Supervising the performance of duties and responsibilities of the Board of Directors, as well as providing recommendation and/or advice to the Board of Directors.
d. Directing, monitoring and evaluating implementation of the Bank's strategic policies.
e. Not involved in decision making of the Bank's operational activities, except in the event of provision of funds to related parties and other matters as set forth by the Bank's Articles of Association and prevailing laws.

f. Periodically re-evaluating and approving the Vision and Mission of the Bank.
g. Forming Audit, Risk Monitoring, Remuneration, Nomination, Corporate Governance and Integrated Corporate Governance Committees and evaluating performance of these committees.
h. Ensuring that the Board of Directors has followed up on audit findings and recommendations from the Bank's Internal Audit Unit and external auditor, and on supervisory results of Bank Indonesia and/or the Financial Services Authority and/or the results of other regulators.
i. Making Recommendations on improvements or suggestions as proposed by the Audit Committee and submitting it to the Directors.
j. Informing Bank Indonesia and/or the Financial Services Authority at the latest 7 working days from the detection of:
   - Any violation of laws and regulations in finance and banking.
   - A state or supposition of circumstances that could jeopardize the Bank's business.
k. Monitoring and evaluating the Information Technology Strategic Plan, including reviewing policies and procedures of risk management in regard to the Bank's information technology, as proposed by the Board of Directors.
l. Preparing, reviewing and renewing of the Board of Commissioners periodically. The guidelines and work ethics of the Board of Commissioners are available on the Danamon website.
m. Improving competencies through continuous education and training.
n. Allocating sufficient time for effective implementation of its duties and responsibilities.

Duties and responsibilities of the President Commissioner

a. The President Commissioner leads the Board of Commissioners in performing supervision and assurance.
b. The President Commissioner leads and determines the urgency related to an invitation to the Board of Commissioners meeting to be conducted in less than 5 (five) days time.

Authorities of the Board of Commissioners

In undertaking its supervisory functions, the Board of Commissioners exerts the following authorities:

a. The Board of Commissioners is authorized to access the documents, data, and information about employees, funds, assets, and Danamon's resources.
b. In carrying out its duties and responsibilities, the Board of Commissioners is authorized to communicate directly with employees, Directors and other parties.
c. If necessary the Board of Commissioners has the authority to engage independent parties other than members of the Board of Commissioners to assist in carrying out their duties.
d. The Board of Commissioners is authorized to carry out other authorities as granted by the Articles of Association of Danamon and the prevailing laws and regulations.
e. Conducting supervision of management policy, management in general, in relation to Danamon as well as to Danamon's businesses and to advise the Board of Directors;
f. Based on the Board of Commissioners meeting, the Board of Commissioners may temporarily dismiss a member of the Board of Directors from his/her position by stating the reasons thereof, as stipulated in the prevailing laws and regulations;
g. Conduct a GMS at the latest 45 (forty-five) days after the temporary dismissal of the member of the Board of Directors, considering the announcement and invitation period, as defined in the prevailing laws and regulations and Danamon's Articles of Association;

h. In the event that all members of the Board of Directors are temporarily dismissed or due to the fact that there is no member of the Board of Directors managing the office for whatever reason, the Board of Commissioners shall manage Danamon temporarily and act on behalf of Danamon. The Board of Commissioners has the right to appoint one or more members to carry out this authority on behalf of the Board of Commissioners, by following the prevailing laws and regulations;

i. The Board of Commissioners has the authority to set limitations on management by the Board of Directors;

j. The Board of Commissioners shall provide prior approval to the Board of Directors or sign related documents for one or more actions from time to time, without limiting the provisions of the prevailing laws and regulations regarding the following Board of Directors activities:

1) Lending money or providing credit facilities or other banking facilities that represent or result in borrowing money:
   - To related parties as stipulated in Bank Indonesia regulations regarding Lending Limit of Commercial banks, or
   - Exceeding the amount that from time to time will be determined by the Board of Commissioners, or

2) Binding Danamon as a guarantor or debt underwriter (borgtocht), or in any other way encumbering it with the payment obligations of another party:
   - As related parties as stipulated in the Bank Indonesia regulation regarding Lending Limits of Commercial banks, or
   - Exceeding the amount that from time to time will be determined by the Board of Commissioners, or;

3) Establishing a new entity, to form or increase ownership (except for the increase in ownership related to the issuance of stock dividends or bonus shares, or related to loan restructuring efforts), or reducing ownership in other entities, without prejudice to the approval of the authority;

4) Borrowing money from another party or receiving a credit facility or other banking facilities which result in lending money that exceeds the amount determined from time to time by the Board of Commissioners to the other party;

5) Writing-off or charging off the Bank's receivables that exceed the amount determined from time to time by the Board of Commissioners from the books;

6) Changing/passing down or releasing Danamon's rights to collect Bank receivables that were written off and that exceeded the amount determined from time to time by the Board of Commissioners;

7) Selling, changing or releasing the rights, or collateralizing and/or offering the Bank's property, either in a single transaction or in multiple transactions that stand alone or are related to one another, in an amount which is from time to time determined by the Board of Commissioners (without prejudice to the regulations in Danamon's Articles of Association).

Diversity Policy on Composition of the Board of Commissioners

Danamon is a company that emphasizes equal opportunity for everyone by stressing professionalism. Danamon appreciates and respects any differences in viewpoints, knowledge, skills and experience of each individual, and does not discriminate against race, ethnicity, gender and religion.

Danamon's diversity policy is used as a consideration in the process of nomination and succession of the Board of Commissioners by taking into account the knowledge, skills and experience relevant to the needs of the company, thus obtaining the optimal composition of the Board of Commissioners.

Balance and depth of knowledge, expertise and experience is a consideration in determining an optimal composition of the Board of Commissioners and which in turn is expected to optimize decision making and enhance the performance of the Company.

Nomination Policy of the Board of Commissioners

Members of the Board of Commissioners consist of individuals who are qualified and meet the requirements and are able to represent the interests of all stakeholders and as such, a nomination policy for the Board of Commissioners is required.

A candidate identification process is carried out by the Nomination Committee. The Nomination Committee in this process may retain the services of third parties (search firms). The Nomination Committee identifies, interviews, and selects candidates who meet the requirements as well as performing background and reference checks. In identifying suitable candidates, the Nomination Committee will consider the knowledge, skills and professional experience, as well as the diversity of the composition without discriminating against race, ethnicity, gender and religion.

The Nomination Committee proposes selected candidates to the Board of Commissioners for approval and ratification by the General Meeting of Shareholders. The Nomination Committee will also conduct an evaluation of all members of the Board of Commissioners who will be reappointed at the General Meeting of Shareholders.

Composition, Criteria, Independence and Concurrent Positions of Board of Commissioners Members

Board of Commissioners Composition and Criteria

The composition of the Board of Commissioners as of December 2015 was:

1. President Commissioner: Ng Kee Choe
2. Vice President Commissioner/Independent: J.B. Kristiadi
3. Commissioner: Gan Chee Yen
4. Independent Commissioner: Manggi T. Habir
5. Commissioner: Ernest Wong Yuen Weng
6. Independent Commissioner: Made Sukada
7. Independent Commissioner: Emirsyah Satar

The total does not exceed the total number of members of the Board of Directors; namely, seven members, and is in compliance with Bank Indonesia and FSA regulations. Four out of the 7 members of the Board of Commissioners or more than 50% are Independent Commissioners. The majority or 57% (fifty seven percent) of the members of the Board of Commissioners are Indonesian citizens and are domiciled in Indonesia.

Data on the appointment of Commissioners

Name	Position	MS Date	Effective Date (BI/FSA Approval)	Appointment	Appointment Period	Domicile
Ng Kee Choe	President Commissioner	22 May 2006	24 May 2006	2006 – 2008 2008 – 2011 2011 – 2014 2014 – 2017	4X	Singapore
J.B. Kristiadi	Vice President Commissioner (Independent)	9 May 2005	5 December 2005	2005 – 2008 2008 – 2011 2011 – 2014 2014 – 2017	4X	Indonesia
Gan Chee Yen	Commissioner	16 June 2003	21 October 2003	2003 – 2005 2005 – 2008 2008 – 2011 2011 – 2014 2014 – 2017	5X	Singapore
Manggi T. Habir	Commissioner (Independent)	9 May 2005	22 July 2005	2005 – 2008 2008 – 2011 2011 – 2014 2014 – 2017	4X	Indonesia
Ernest Wong Yuen Weng	Commissioner	29 April 2010	14 September 2010	2010 – 2011 2011 – 2014 2014 – 2017	3X	Singapore
Made Sukada	Commissioner (Independent)	7 May 2014	8 August 2014	2014 – 2017	1X	Indonesia
Emirsyah Satar	Commissioner (Independent)	7 April 2015	15 October 2015	2015 – 2017	1X	Indonesia

The reappointment of J.B. Kristiadi as Vice President Commissioner and Independent Commissioner and Manggi T. Habir as Independent Commissioner in the 2014 Annual GMS was necessary in order to maintain continuity and the smooth implementation of the monitoring process, and is not contrary to the Indonesia Stock Exchange Directorial Decision No. Kep-00001/BEI/01-2014 which stipulates that the term of office of the Independent Commissioners is at most two (2) consecutive terms since the enactment of the Indonesia Stock Exchange Directorial Decision.

Criteria for Independent Commissioners

a. In addition to meeting the provisions as a Commissioner, an Independent Commissioner must meet the following requirements:
   1) Does not have any financial, management, stock ownership, and/or family relationships with other Commissioners, Directors and/or controlling shareholders, or any relationship with Danamon which may affect his/her ability to act independently.
   2) He/she is not a person who has worked or had authority and responsibility for planning, directing, controlling, and supervising Danamon's activities during the previous 1 (one) year period; except for re-appointment as an Independent Commissioner for a subsequent period
   3) Does not own, either directly or indirectly, shares in Danamon
   4) Is not affiliated with Danamon, other Commissioners, Directors or Danamon main shareholders; and
   5) Does not have, either a direct or indirect, business relations with Danamon's business activities.

b. Term of office is at most 2 (two) consecutive terms.
c. A former member of the Board of Directors or executive officers of the Bank or the parties who have a relationship with the Bank, which could affect its ability to act independently cannot be an Independent Commissioner of Danamon, before undergoing a cooling off period of 1 (one) year. However, this provision does not apply to former Directors or executive officers whose job has been conducting supervisory functions for at least 1 (one) year.

Independency Statement by Independent Commissioners

Each Independent Commissioner declares his/her Independency through a Declaration Statement on a periodic basis.

Statement of Independent Commissioner	Danamon's Independent Commissioners			
	J.B. Kristiadi	Manggi T. Habir	Made Sukada	Emirsyah Satar
Does not have a financial, management, ownership and/or is related to members of the Board of Commissioners, Directors and/or controlling shareholders or a relationship with Danamon, which could affect its ability to act independently	√	√	√	√
Originating from outside the Bank	√	√	√	√
Not someone who has worked or has had authority and responsibility for planning, directing, controlling, or supervising the activities of the Bank within a one year period	√	√	√	√
Does not have a business relationship connected with the activities of Danamon directly or indirectly	√	√	√	√

Independency of members Board of Commissioners

All members of the Board of Commissioners who currently serve have no family relationship to the second degree with members of the Board of Commissioners, Board of Directors as well as the controlling shareholders. The majority of members of the Board of Commissioners do not have any financial relationships with controlling shareholders and all the members of the Board of Commissioners do not have any financial relationship with the Board of Commissioners and Board of Directors.

Affiliated relationship between Commissioners, Directors and the Controlling Shareholders

BOC	Family Relationship With						Financial Relationship With					
	BOC		BOD		Controlling Shareholders		BOC		BOD		Controlling Shareholders	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Ng Kee Choe President Commissioner	-	√	-	√	-	√	-	√	-	√	√	-
J.B. Kristiadi Vice President Commissioner (Independent)	-	√	-	√	-	√	-	√	-	√	-	√
Gan Chee Yen Commissioner	-	√	-	√	-	√	-	√	-	√	√	-
Manggi T. Habir Commissioner (Independent)	-	√	-	√	-	√	-	√	-	√	-	√
Ernest Wong Yuen Weng Commissioner	-	√	-	√	-	√	-	√	-	√	√	-
Made Sukada Commissioner (Independent)	-	√	-	√	-	√	-	√	-	√	-	√
Emirsyah Satar Commissioner (Independent)	-	√	-	√	-	√	-	√	-	√	-	√

Commissioners' Concurrent Positions

Members of the Board of Commissioner may only assume concurrent positions as:

a. A commissioner, director or executive officer in a non financial institution or company, or
b. A commissioner, director or executive officer who performs a supervisory role in a non-bank subsidiary company controlled by Danamon.
c. Serving in an organization or non-profit organization as long as he/she does not neglect duties and responsibilities as a commissioner.

Not considered to be holding a concurrent position when non-independent members of the Board of Commissioners conduct functional duties of the legal entities shareholders in the business group, at no more than 4 (four) other public companies.

Current members of the Board of Commissioners do not hold concurrent positions other than those specified by Bank Indonesia/FSA regulations. The following is a list of the Board of Commissioners' positions, as of 31 December 2015:

Name	Position in Bank Danamon	Position in Other Companies
Ng Kee Choe	President Commissioner	- Director/Chairman CapitaLand Limited - Director/Chairman Ausnet Services (Distribution, Transmission, RE) - Director Fullerton Financial Holdings - Trustee Temasek Trust - Member of International Advisory Council China Development Bank - Chairman Tanah Merah Country Club
J.B. Kristiadi	Vice President Commissioner (Independent)	- Member of the Board of Commissioners of PT Citra Tubindo - Member of the Independent Team for Bureaucratic Reforms at the Ministry of State Apparatus Empowerment and Bureaucratic Reforms
Gan Chee Yen	Commissioner	- Chairman Fullerton India CreditCo. Ltd. - Chairman Fullerton Credit (Sichuan) Ltd. - Chairman Fullerton Credit (hubei) Ltd. - Chairman Fullerton Credit (Chongqing) Ltd. - Board Member Fullerton Financial Holdings Pte. Ltd. - Board Member Dunia Finance LLC - Board Member CEI Contract Manufacturing Ltd. - Board Member ST Asset Management Ltd. - Board Member ACR Capital Holdings Pte. Ltd. - Board Member Clifford Capital Pte. Ltd. - Vice Chairman Cambodia Post Bank PLC - Board Member Surbana Jurong Private Limited (formerly known as TJ Holdings (II) Pte. Ltd.)
Manggi T. Habir	Commissioner (Independent)	- President Commissioner of PT Asuransi Adira Dinamika - Chairman of Supervisory Board of Danamon Peduli Foundation - Advisor PT Avrist Life Insurance
Ernest Wong Yuen Weng	Commissioner	- Chairman Fullerton Financial Holdings Pte. Ltd. - Chairman A. Menarini Asia-Pacific Holdings - Board Trustee Nanyang Technological University - Board Member Pavilion Capital Holding Pte. Ltd.
Made Sukada	Commissioner (independent)	- Member of Supervisory Board of Danamon Peduli Foundation
Emirsyah Satar	Commissioner (independent)	- President Commissioner PT Solusi Ecommerce Global (Mataharimall.com) - Board of Advisory/Executive Director (No Legal Appointment as Director or Commissione) - Honorary Advisor at the Ministry of Tourism

In addition, Commissioners may also serve as members of a maximum of 5 committees at other Public Companies where they also serve as commissioners or directors.

BOC	Membership in the Committees under the Board of Commissioners as of 31 December 2015					
	Audit Committee	Risk Monitoring Committee	Remuneration Committee	Nomination Committee	Corporate Governance Committee	Integrated Corporate Governance Committee *)
Ng Kee Choe President Commissioner	-	-	√ Member	√ Member	-	-
J.B. Kristiadi Vice President Commissioner (Independent)	√ Member	-	√ Chairman	√ Chairman	-	-
Gan Chee Yen Commissioner	-	√ Member	√ Member	-	-	-
Manggi T. Habir Commissioner (Independent)	√ Member	√ Chairman	√ Member	-	√ Member	√ Member
Ernest Wong Yuen Weng Commissioner	-	-	-	√ Member	√ Member	√ Member
Made Sukada Commissioner (Independent)	-	√ Member	-	√ Member	√ Chairman	√ Chairman
Emirsyah Satar Commissioner (Independent)	√ Chairman	√ Member	√ Member	√ Member	-	-

*) The membership of Board of Commissioners' members in the Integrated Corporate Governance Committee does not count towards the maximum limit of membership in committees as set forth in FSA Regulation No.18/POJK.03/2014 dated 18 November 2014 on Implementation of Integrated Governance in Financial Conglomeration.

Share Ownership of Commissioners

As required by Personal Investment Policy Decision Number: DIR-CORP.SEC-014 dated 16 December 2013, Members of the Board of Commissioners shall report any transaction involving the Bank's and its subsidiaries' securities transactions to the Corporate Secretary a minimum of 1 (one) business day prior to the transaction and within 1 (one) business day after the transaction is completed. Commissioners shall also periodically to the Corporate Secretary regarding the share ownership in Danamon or other companies.

Danamon's Independent Commissioners shall not directly or indirectly own shares as specified in the Bank BOC Charter. The following is the list of direct or indirect share ownership of members of the Bank Board of Commissioners:

Share Ownerships in Danamon

No	Names of Members of the Board of Commissioners	As of 31 December 2015		As of 31 December 2014	
		Direct	Indirect	Direct	Indirect
1	Ng Kee Choe	-	94,275	-	94,275
2	J.B. Kristiadi	-	-	-	-
3	Gan Chee Yen	-	-	-	-
4	Manggi T. Habir	-	-	-	-
5	Ernest Wong Yuen Weng	-	-	-	-
6	Made Sukada	-	-	-	-
7	Emirsyah Satar	-	-	-	-

There is no direct or indirect Danamon shares transaction throughout 2015 done by BoC members.

Share Ownership in other Banks/Companies

Name of Members of The BoC	Other Bank	Non Bank Financial Institution	Other Company	Description
Ng Kee Choe President Commissioner	-	-	-	-
J.B. Kristiadi Vice President Commissioner (Independent)	-	-	-	-
Gan Chee Yen Commissioner	-	-	-	-
Manggi T. Habir Commissioner (Independent)	-	-	-	-
Ernest Wong Yuen Weng Commissioner	-	-	Ewong Pte Ltd Amount of shares owned 50,000	Company Domicile: Singapore Percentage of share ownership: 100% Registered under the name: Ernest Wong Yuen Weng & Paulina Wong
Made Sukada Commissioner (Independent)	PT Bank Tabungan Negara Persero amount of shares owned 62,500	-	-	Percentage of share ownership PT Bank Tabungan Negara Persero 0.0006%.
	-	-	PT Ace Hardware Indonesia, amount of shares owned 140,000	Percentage of share ownership PT Ace Hardware Indonesia Persero 0.0008%.
	-	-	PT Ciputra Development, amount of shares owned 75,000	Percentage of share ownership PT Ciputra Development Persero 0.0005%.
	-	-	PT Ciputra Property, amount of shares owned 70,000	Percentage of share ownership PT Ciputra property 0.0001%.
	-	-	PT Waskita Raya, amount of shares owned 100,000	Percentage of share ownership PT Waskita Raya 0.001%.
	-	-	PT Sumarecon Agung, amount of shares owned 100,000	Percentage of share ownership PT Sumarecon Agung 0.001%.
	-	-	PT Perusahaan Gas Negara (Persero), amount of shares owned 20,000	Percentage of share ownership PT Perusahaan Gas Negara Persero 0.00008%.
	-	-	PT Alam Sutra Realty, amount of shares owned 100,000	Percentage of share ownership PT Alam Sutra Realty 0.0005%.
	-	-	PT Agung Podomoro Land, amount of shares owned 150,000	Percentage of share ownership PT Agung Podomoro Land 0.0007%.
Emirsyah Satar Commissioner (Independent)	-	-	PT Citra Bali Sarana, amount of shares owned 250	Percentage of share ownership PT Citra Bali Sarana 3.57%

BoC Meetings and Joint Meetings of BoC and BoD

The meetings discuss matters based on a previously agreed agenda. Decisions during the meetings are made by deliberation and consensus. The meetings in 2015 proceeded with no dissenting opinions in the decision making process. The Meetings were attended either physically or through teleconference by the members of the Board of Commissioners and met the meeting quorum. Information about the schedule, agenda, materials, results and minutes of meetings held in 2015 has been distributed to all participants and have been well documented.

Meeting Policy

a. BoC Meetings are to be held at least once every 2 months in line with the Bank's needs.
b. Joint Meetings of the BoC and the BoD are to be held at least once every 4 (four) months in line with the Bank's needs.
c. Each member of the BoC shall attend at least 75% of the total meetings held within a fiscal year.
d. The BoC shall hold a minimum of two (2) meetings per year to be attended in person by all of its members.
e. When a member of the BoC is unable to attend a meeting in person, he or she may participate via teleconference or video conference. The Minutes of the Meeting shall be signed by all of meetings' participants who attend the Meeting in person or by tele or videoconferencing if supported by a recording as evidence of attendance.
f. A BoC meeting shall be chaired by the President Commissioner and shall be attended by a minimum of 75% of all members of the Board of Commissioners.
g. When the President Commissioner is unable to attend a BoC meeting, any member of the BoC who is present at the meeting shall be appointed as chairman of the meeting.
h. Meeting decisions shall be made by consensus.
i. If the meeting fails to meet consensus, meeting decisions shall be made through voting of at least 2/3 (two thirds) of members of the BoC who are present or represented at the meeting. Voting is based on the principle that one person has one vote.
j. All decisions of the BoC are binding to all of its members. Dissenting opinions during a meeting shall be clearly stated in the minutes of the meeting and the reasons for such dissenting opinions.
k. Meeting decisions shall be recorded in the minutes of the meeting and correctly documented.
l. Minutes of meetings shall be filed and distributed to each member of the BoC and to the Bank Corporate Secretary.
m. The BoC can make a valid and binding decision without having to hold a meeting provided that all of its members give approval to the decision.
n. For a scheduled BoC meeting, the meeting invitation and materials shall be submitted to participants no later than five (5) days before the meeting is held. For a non scheduled meeting, the agenda can be submitted to the participants before the meeting is held.
o. During a meeting, a member of the BoC can only be represented by a fellow member of the BoC and with a proxy.
p. A member of the BoC who in any way, either directly or indirectly, has a involvement or conflict of interest in a transaction, contract or a proposed contract of which Danamon is a party, shall declare the nature of such interest at the meeting and shall not be entitled to participation in voting related to the referred transaction, contract or proposed contract unless the meeting decides otherwise.

Meeting Frequency

a. During 2015, the BoC held six (6) meetings; on February 26, 2015, April 6, 2015, June 24, 2015, July 29, 2015, October 7, 2015, and November 23 to 24, 2015.

b. The Board of Commissioners held 3 (three) Joint Meetings of the Board of Commissioners and Board of Directors on February 26, June 24 and November 23-24, 2015, respectively. The Board of Commissioners also attended the Joint Meetings convened by the Board of Directors on April 6, July 29, and October 7, 2015.

Meeting Attendance

Following is the meeting attendance of the Board of Commissioners during 2015:

Board of Commissioners	Board of Commissioners Meeting (6 meetings)	% Attendance	Joint Meeting (6 meetings)		% Attendance
			BoC Meeting with Directors in Attendance	BoD Meeting with Commissioners in Attendance	
Ng Kee Choe	6	100%	3	3	100%
J.B. Kristiadi	6	100%	3	3	100%
Gan Chee Yen	6	100%	3	3	100%
Manggi T. Habir	6	100%	3	3	100%
Ernest Wong Yuen Weng[1)]	5	83%	2	3	83%
Made Sukada	6	100%	3	3	100%
Emirsyah Satar[2)]	1	100%	1	-	100%

Notes:
[1)] attended the Meeting of the Board of Commissioners on July 29, 2015, by teleconference
[1)] attended the Joint Meeting of the Board of Commissioners and Board of Directors on July 29, J2015, by teleconference
[2)] Appointed as Independent Commissioner in the GMS on April 7, 2015 and effective in office after passing the fit and proper test on October 15, 2015

Board of Commissioners Meeting Agenda in 2015

No	Date of Meeting	Meeting Participants	Meeting Agenda
1	February 26, 2015	1. Ng Kee Choe 2. J.B. Kristiadi 3. Ernest Wong Yuen Weng 4. Gan Chee Yen 5. Manggi T. Habir 6. Made Sukada	- Internal Audit in 2015 - Fraud in 2015 - Appointment of Auditor for fiscal year 2015. - The Bank's Overall Risk Heat Map - SME Segment - Program for ADMF Products - Corporate Governance Report
2	April 6, 2015	1. Ng Kee Choe 2. J.B. Kristiadi 3. Ernest Wong Yuen Weng 4. Gan Chee Yen 5. Manggi T. Habir 6. Made Sukada	- SEMM Segment - SME Segment - Main Parameter of Liquidity Risk
3	June 24, 2015	1. Ng Kee Choe 2. J.B. Kristiadi 3. Gan Chee Yen 4. Manggi T. Habir 5. Made Sukada	- Internal Audit 2015 YTD April 2015 - Audit on Internal Audit work by PwC and yearly financial audit by EY - The Bank's overall Credit - Actual ENR vs ENR targets - Adira Insurance

No	Date of Meeting	Meeting Participants	Meeting Agenda
4	July 29, 2015	1. Ng Kee Choe 2. J.B. Kristiadi 3. Ernest Wong Yuen Weng (tele conference) 4. Gan Chee Yen 5. Manggi T. Habir 6. Made Sukada	- Integrated Management Structure - Establishment of Integrated Corporate Governance Committee - Draft of Integrated Corporate Governance Policy - ASEAN CG Scorecard and Gap of Implementation of CG at Subsidiaries
5	October 7, 2015	1. Ng Kee Choe 2. J.B. Kristiadi 3. Ernest Wong Yuen Weng 4. Gan Chee Yen 5. Manggi T. Habir 6. Made Sukada	- PwC Study on Internal Audit Unit - Plan for Whistleblower Process by Third Party - Fraud in 2015 - Analysis of Danamon's Competitors - Stress Test against Danamon Portfolio - Compliance, Credit Policy Studies, Danamon International, Study on TMC, Adira Insurance - Approval for Integrated Corporate Governance Guidelines - ASEAN Scorecard and ARA Recommendation
6	November 23-24, 2015	1. Ng Kee Choe 2. J.B. Kristiadi 3. Ernest Wong Yuen Weng 4. Gan Chee Yen 5. Manggi T. Habir 6. Made Sukada 7. Emirsyah Satar	- PwC Study on Internal Audit Unit - Plan for Whistleblower Process by Third Party - Fraud in 2015 - Analysis of Danamon's Competitors - Stress Test against Danamon Portfolio - Compliance, Credit Policy Studies, Danamon International, Study on TMC, Adira Insurance - Approval for Integrated Corporate Governance Guidelines - ASEAN Scorecard and ARA Recommendation

Agenda and Participants of Joint Meetings of BoC and BoD in 2015

No	Date of Meeting	Meeting Participants	Meeting Agenda
1	February 26, 2015	1. Ng Kee Choe 2. J.B. Kristiadi 3. Ernest Wong Yuen Weng 4. Gan Chee Yen 5. Manggi T. Habir 6. Made Sukada 7. Henry Ho 8. Muliadi Rahardja 9. Herry Hykmanto 10. Kanchan Nijasure 11. Fransiska Oei 12. Michellina Triwardhany 13. Pradip Chhadva 14. Satinder Pal Singh Ahluwalia	- Minutes of the Previous Meeting - Emerging Issues - Audited Financial Performance - Dividend Payout Ratio - Update on Divestment of Affiliated Companies - Update on AGM
2	June 24, 2015	1. Ng Kee Choe 2. J.B. Kristiadi 3. Gan Chee Yen 4. Manggi T. Habir 5. Made Sukada 6. Sng Seow Wah 7. Muliadi Rahardja 8. Vera Eve Lim 9. Herry Hykmanto 10. Fransiska Oei 11. Michellina Triwardhany 12. Satinder Pal Singh Ahluwalia	- Minutes of the Previous Meeting - Balance Scorecard - Updates on SEMM - Updates on Adira Finance - Business Performance in May 2015 - Business plan - Updates on Corporate Office Building Project

No	Date of Meeting	Meeting Participants	Meeting Agenda
3	November 23-24, 2015	1. Ng Kee Choe 2. J.B. Kristiadi 3. Gan Chee Yen 4. Ernest Wong Yuen Weng 5. Manggi T. Habir 6. Made Sukada 7. Emirsyah Satar 8. Sng Seow Wah 9. Muliadi Rahardja 10. Vera Eve Lim 11. Herry Hykmanto 12. Fransiska Oei 13. Michellina Triwardhany 14. Satinder Pal Singh Ahluwalia	- Strategic Priority over the next 3 years - Financial Performance in October 2015 - FY 2015 Outlook - Plan for FY 2016 2016-2018 - Sales and Distribution - Human Resources - Consumer - SMEs - Wholesale - Transaction Banking - Adira Insurance - Adira Finance - DSP - Minutes of the Previous Meeting

Schedule of 2016 BoC Meetings

At year-end 2015, the Board of Commissioners scheduled meetings to be held in 2016 consisting of 7 (seven) Meetings of the Board of Commissioners and 3 (three) Joint Meetings of the Board of Commissioners with the Board of Directors.

Board of Commissioners Duty Implementation and Recommendations 2015

The Board of Commissioners carried out its duties and responsibilities and offered some important recommendations as highlighted below:

a. The Management should be watchful of the economic condition and implement the prudent principles in loan management as well as ensuring the management of asset quality remains a priority of Danamon.
b. Management shall continue its relentless efforts to pursue quality CASA.
c. Danamon shall build up more engines of growth and at the same time refine the mass market business. It is important to explore and tap into various opportunities in the expanding middle and affluent consumer classes, and to leverage on digital banking to promote innovation and drive business growth.
d. Management must focus on top line growth and put forth tighter cost control. Danamon shall operate in an efficient manner and improve overall productivity so as to increase income and reduce cost, thus obtaining an improved cost to income ratio.
e. Danamon shall be more customer centric rather than product centric. Management must broaden and deepen customer relationship through personalization programs that will create customer loyalty and permanence.
f. Management shall have a more innovative, integrated, and total relationship approach so as to increase business acquisition, generate more fee-based income, and introduce stable and inexpensive sources of funding.
g. Robust human capital management is very significant. Management must develop internal talent complemented by external hires. It is also important to practice meritocracy.
h. Execution of the established strategic plans and initiatives is key and these must be monitored closely. Management shall map out and prioritize the initiatives, and impediments shall be addressed and resolved to ensure successful execution.
i. Change is inevitable to survive and grow sustainably. The silo and bureaucratic culture needs to be changed into one that is collegial and collaborative.

Board of Commissioners Performance Assessment

The BoC performance is appraised based on pre-established criteria considering the duties and responsibilities as specified in the Bank's Articles of Association and all applicable regulations are considered first and foremost.

BoC Performance Assessment

Procedure of appraising the Performance of BoC

The method used to appraise the performance of BoC is annual collegial self-assessment. The results of appraisal of each member of BoC are then consolidated for collegial review in order to establish the effectiveness of the board and identify areas that need to be improved.

Criteria of BOC performance appraisal

BOC performance is appraised after several key components have been considered, among others:

a. BoC structure and composition;
b. The effectiveness of work programs of committees under the Board;
c. The Implementation of strategies and management of the company;
d. The process of carrying out the tasks and responsibilities of BoC members (time allocation, participation, and interaction between members);
e. The implementation of risk management and internal controls in mitigating potential risks;
f. Information management;
g. Individual Development of BoC members;
h. Succession planning for President Director (CEO) and the BoD;
i The Implementation of Good Corporate Governance at the Bank.

Party responsible for appraising the BoC

a. The performance of BoC is appraised by each of its member using a self-assessment method.
b. The performance of BoC may be facilitated by an external independent party on a periodic basis. An appointed external independent facilitator provides its perspectives on the Board's performance and subsequently provides the feedback/results of its appraisal.

In 2015, Danamon enlisted the services of an independent external party for objective evaluation of the Board of Commissioners' performance. In the actual process, the external party conducted the following:

- Had initial discussions and reviews of materials to be appraised
- Had interview sessions with each member of the BoC
- Delivered the results of appraisal to the BoC

Appraisal of Performance of Commissioners

The performance of BoC members is appraised by the President Commissioner every year based on the BoC duties and responsibilities. The appraisal results of BoC shall be one of the basic considerations for the Nomination Committee to give recommendations to the BoC to reappoint its members and to structure remuneration for the BoC members.

Board of Commissioners Remuneration Policy Indicators and Procedures for the Determination of the Board of Commissioners' Remuneration

The remuneration formula refers to internal policies at Danamon, applicable external regulations, and industry comparison, while taking into consideration the performance of Danamon. Recommendation by the Remuneration Committee is submitted to the Board of Commissioners and forwarded to the

General Meeting of Shareholders for approval. The distribution of remuneration to Commissioners is based on the performance of individual members as determined by the President Commissioner.

Procedure for Determination of Remuneration for the Board of Commissioners

The determination process of the Board of Commissioners Remuneration may be viewed below:

Remuneration Committee

The Remuneration Committee gathers information about remuneration standards for position in similar industries in the market by considering the performance of the company. The Committee makes recommendations to the Board of Commissioners.

Board of Commissioners

The BoC studies the recommendation from the Remuneration Committee and proposes remuneration of BoC to GMS.

General Meeting of Shareholders

AGM establishes the remuneration of the members of the Board of Commissioners.

Remuneration of Members of BoC

Remuneration distribution to each member of the BoC in accordance to GMS.

Board of Commissioners Remuneration Structure

Members of the Board of Commissioners receive a remuneration package, paid regularly, which includes salary,housing allowance and transportation allowance,holiday allowance, leave allowance and tantiem. The table below represents the remuneration types and other compensation for members of the Board of Commissioners, as well as total remuneration received within 1 year:

Remuneration and Facilities for the Board of Commissioners (in million Rupiah)

	Remuneration	2015		2014		2013		2012		2011	
		Amount	Person	Amount	Person	Amount	Person	Amount	Person	Amount	Person
1	Salaries and facilities	12,584	7	13,049	6	14,334	8	11,667	8	10,758	8
2	Tantiem	7,762 *)	7	8,370	6	13,641	8	9,240	8	8,017	8
3	LTCP	NA		NA		NA		NA		NA	
4	Other Benefits in the form of in-kind (housing, transportation, health insurance and etc.)										
	a. may be owned	504	7	382	6	495	8	495	8	495	8
	b. may not be owned	1,756	7	1,696	6	931	8	672	8	672	8

Note:
*) accrual and subject to change by resolution of the GMS

Commissioner Remuneration Based on Income Level and Number of Commissioners Receiving Remuneration in a Year, as follows:

Remuneration amount per person in 1 year *	2015	2014	2013	2012	2011
Above 5 billion	-	-	-	-	-
Above 2 billion up to 5 billion	5	5	8	8	8
Below 2 billion	2	1	-	-	-

Notes: A new commissioner joined in April 2015, and serves effective as of 15 October 2015 after passing the fit and proper test

Orientation Program for New Commissioners

The Orientation Program for new Commissioner is conducted to provide understanding of Danamon's vision, mission, and values, Code of Ethics, organizational structure, line of business, BoC Charter and Code of Conduct as well as banking regulations. The program had been done by giving out the On-Boarding Pack and delivering brief explanations by both management and business units as well as the other supporting units. In 2015, Emirsyah Satar was the new member of the Board of Commissioners.

Training Program to Enhance Competency of Commissioners

In the interest of competence improvement, Danamon provides opportunities for Commissioners to participate in training, seminars or workshops, internally provided or external. In 2015, the Board of Commissioners participated in the following competency enhancement programs:

Name	Training	Provider	Venue	Training Date
Manggi T. Habir	Workshop on Risk Management Certification for Insurance Companies Batch 3 (last)	Insurance Council of Indonesia (DAI)	Jakarta	December 17 – 18, 2015
Emirsyah Satar	Risk Management Certification Level 2 Exam for Commissioners	Banking Profession Certification Institution (LSPP)	Jakarta	June 22, 2015

COMMITTEES UNDER THE BOARD OF COMMISSIONERS

The Board of Commissioners established 6 (six) committees to ensure effectiveness in executing its duties and responsibilities. These committees are: Audit Committee; Risk Monitoring Committee; Nomination Committee Remuneration Committee; Corporate Governance Committee, and Integrated Corporate Governance Committee.

The Board of Commissioners appoints members of the committees based on the Board of Commissioners' meeting resolution and the Board of Directors' decree. To perform their duties and responsibilities, the committees under the Board of Commissioners refer to the Committee charters which were compiled and periodically reviewed in reference to the existing regulations.

AUDIT COMMITTEE

Establishment of the Audit Committee refers to the Board of Commissioners decree No. KEP:Kom-Corp. Sec. 070 dated 21 November 2001 on the formation and assignment of the Audit Committee. The Audit Committee serves to monitor and evaluate the audit plan and the conduct of audits. It also serves to monitor the follow-up of the audit outcomes to assess the adequacy internal controls as well as the adequacy of the financial reporting process.

Audit Committee Charter

The Audit Committee is governed by the Audit Committee Charter. It stipulates matters relevant to the execution of duties and responsibilities, organization, membership requirements, independency, authority, meeting organization, work ethics, and term of office of the Audit Committee. The charter of the Audit Committee must be periodically reviewed.

Duties and Responsibilities of Audit Committee

Duties and responsibilities of the Audit Committees include:

a. Financial Reporting
   1) Review financial information which is to be released by Danamon to the public and/or regulators. This information covers financial reports, projections, and other reports relevant to Danamon financial information.
   2) Monitor and evaluate financial report compliances to existing accounting standards.
   3) Review audit adequacy performed by the public accountant. The purpose is to ensure that all significant risks have been taken into consideration.
   4) Review complaints relevant to accounting processes and Danamon financial reporting.

b. External Audit
   1) Recommend to the Board of Commissioners appointments, re-appointments, discharges or replacements, requirements of involvement, and the remuneration of the public accountant. All of these will be proposed at the General Meeting of Shareholders.
   2) Review the public accountant's scope of work and the audit outcome, independency, and objectivity. These reviews are performed on an annual basis and presented in the Annual Report with the following details:
      - total amount of payments made to the public accountant in the fiscal year, and
      - details of total payments made for audit and non-audit services or appropriate negative statements, as well as whether significant risks have been taken into account.
   3) Review financial audit reports, significant findings, and recommendations of the public accountant and feedback from the Board of Directors.
   4) Monitor and evaluate the planning and implementation of the public accountant's audit. Monitoring of follow-up on the outcome of the audit shall also be performed. The purpose is to assess the adequacy of internal controls including the adequacy of the financial reporting process.
   5) Monitor and evaluate public accounting compliances to existing audit standards.

c. Internal Audit
   1) Review the adequacy and effectiveness of Internal Audit.
   2) Review the independence of the Head of the Internal Audit Unit. The Head of the Internal Audit Unit shall have direct and unlimited access to the Audit Committee and Danamon's President Director.
   3) Review the scope of work and audit plan of the Internal Audit Unit. Interaction with the Board of Directors and other matters relevant to audit implementation shall also be part of the review.
   4) Review significant findings and Internal Audit recommendations as well as feedback from the Board of Directors.
   5) Monitor and evaluate follow-up implementation by the Board of Directors. Follow-up action by the Board of Directors shall cover the findings of the Internal Audit Unit, public accountant, and of the Financial Services Authority and/or other regulators.

d. Internal Control
   1) Review and report regularly to the Board of Commissioners on the adequacy and effectiveness of internal controls specified by the Board of Directors. The adequacy and effectiveness of internal control covers such aspects as finance, operations, compliances, and control of information technology.

e. Compliance
   1) Review the compliance framework, scope of work, and compliance plans.
   2) Review compliances in line with laws and regulations pertinent to Danamon's activities.
   3) Review legal cases and their possible material consequences. Elements such as financial reports, policies on relevant compliances, and reports received from the regulators are among those assessed for material consequences.

f. Miscellaneous
   1) Examine possible inaccuracies in decisions made at the Board of Directors' meeting. Additionally, observations have also to be made on possible deviations in the implementation of decisions made at the meeting of the Board of Directors. The audit may be carried out by the Audit Committee or by an independent party appointed by the Audit Committee at Danamon's expense.
   2) Submit a report of the outcome of the review to all members of the Board of Commissioners. The report shall be submitted upon completion of the reviews made by the Audit Committee.
   3) Provide independent opinion in case of dissenting opinions among the Board of Directors and the Public Accountant on services delivered.
   4) Maintain document, data, and information confidentiality.
   5) Review and offer opinions to the Board of Commissioners regarding potential Danamon conflicts of interest.
   6) Enhance competencies through continuous education and training.

Authorities of the Audit Committee

Below are the list of authorities of Audit Committee:

a. Investigate any issue included in its terms of reference, and maintain access to and collaboration with the Board of Directors. Additionally, has the flexibility to invite any director or executive officers to attend meetings with the Audit Committee. as well as having adequate human resources It is to properly carry out its duties.
b. Review affiliate transactions and transactions which may bear conflicts of interest based on assessments made by the Director of Compliance. This will ensure that such transactions are made by taking into account Danamon's and minority shareholders' interests and are performed in a fair manner based on normal commercial terms.
c. Involve independent parties to assist in performing duties where necessary.
d. Appoint reviewers and exercise other authorities as provided by the Board of Commissioners.

Structure, Expertise, and Legal Basis for Appointing Audit Committee

Danamon's Audit Committee is made up of 5 (five) members. It comprises of 3 (three) Independent Commissioners (Emirsyah Satar, J.B. Kristiadi, and Manggi T. Habir) and 2 (two) independent parties (Angela Simatupang and Yusuf Nawawi). The Audit Committee is chaired by an Independent Commissioner (Emirsyah Satar).

Membership of the Audit Committee is based on the Circular Decision of the Board of Commissioners as a replacement to the decisions made in the Board of Commissioners' Meeting No. KSR-Kom.Corp. Sec-013 dated 26 November 2015 and the decisions of the Board of Directors No. KEP.DIR-Corp.Sec-018 dated 26 November 2015. Each member of the Audit Committee has met the prevailing regulations relevant to the expertise requirements covering the financial and accounting sectors, risk management and legal.

Independence of Audit Committee Members

All committee members have met the prevailing regulations on the independence requirements of integrity, morals, and the morality of each member of the Audit Committee as specified in their personal declaration letters.

To maintain independence and objectivity, all members of the Audit Committee are Independent Commissioners and Independent Parties. Board of Directors members may not sit on the Audit Committee.

Profiles of Audit Committee Members

Profiles of Audit Committee members show details of names and job titles, terms of office, expertise, qualifications, and educational and professional backgrounds including Independent Parties as follows:

Name	Domicile	Job Title	Term of Office	Expertise	Qualifications/Educ. Background
Emirsyah Satar	Indonesia	Chairman/ Independent Commissioner	November 2015 –Present	Management/Finance/ Human Resources/Risk	Bachelor in Economy University of Indonesia (1985)

Professional Experience (Job Title, Organization, Term of Office)

- President Commissioner, PT Solusi Ecommerce Global (Mataharimall.com), 1 May 2015-present
- Board of Advisory/Executive Director Lippo Group, No legal appointment as Director or Commissioner (December 2015-present)
- Honorary Advisor to the Minister of Tourism (present)
- Vice Chairperson for Financial and Capital Market Department, Indonesian Chamber of Commerce and Industry (KADIN) (December 17, 2015-present)
- Independent Commissioner, PT Bank Muamalat Indonesia, Tbk. May 2009-April 2015
- President Director, PT Garuda Indonesia (Persero), March 2005-December 2014
- President Commissioner, PT Garuda Maintenance Facility AeroAsia (GMFAA). 2005-December 2009
- President Commissioner, PT Aerowisata, 2005-December 2009
- Vice President Director, Bank Danamon, July 2003-March 2005
- Commissioner, PT Mandira Erajasa Wahana, September 1999-August 2003
- Chairperson of Supervisory Board, Garuda Indonesia Pension Fund, August 1999-1 October 2003
- Commissioner, PT Senggigi Pratama International, June 1999-August 2003
- President Commissioner, Abacus Distribution System Indonesia, December 1999-August 2003
- Commissioner, Abacus Distribution System Indonesia, July 1999-January 2002
- Commissioner, PT Mirtasari Hotel Development, July 1999-January 2002
- President Commissioner, PT Angkasa Citra Sarana Catering Service, October 1999-January 2002
- Commissioner, PT Aerowisata, 1999-2003
- Executive Vice President Finance (CFO), PT Garuda Indonesia, June 1998-July 2003
- CEO/Managing Director, Niaga Finance Co. Ltd – Hong Kong, January 1996-June 1998
- Member of Supervisory Board, PT Saseka Gelora Finance – Jakarta, September 1995-July 1999
- Managing Director/CEO, PT Niaga Leasing Corp. – Jakarta, November 1994-January 1996
- President Director/CEO, PT Niaga Factoring Corporation – Jakarta, November 1994-January 1996
- General Manager – Corporate Finance Division, Jan Darmadi Corporation, 1990-1994
- Assistant Vice President Corporate Banking Group (latest position), Citibank NA, Indonesia, 1985-1990
- Auditor, Coopers & Lybrand Audit Firm, Jakarta 1983-1985

Name	Domicile	Job Title	Term of Office	Expertise	Qualifications/Educ. Background
J.B. Kristiadi	Indonesia	Member/ Independent Commissioner	November 2015 –Present	Finance/Risk Management	PhD (Public Administration) Sorbonne University France (1979)

Professional Experience (Job Title, Organization, Term of Office)

- Vice President Commissioner, Danamon, 2005-present.
- Member of the Board of Commissioners, PT Citra Tubindo, 2009-present.
- Member of Independent Team for Bureaucratic Reform, Ministry of State Apparatus Empowerment and Bureaucratic Reform (January 2016-present).
- Member of National Institution Restructuring Team, Ministry of State Apparatus Empowerment, 2011-2015.
- Secretary, Tax and Custom Reform Initiative Team, 2010.
- Expert Staff, Minister of Finance, 2009-2011.
- Professor, Universitas Padjadjaran, Bandung, 2007-present.
- Secretary General, Ministry of Finance, 2005-2006.
- Secretary General, Ministry of Communication and Information, 2003-2005.
- Deputy, Minister of State Apparatus Empowerment, 2001-2003.
- Assistant to Coordinating Minister, Development Supervision, 1999-2001.
- Chairperson, State Administrative Agency of the Republic of Indonesia, 1990-1998.
- Director, Budgetary Management, Ministry of Finance of the Republic of Indonesia, 1987-1990.
- Commissioner, various State-owned Enterprises (PT Tambang Batu Bara Bukit Asam, 1980-1989; PT Bank Dagang Negara, 1982-1991; PT Aneka Tambang, 1986; Bank BNI, 2005).
- Director, State Asset Management, Directorate General of Monetary Affairs, 1980-1987.

Manggi T. Habir	Indonesia	Member/ Independent Commissioner	November 2015 –Present	Finance/Risk Management	BA Degree in Economics Mc. Gill University, 1977 Master in Business Administration, University of Michigan, (1979) and Master in Public Administration, Harvard University, (2002)

Professional Experience (Job Title, Organization, Term of Office)

- Independent Commissioner, Danamon, 2005-present.
- Chairperson of Board of Supervisor, Yayasan Danamon Peduli, 2006-present.
- Advisor, PT Avrist Life Insurance, 2014-present.
- President Commissioner, PT Asuransi Adira Dinamika, 2013-present.
- Director, Standard & Poor's, Singapore, 2002-2005.
- President Director, PT Pefindo, 1998-2001.
- Research Director, PT Bahana Securities, 1995-1998.
- Business and Economic Correspondent, Far Eastern Economic Review, 198201985.
- Assume various key positions, Citibank N.A. Jakarta, 1985-1991

Angela Simatupang	Indonesia	Member/ Independent Party	November 2015 – Present	Internal Audit, Risk Management and Corporate Governance	Master of Commerce in International Business and Management of Technology, the University of Sydney, 2002

Professional Experience (Job Title, Organization, Term of Office)

- Managing Partner, Governance Risk Control Practice at RSM AAJ, 2012-present.
- Member of RSM International Network Limited in Indonesia, RSM global organization, 2009-2012.
- Member of RSM Asia Pacific, Risk Advisory Sub Committee, International Contact Partner for Indonesia, 2008-present.
- Governor, Institute Internal Auditors-Chapter Indonesia, 2014-2017.
- Course instructor for internal audit and risk management at Magister of Accounting and Accounting Professional Training Program, Universitas Indonesia, 2008-2010.
- Written various articles to socialize and encourage public awareness on good governance, 2007-2011.
- Supervisor, RSM Australia, 2005

Name	Domicile	Job Title	Term of Office	Expertise	Qualifications/Educ. Background
Yusuf Nawawi	Indonesia	Member/ Independent Party	November 2015 – Present	Micro and Corporate Financing, Derivative, Credit Management and Investment as well as Training and Development	Bachelor Degree in Economic from Universitas Sriwijaya, 1983 and Master of Business Administration from Weatherhead School of Management, Case Western Reserve University, 1994

Professional Experience (Job Title, Organization, Term of Office)

- President Director, BRI Pension Fund, 2010-2014.
- Division Head, BRI Education and Training, 2006-2010.
- Division Head, BRI Micro Banking, 2004-2006.
- Director, International Visitors Program, 2001-2004.
- Staff, Directorate General of Budgetary Affairs, Ministry of Finance of the Republic of Indonesia, 1978-1984

Term of Office

Term of office of members of the Audit Committee shall not exceed the term of office of the Board of Commissioners as stipulated in the Articles of Association. Members may be appointed for 1 (one) additional period taking into account that the maximum term of office held by the Independent Commissioner is 2 (two) consecutive periods.

Policies and Carrying Out of Audit Committee Meeting

Policies of Audit Committee Meeting

a. Meetings shall be held at least once every 3 (three) months in accordance with Danamon's needs.
b. Meetings may only take place provided that 51% (fifty one percent) of total number of members including Independent Commissioners and Independent Parties are present.
c. Meeting decisions are made based on the principles of deliberation to reach consensus. In cases where deliberation to reach consensus does not occur, the decision will be based on a majority vote and based on the principle of 1 (one) person, 1 (one) vote.
d. Records of each meeting held shall be written up in the minutes of the meeting, be properly documented, signed by all attendees, and forwarded to the Board of Commissioners
e. Dissenting opinions together with the reasons must be clearly stated in the minutes of the meeting.

Audit Committee Meeting Frequency and Attendance

Throughout 2015, the Audit Committee held 10 (ten) meetings with the following rates of attendance:

Name	Attendance in Meeting	Attendance Rate (%)
Emirsyah Satar*)	1	100%
J.B. Kristiadi	8	80%
Manggi T. Habir	9	90%
Angela Simatupang	8	80%
Yusuf Nawawi	10	100%
Made Sukada **)	9	100%

Note:
*) Effective from the appointment date, based on Letter of Appointment as Committee Member, dated 26 November 2015, and has always attended the meeting since the appointment.
**) Effective as of November 26, 2015, no longer serves as Committee member .

Main Agenda of 2015 Audit Committee Meetings

No.	Date	Main Agenda
1	January 27, 2015	1. Minute of Last Meeting 2. Report of SKAI 3. Report of EY 4. Others and Date of Next Meeting
2	February 26, 2015	1. Minute of Last Meeting 2. Report of SKAI 3. Others and Date of Next Meeting
3	March 26, 2015	1. Minute of Last Meeting 2. Report of SKAI 3. Others and Date of Next Meeting
4	May 28, 2015	1. Minute of Last Meeting 2. Report of SKAI 3. Others and Date of Next Meeting
5	June 23, 2015	1. Minute of Last Meeting 2. Report of SKAI 3. Report of EY 4. Others and Date of Next Meeting
6	July 30, 2015	1. Minute of Last Meeting 2. Report of SKAI 3. Others and Date of Next Meeting
7	August 25, 2015	1. Minute of Last Meeting 2. Report of SKAI 3. Others and Date of Next Meeting
8	October 6, 2015	1. Minute of Last Meeting 2. Report of SKAI 3. Report of EY 4. Others and Date of Next Meeting
9	November 19, 2015	1. Minute of Last Meeting 2. Report of SKAI 3. Report of EY 4. Others and Date of Next Meeting
10	December 14, 2015	1. Minute of Last Meeting 2. Report of SKAI 3. Report of EY 4. Others and Date of Next Meeting

Implementation of 2015 Audit Committee Work Activities

Important work activities performed by the Audit Committee include:

a. Received reports from relevant Internal Audit Units:
   1) Implemented the 2015 plans of the Internal Audit Unit. Total audit objects reach a figure of 668.
   2) approved the 2016 Danamon Audit Plan.
   3) Submitted the monthly internal audit out comes as well as report on follow-up on audit and fraud findings.

b. Conducted reviews of the External Auditor and recommended PT Ernst & Young Indonesia ("E&Y"). Recommendation is proposed at the General Meeting of Shareholders.

c. Received reports submitted by PT E&Y on the audit performed on Danamon and its subsidiaries.

d. Recommended PwC to assess the quality of the Internal Audit reviews.

e. Recommended outsourcing whistle blower management.

f. Supervised the SEMM Portfolio regarding routine incidents and levels of fraud.

The Audit Committee submits its work reports to the Board of Commissioners on a periodic basis.

Audit Committee Statement over Internal Control System Effectiveness

Internal control systems adopted and applied by Danamon are considered to be effective and adequate as reflected in the effectiveness of internal audit functions such as internal audit function, risk management, compliance, financial and operational control.

Emirsyah Satar
Chairman, Independent Commissioner

J.B. Kristiadi
Member, Independent Commissioner

Manggi T. Habir
Member, Independent Commissioner

Angela Simatupang
Member, Independent Party

Yusuf Nawawi
Member, Independent Party

RISK MONITORING COMMITTEE

The Risk Monitoring Committee was established based on the Circular Decision of the Board of Commissioners No. KEP:Kom-Corp.Sec. 026 dated 24 May 2006. The Committee is responsible for supporting the implementation of risk monitoring It also offers recommendations or independent professional opinions to the Board of Commissioners regarding the framework and risk management policies consistent with Danamon's risk appetite.

Risk Monitoring Committee Charter

The Committee has a charter which stipulates among others duties and responsibilities, organization, membership, work ethics, independence, period of assignment, and the Risk Monitoring Committee meetings. This Risk Monitoring Committee's charter shall be periodically reviewed.

Duties, Responsibilities, and Authorities of the Risk Monitoring Committee

The Risk Monitoring Committee is responsible for:

a. Offering independent professional opinions to the Board of Commissioners on reports and other matters presented by the Board of Directors to the Board of Commissioners. It also identifies matters which require the attention of the Board of Commissioners regarding Danamon's risk management.
b. Evaluating Danamon's risk management policies and the consistency of Danamon's risk management policies with their implementation, with an objective to provide recommendations to the Board of Commissioners at least on an annual basis.
c. Monitoring and evaluating the Risk Management Unit and executing the committee's duties in line with its recommendations to the Board of Commissioners.
d. Reporting to the Board of Commissioners on risks encountered by Danamon and implementation of risk management by the Board of Directors.
e. Evaluating the accountability of the Board of Directors over the implementation of risk management policies. This evaluation shall be undertaken at least once every three months.
f. Arrange or authorizing investigations within the scope of its powers.
g. Maintaining confidentiality of Danamon's documents, data, and information.
h. Improving competencies through continuous education and training.

The authorities of the Risk Monitoring Committee include

a. Access to Danamon's documents, data, and information when necessary.
b. Establishment of direct communication with employees, the Board of Directors, and other parties relevant to its duties and responsibilities.
c. Involvement of independent parties to support its duties where required.
d Exercise of additional authority as assigned by the Board of Commissioners.

Structure, Expertise, and Legal Basis of Appointment

Danamon has made amendments to the structure of Risk Monitoring Committee membership based on the Circular Decision of the Board of Commissioners as an amendment to the decision made during the Board of Commissioners meeting. This decision was exhibited in letter No. KSR-Kom. Corp.Sec-013 dated 26 November 2015 and in the letter of the Board of Directors No. KEP.DIR-Corp.Sec.-018 dated 26 November 2015.

The Risk Monitoring Committee is made up of 6 (six) persons. It comprises 3 (three) Independent Commissioners (Manggi T. Habir, Made Sukada, Emirsyah Satar), one Commissioner (Gan Chee Yen), one Independent Party with expertise in Accounting and Risk Management (Angela Simatupang), and one Independent Party with expertise in Legal and Finance (Yusuf Nawawi). All Committee members have met the prevailing regulations with regard to expertise, integrity, and morals, requirement as declared in their personal statements.

Independence of Risk Monitoring Committee Members

To maintain independence and objectivity, the majority (83%) of Committee members are Independent Commissioners and Independent Parties. Members of the Board of Directors may not sit as a member of the Risk Monitoring Committee. The Risk Monitoring Committee is chaired by an Independent Commissioner, Manggi T. Habir.

Profiles of Risk Monitoring Committee Members

Profiles of Risk Monitoring Committee members provide details including names and job titles of Risk Monitoring Committee members, terms of office, expertise, as well as the professional background of each member, including Independent Parties, as follow:

Name	Domicile	Job Title	Term of Office	Expertise	Qualifications/Educ. Background
Manggi T. Habir	Indonesia	Chairman/ Independent Commissioner	November 2015 –Present	Finance/Risk Management	BA Degree in Economics Mc. Gill University, 1977 Master in Business Administration, University of Michigan, (1979) and Master in Public Administration, Harvard University, (2002)

Professional Experience (Job Title, Organization, Term of Office)

- Independent Commissioner, Danamon, 2005-present.
- Chairperson of Board of Supervisor, Yayasan Danamon Peduli, 2006-present.
- Advisor, PT Avrist Life Insurance, 2014-present.
- President Commissioner, PT Asuransi Adira Dinamika, 2013-present.
- Director, Standard & Poor's, Singapore, 2002-2005.
- President Director, PT Pefindo, 1998-2001.
- Research Director, PT Bahana Securities, 1995-1998.
- Business and Economic Correspondent, Far Eastern Economic Review, 1982-1985.
- Assume various key positions, Citibank N.A. Jakarta, 1985-1991

Gan Chee Yen	Singapore	Member/ Commissioner	November 2015 –Present	Finance/Risk Management	Bachelor in Accounting from the National University of Singapore

Professional Experience (Job Title, Organization, Term of Office)

- Chairman Fullerton India Credit Co. Ltd.
- Chairman Fullerton Credit (Sichuan) Ltd.
- Chairman Fullerton Credit (Hubei) Ltd.
- Chairman Fullerton Credit (Chonqing) Ltd.
- Board Member Fullerton Financial Holdings Pte. Ltd.
- Board Member Dunia Finance LLC
- Board Member CEI Contract Manufacturing Ltd.
- Board Member ST Asset Management Ltd.
- Board Member ACR Capital Holdings Pte. Ltd.
- Board Member Clifford Capital Pte. Ltd.
- Vice Chairman Cambodia Post Bank PLC
- Board Member Surbana Jurong Private Limited (Formerly known as TJ Holdings (II) Pte Ltd)
- Currently serves as Chief Executive Officer, Fullerton Financial Holdings (International) Pte. Ltd., a wholly-owned subsidiary of Temasek Holdings (Pte.) Ltd., 2012.
- Co-Chief Investment Officer and Senior Managing Director, Special Project of Temasek International Pte. Ltd., 2011 – present
- Co-Chief Investment Officer and Head of China, 2010
- Co-Chief Investment Officer, Temasek International Pte. Ltd., 2007
- Senior Managing Director, Investment Temasek international Pte. Ltd., 2005
- Managing Director, Finance Temasek International Pte. Ltd., 2003
- Finance Director, Singapore Technologies Marine Ltd in 1988 for 8 years
- Accounting, Showa Leasing (S) Pte Ltd on September 1986
- Auditor at PricewaterhouseCoopers on May 1984

Name	Domicile	Job Title	Term of Office	Expertise	Qualifications/Educ. Background
Made Sukada	Indonesia	Member/ Independent Commissioner	November 2015 –Present	Finance/Risk Management	Master in Economic from the University of Pittsburgh, USA, 1984

Professional Experience (Job Title, Organization, Term of Office)

- Member of Board of Supervision, Yayasan Danamon Peduli, 2014-present
- Advisor to the Board of Governor, Bank Indonesia, 2010-2014
- Member of Risk Monitoring Committee, PT Bank Permata, Tbk. 2010-2014.
- Director-level positions at various departments in Bank Indonesia, 1998-2010

Emirsyah Satar	Indonesia	Member/ Independent Commissioner	November 2015 –Present	Management/Finance/ Human Resources/Risk	Bachelor in Economy Universitas Indonesia (1985)

Professional Experience (Job Title, Organization, Term of Office)

- President Commissioner, PT Solusi Ecommerce Global (Mataharimall.com), 1 May 2015-present
- Board of Advisory/Executive Director Lippo Group, No legal appointment as Director or Commissioner (December 2015-present)
- Honorary Advisor to the Minister of Tourism (present)
- Vice Chairperson for Financial and Capital Market Department, Indonesian Chamber of Commerce and Industry (KADIN) (December 17, 2015-present)
- Independent Commissioner, PT Bank Muamalat Indonesia, Tbk. May 2009-April 2015
- President Director, PT Garuda Indonesia (Persero), March 2005-December 2014
- President Commissioner, PT Garuda Maintenance Facility AeroAsia (GMFAA). 2005-December 2009
- President Commissioner, PT Aerowisata, 2005-December 2009
- Vice President Director, Bank Danamon, July 2003-March 2005
- Commissioner, PT Mandira Erajasa Wahana, September 1999-August 2003
- Chairperson of Supervisory Board, Garuda Indonesia Pension Fund, August 1999-1 October 2003
- Commissioner, PT Senggigi Pratama International, June 1999-August 2003
- President Commissioner, Abacus Distribution System Indonesia, December 1999-August 2003
- Commissioner, Abacus Distribution System Indonesia, July 1999-January 2002
- Commissioner, PT Mirtasari Hotel Development, July 1999-January 2002
- President Commissioner, PT Angkasa Citra Sarana Catering Service, October 1999-January 2002
- Commissioner, PT Aerowisata, 1999-2003
- Executive Vice President Finance (CFO), PT Garuda Indonesia, June 1998-July 2003
- CEO/Managing Director, Niaga Finance Co. Ltd – Hong Kong, January 1996-June 1998
- Member of Supervisory Board, PT Saseka Gelora Finance – Jakarta, September 1995-July 1999
- Managing Director/CEO, PT Niaga Leasing Corp. – Jakarta, November 1994-January 1996
- President Director/CEO, PT Niaga Factoring Corporation – Jakarta, November 1994-January 1996
- General Manager – Corporate Finance Division, Jan Darmadi Corporation, 1990-1994
- Assistant Vice President Corporate Banking Group (latest position), Citibank NA, Indonesia, 1985-1990
- Auditor, Coopers & Lybrand Audit Firm, Jakarta 1983-1985

Angela Simatupang	Indonesia	Member/ Independent Party	November 2015 – Present	Internal Audit, Risk Management and Corporate Governance	Master of Commerce in International Business and Management of Technology, the University of Sydney, 2002

Professional Experience (Job Title, Organization, Term of Office)

- Managing Partner, Governance Risk Control Practice at RSM AAJ, 2012-present.
- Member of RSM International Network Limited in Indonesia, RSM global organization, 2009-2012.
- Member of RSM Asia Pacific, Risk Advisory Sub Committee, International Contact Partner for Indonesia, 2008-present.
- Governor, Institute Internal Auditors-Chapter Indonesia, 2014-2017.
- Course instructor for internal audit and risk management at Magister of Accounting and Accounting Professional Training Program, University of Indonesia, 2008-2010.
- Written various articles to socialize and encourage public awareness on good governance, 2007-2011.
- Supervisor, RSM Australia, 2005

Name	Domicile	Job Title	Term of Office	Expertise	Qualifications/Educ. Background
Yusuf Nawawi	Indonesia	Member/ Independent Party	November 2015 – Present	Micro and Corporate Financing, Derivative, Credit Management and Investment as well as Training and Development	Bachelor Degree in Economic from Universitas Sriwijaya, 1983 and Master of Business Administration from Weatherhead School of Management, Case Western Reserve University, 1994

Professional Experience (Job Title, Organization, Term of Office)

- President Director, BRI Pension Fund, 2010-2014.
- Division Head, BRI Education and Training, 2006-2010.
- Division Head, BRI Micro Banking, 2004-2006.
- Director, International Visitors Program, 2001-2004.
- Staff, Directorate General of Budgetary Affairs, Ministry of Finance of the Republic of Indonesia, 1978-1984

Term of Office

The term of office shall not exceed those of the Board of Commissioners as stipulated in the Articles of Association. A member may be selected for a maximum of 1 (one) additional period. This policy refers to the maximum Independent Commissioners' term of office which is 2 (two) consecutive periods.

Policies and Carrying Out of Committee Meetings

Policies of Risk Monitoring Committee

a. Meetings are scheduled a minimum of once every 3 (three) months in line with Danamon's requirements.
b. A meeting may only be held provided that it is attended by a minimum of 51% (fifty one percent) of the total members including Independent Commissioners and Independent Parties.
c. Decisions in the meetings are made based on the principles of deliberation to reach a consensus. In the case of deliberation to reach consensus does not occur, decisions shall be made based on a majority vote, and based on the principle of 1 (one) person, 1 (one) vote.
d. Records of each meeting shall be written up recorded in the minutes of the meeting, be properly documented, and signed by all members of the Committee present, for further submission to the Board of Commissioners.
e. Dissenting opinions during the Committee's meetings along with their reasons shall be clearly expressed in the minutes of the meeting.

Risk Monitoring Committee Meetings Frequency and Attendance

Throughout 2015, the Risk Monitoring Committee held 9 (nine) meetings with the following attendance rates:

Name	Attendance in Meeting	Attendance Rate (%)
Manggi T. Habir	8	89%
Made Sukada	9	100%
Emirsyah Satar*)	-	-
Gan Chee Yen*)	-	-
Angela Simatupang	7	78%
Yusuf Nawawi	9	100%
Ernest Wong Yuen Weng **)	6	67%

Note:
*) Effective since the appointment based on the Appointment Letter as Committee Member dated 26 November 2015.
**) Effective as of November 26, 2015, no longer serves as member of Risk Monitoring Committee.

Main Agenda of 2015 Risk Monitoring Committee Meetings

1	January 27, 2015	1. Minutes of the last meeting 2. TCM ALCO Market & Liquidity Risk 3. National Portfolio 4. Update Compliance, AML, Litigation 5. Others & Date of Next Meeting
2	February 26, 2015	1. Minutes of the last meeting 2. TCM ALCO Market & Liquidity Risk 3. National Portfolio 4. Annual ADMF Portfolio Update & PP Review 5. Update Compliance, AML, Litigation 6. Others & Date of Next Meeting
3	March 26, 2015	1. Minutes of the last meeting 2. TCM ALCO Market & Liquidity Risk 3. National Portfolio 4. Annual FI Portfolio Update 5. Update Compliance, AML, Litigation 6. Others & Date of Next Meeting
4	May 28, 2015	1. Minutes of the last meeting 2. TCM ALCO Market & Liquidity Risk 3. National Portfolio 4. Annual SEMM Portfolio Update & PP Review 5. Issue Outsourcing 6. Update Compliance, AML, Litigation 7. Others & Date of Next Meeting
5	June 23, 2015	1. Minutes of the last meeting 2. TCM ALCO Market & Liquidity Risk 3. National Portfolio 4. Risk Appetite Statement 5. Corporate Banking Update 6. SMEC Update 7. Update Compliance, AML, Litigation 8. Others & Date of Next Meeting
6	July 30, 2015	1. Minutes of the last meeting 2. TCM ALCO Market & Liquidity Risk 3. National Portfolio 4. Stress Test 5. Consumer Asset Portfolio Update 6. Trade Service Reorganization 7. Update Compliance, AML, Litigation 8. SID Update 9. Others & Date of Next Meeting
7	August 25, 2015	1. Minutes of the last meeting 2. TCM ALCO Market & Liquidity Risk 3. National Portfolio 4. Annual ABF Portfolio Update 5. Update Compliance, AML, Litigation 6. Others & Date of Next Meeting
8	October 6, 2015	1. Minutes of the last meeting 2. TCM ALCO Market & Liquidity Risk 3. National Portfolio 4. Update Compliance, AML, Litigation 5. Others & Date of Next Meeting
9	November 19, 2015	1. Minutes of the last meeting 2. TCM ALCO Market & Liquidity Risk 3. National Portfolio 4. Annual Syariah Portfolio Update 5. Update Compliance, AML, Litigation 6. Others & Date of Next Meeting

Implementation of 2015 Risk Monitoring Committee Activities

Key activities of the Risk Monitoring Committee, included:

a. Review the reports submitted by the Integrated Risk Unit, the Treasury Capital Markets (TCM) Unit, and the Assets and Liabilities Committee (ALCO) with regards no Risk Appetite statement national portfolio risk management, development of risk analytic, market and liquidity risks, loan to deposit ratio management, and assets and liabilities management.
b. Receive reports submitted by the Compliance Director on the updated status of Financial Authorities/other regulators audit regulatory parameters and Debtors Information System.
c. Review the reports submitted by the Legal Unit and the Litigation Unit on the progress status of legal and litigation cases.
d. Receive and review reports on Anti-Money Laundering (AML) Combating Financing of Terrorism (CFT) which covers suspicious transaction reporting, e-learning implementation, technology systems initiatives, and the audit results of the Internal Audit Unit.
e. Closely monitor the SEMM and ADMF performance and supervise the implementation of corrective action plans.

Activities and recommendations by the Risk Monitoring Committee have been periodically reported to the Board of Commissioners.

Manggi T. Habir
Chairman, Independent Commissioner

Gan Chee Yen
Member, Commissioner

Made Sukada
Member, Independent Commissioner

Emirsyah Satar
Member, Independent Commissioner

Angela Simatupang
Member, Independent Party

Yusuf Nawawi
Member, Independent Party

NOMINATION COMMITTEE

The Nomination Committee is a committee established by and is responsible to support the Board of Commissioners to perform the duties and implement the functions of the Board of Commissioners and member of the Board of Commissioners. Establishment of the Nomination Committee has been portrayed in the Letter No. KEP.DIR.Corp. Sec-004 dated 5 March 2014.

Nomination Committee Charter

The Nomination Committee has a charter and which stipulates matters relevant to the objectives, accountabilities, structure and membership, term of office, duties and responsibilities, authorities, meetings and organization of meetings, as well as reporting. Guideline and Work Rules of Nomination Committee shall be periodically reviewed.

Duties, Responsibilities, and Authorities of Nomination Committee

Duties and responsibilities of Nomination Committee include, among others:

a. Review, evaluate, and provide recommendation on the system as well as procedures of selection and/or replacement of the members of the Board of Commissioners and the Board of Directors.
b. Identify, review, and recommend the candidate(s) of the member(s) of the Board of Commissioners and the Board of Directors to the President Commissioner. These recommendations will then be presented to the General Meeting of Shareholders for approval.
c. Recommend to the Board of Commissioners, Independent Party(ies) who will serve as the member(s) of the Board of Commissioners' committees.
d. Evaluate and recommend the candidate proposed by 1 (one) or more shareholders which altogether represent 1/10 (one-tenth) or more from the total shares with verified votes. The condition of which is the Nomination Committee has received the written proposal at the latest 7 (seven) days prior to the invitation of General Meeting of Shareholders.
e. Review and evaluate the candidate with the same method regardless of sex, race, religion as well as source of initial recommendation.
f. Review and evaluate candidates based on the minimum requirements and other criteria. These reviews and evaluations take into account all facts and conditions considered appropriate, among others, banking knowledge and proposed candidate expertise, in-depth knowledge and vast professional experience or other background characteristics, their independence, and requirements of the Board of Commissioners/ Board of Directors.
g. Improve competences through continuous education and training.
h. Maintain confidentiality of the whole Danamon's documents, data, and information.

Authorities of Nomination Committee

a. Use one or more human resources consultant to identify candidates (including approve the expenses or requirements of such human resources consultant).
b. Access document, data, and information required by Danamon.
c. Establish direct communication with the employees, the Board of Directors, and other parties relevant to the implementation of its duties and responsibilities.
d. Involve independent party to support the implementation of its duties when necessary.
e Exercise other authorities assigned by the Board of Commissioners.

Policies on the Succession of the Board of Directors

Succession planning of the Board of Directors is the responsibility of the Nomination Committee. The purpose is to maintain continuity of future leadership. The succession planning process is performed by identifying executive officers with potential through the Talent Review Program. Each member of the Board of Directors is required to present the candidate successor. Subsequently this candidate's competences and skill gap will be identified and evaluated. Future successors will then be grouped into talent inventory to be recommended to the Nomination Committee.

Structure, Expertise, and Legal Basis for Appointment

The Nomination Committee is made up of 6 (six) individuals. It comprises 3 (three) Independent Commissioners (i.e. J.B. Kristiadi, Made Sukada, and Emirsyah Satar), 2 (two) Commissioners (Ng Kee Choe, Ernest Wong Yueng Weng), and 1 (one) Danamon Executive Officer from the Human Resources Division (Marta Jonatan).

Members of the Board of Commissioners who serve in the Nomination Committee are majority (60%) Independent Commissioners.

All members of the Committee have met the prevailing regulations with regard to expertise requirements of Committee members. Integrity, and moral requirements have been taken into consideration as declared in the personal statement.

Members of Nomination Committee have been appointed through the Circular Decision of the Board of Commissioners made during the Board of Commissioners' Meeting of PT Bank Danamon Indonesia, Tbk. Such appointments have been made through Letter No. KSR-Kom.Corp. Sec-013 dated 26 November 2015 and Letter of the Board of Directors No. KEP.DIR-Corp.Sec-018 dated 26 November 2015.

Independency of Nomination Committee

To uphold Independency and objectivity, Nomination Committee is chaired by an Independent Commissioner that is J.B. Kristiadi and prevent members of the Board of Directors to serve as Committee members.

Profiles of Nomination Committee Members

Profiles of Nomination Committee member provide the details including names, job titles, term of office, expertise, qualifications and educational backgrounds, as well as professional experiences in the following table:

Name	Domicile	Job Title	Term of Office	Expertise	Qualifications/Educ. Background
J.B. Kristiadi	Indonesia	Chairman/ Independent Commissioner	November 2015 –Present	Finance/Risk Management	PhD (Public Administration) Sorbonne University France (1979)

Professional Experience (Job Title, Organization, Term of Office)

- Vice President Commissioner, Danamon, 2005-present.
- Member of the Board of Commissioners, PT Citra Tubindo, 2009-present.
- Member of Independent Team for Bureaucratic Reform, Ministry of State Apparatus Empowerment and Bureaucratic Reform (January 2016-present).
- Member of National Institution Restructuring Team, Ministry of State Apparatus Empowerment, 2011-2015.
- Secretary, Tax and Custom Reform Initiative Team, 2010.
- Expert Staff, Minister of Finance, 2009-2011.
- Professor, University of Padjadjaran, Bandung, 2007-present.
- Secretary General, Ministry of Finance, 2005-2006.
- Secretary General, Ministry of Communication and Information, 2003-2005.
- Deputy, Minister of State Apparatus Empowerment, 2001-2003.
- Assistant to Coordinating Minister, Development Supervision, 1999-2001.
- Chairperson, State Administrative Agency of the Republic of Indonesia, 1990-1998.
- Director, Budgetary Management, Ministry of Finance of the Republic of Indonesia, 1987-1990.
- Commissioner, various State-owned Enterprises (PT Tambang Batu Bara Bukit Asam, 1980-1989; PT Bank Dagang Negara, 1982-1991; PT Aneka Tambang, 1986; Bank BNI, 2005).
- Director, State Asset Management, Directorate General of Monetary Affairs, 1980-1987.

Name	Domicile	Job Title	Term of Office	Expertise	Qualifications/Educ. Background
Ng Kee Choe	Singapore	Member/ President Commissioner	November 2015 –Present	Finance/Risk Management	Bachelor of Chemical Engineering The University of Singapore (1967)

Professional Experience (Job Title, Organization, Term of Office)

- Board of Directors, Fullerton Financial Holdings Pte Ltd., 2008-present
- Chairman, Tanah Merah Country Club, 2008-present
- Member, Temasek Advisory Panel Temasek Holdings (Private) Ltd.,
- Chairman, NTUC Income, 2005-2013
- Vice chairman, DBS Group Holdings, 1970-2003
- Director, Singapore Exchange Limited, 2003-2014
- Awarded Public Service Star in 2001 and Meritorious Service Medal in 2012 for his contribution in public services in Singapore.

Ernest Wong Yuen Weng	Singapore	Member/ Commissioner	November 2015 –Present	Finance/Risk Management	First Class Honours Degree in Chemical Engineering, the University of Surrey, United Kingdom (1967)

Professional Experience (Job Title, Organization, Term of Office)

- The Board of Commissioner, Danamon 2010 - present
- Board Trustee Nanyang Technological University 2006 - present
- Board Member Pavilion Capital Holding Pte. Ltd.
- Chairman, A. Menarini Asia-Pasific Holdings Pte. Ltd., 2012-present
- Chairman, Fullerton Financial Holdings Pte. Ltd., 2011-present
- Board Member, Singapore Health Services Pte. Ltd. ("SingHealth"), 2006 - 2015
- Board member, Singbridge Holdings Pte. Ltd., 2011-2015
- Board member, Pavilion Capital Holdings Pte. Ltd., 2012-2015
- Board member, Economic Development Board and The Ministry of Finance, 1989-1993.
- Group CEO, MediaCorp Pte. Ltd., 2000-2005
- Board member, United Overseas Bank Group, 1990-2005
- Chairman, the Association of Banks in Singapore, 1991-1993 and 1999-2000

Made Sukada	Indonesia	Member/ Independent Commissioner	November 2015 –Present	Finance/Risk Management	Bachelor's in Accounting from University of Padjajaran, Bandung (1977) Master in Economic from the University of Pittsburgh, USA, 1984

Professional Experience (Job Title, Organization, Term of Office)

- Member of Board of Supervision, Yayasan Danamon Peduli, 2014-present
- Advisor to the Board of Governor, Bank Indonesia, 2010-2014
- Member of Risk Monitoring Committee, PT Bank Permata, Tbk. 2010-2014.
- Director-level positions at various departments in Bank Indonesia, 1998-2010

Name	Domicile	Job Title	Term of Office	Expertise	Qualifications/Educ. Background
Emirsyah Satar	Indonesia	Member/ Independent Commissioner	November 2015 –Present	Management/Finance/ Human Resources/Risk	Bachelor in Economy University of Indonesia (1985)

Professional Experience (Job Title, Organization, Term of Office)

- President Commissioner, PT Solusi Ecommerce Global (Mataharimall.com), 1 May 2015-present
- Board of Advisory/Executive Director Lippo Group, No legal appointment as Director or Commissioner (December 2015-present)
- Honorary Advisor to the Minister of Tourism (present)
- Vice Chairperson for Financial and Capital Market Department, Indonesian Chamber of Commerce and Industry (KADIN) (December 17, 2015-present)
- Independent Commissioner, PT Bank Muamalat Indonesia, Tbk. May 2009-April 2015
- President Director, PT Garuda Indonesia (Persero), March 2005-December 2014
- President Commissioner, PT Garuda Maintenance Facility AeroAsia (GMFAA). 2005-December 2009
- President Commissioner, PT Aerowisata, 2005-December 2009
- Vice President Director, Bank Danamon, July 2003-March 2005
- Commissioner, PT Mandira Erajasa Wahana, September 1999-August 2003
- Chairperson of Supervisory Board, Garuda Indonesia Pension Fund, August 1999-1 October 2003
- Commissioner, PT Senggigi Pratama International, June 1999-August 2003
- President Commissioner, Abacus Distribution System Indonesia, December 1999-August 2003
- Commissioner, Abacus Distribution System Indonesia, July 1999-January 2002
- Commissioner, PT Mirtasari Hotel Development, July 1999-January 2002
- President Commissioner, PT Angkasa Citra Sarana Catering Service, October 1999-January 2002
- Commissioner, PT Aerowisata, 1999-2003
- Executive Vice President Finance (CFO), PT Garuda Indonesia, June 1998-July 2003
- CEO/Managing Director, Niaga Finance Co. Ltd – Hong Kong, January 1996-June 1998
- Member of Supervisory Board, PT Saseka Gelora Finance – Jakarta, September 1995-July 1999
- Managing Director/CEO, PT Niaga Leasing Corp. – Jakarta, November 1994-January 1996
- President Director/CEO, PT Niaga Factoring Corporation – Jakarta, November 1994-January 1996
- General Manager – Corporate Finance Division, Jan Darmadi Corporation, 1990-1994
- Assistant Vice President Corporate Banking Group (latest position), Citibank NA, Indonesia, 1985-1990
- Auditor, Coopers & Lybrand Audit Firm, Jakarta 1983-1985

Marta Jonatan	Indonesia	Member/ Executive Officer	November 2015 – Present	Human Resources Management	Bachelor in Statistics from Institut Pertanian Bogor

Professional Experience (Job Title, Organization, Term of Office)

- Human Resources Director, Microsoft Indonesia, 2010-2014
- Human Resources Director, Barclays Indonesia, 2008-2010
- Human Resources Head, Citibank Philippines, 2006-2008
- Head of Compensation & HR Services, Citibank Jakarta, 1998-2006
- Head of Reward, United Tractors, 1992-1998

Term of Office

Term of office of the members of Nomination Committee shall not exceed those of the Board of Commissioners as stipulated by the Article of Association and taking into consideration the maximum term of office of Independent Commissioner for 2 (two) consecutive periods.

Policies and Carrying Out of Nomination Committee Meeting

Policies on the Nomination Committee Meetings

a. Meeting is organized in line with Danamon's requirement, at the minimum 2 (two) times a year.
b. Meeting may only be organized provided that it is attended by a minimum of 51% (fifty one percent) of the total members including Independent Commissioners and Executive Officers.
c. Meeting decision is made based on the principles of deliberation to reach the consensus. In case where deliberation to reach the consensus does not occur, then the decision will be based on the vote majority. Decision made based on the vote majority shall be based on the principle that one 1 (one) person is eligible for 1 (one) vote.
d. Each meeting held shall be recorded in a minutes of meeting, properly documented, signed by attendees, and forwarded to the Board of Commissioners.

e. Dissenting opinion during the Committee's meeting along with their reasons shall be clearly expressed in the minutes of meeting.

Frequency and Level of Attendance Level of Nomination Committee Meeting

a. Nomination Committee held 5 (five) meetings throughout 2015. Attendance rate of members' attendance reached 100% which signifies the commitment of the entire members of Nomination Committee.
b. Attendance of each Committee member in the Nomination Committee meeting are as follow:

Name	Attendance in Meeting	Attendance in Meeting (%)
J.B. Kristiadi	5	100%
Ng Kee Choe	5	100%
Made Sukada	5	100%
Emirsyah Satar*)	-	-
Ernest Wong Yuen Weng*)	-	-
Marta Jonatan	5	100%

Note:
*) Effective since the appointment based on the Appointment Letter as Committee Member dated 26 November 2015

Main 2015 Agenda of Nomination Committee Meeting

No.	Date	Main Agenda
1.	26 February 2015	BoC Composition
2.	6 April 2015	BoD Structure
3.	24 June 2015	BoD Organization Structure
4.	29 July 2015	Composition of Integrated Corporate Governance Committee Members
5.	7 October 2015	BoD Structure & Organizational Changes

Implementation of 2015 Nomination Committee of Work Activities

Key activities of Nomination Committee, including among others:

a. Performed review over the composition of Committees.
b. Performed review over the composition of Danamon's Board of Commissioners and Board of Directors as well as the subsidiaries.
c. Performed review over the overall corporate organization structure.
d. Performed review on talent marketing mapping.
e. Performed review over the overall human resources.

Activities and recommendations of Nomination Committee have been periodically reported to the Board of Commissioners.

J.B. Kristiadi
Chairman, Independent Commissioner

Ng Kee Choe
Member, President Commissioner

Ernest Wong Yuen Weng
Member, Commissioner

Emirsyah Satar
Member, Independent Commissioner

Made Sukada
Member, Independent Commissioner

Marta Jonatan
Member, Executive Officer

REMUNERATION COMMITTEE

The Remuneration Committee is a committee established by and responsible to the Board of Commissioners to support the functions and duties of the Board of Commissioners. This support is in line with the policies on remuneration as well as remuneration structure of the Board of Commissioners, Syariah Supervisory Board, Independent Parties, Board of Directors, certain members of Senior Management. The establishment of Remuneration Committee was as per Letter No. KEP.DIR.Corp.Sec-004 dated 5 March 2014.

Remuneration Committee Charter

The Remuneration Committee has a charter which stipulates matters relevant with objectives, accountabilities, structure and membership, term of office, duties and responsibilities, authorities, meeting and meeting organization, as well as reporting. Guideline and Work Rules of Remuneration Committee shall be periodically reviewed.

Duties, Responsibilities, and Authorities of Remuneration Committee

Duties and responsibilities of Remuneration Committee include:

a. Evaluate and provide recommendations to the Board of Commissioners on
   1) The structure of remuneration policies for the Board of Commissioners and Board of Directors and where necessary, for the Senior Management;
   2) Remuneration including salaries, allowances, bonus, and incentives provided based on the achievements of objectives and targets set by the President Director and other members of the Board of Directors, members of the Board of Commissioners and Syariah Supervisory Board;
   3) Remuneration, including salaries and allowances of Independent Parties.
b. Remuneration Policy for Executive Officers and Employees to be Submitted to the Board of Directors.
c. Evaluate the performance of the Board of Directors and propose objective comparison of the performance of the Board of Directors to the industry.

In carrying out its duties and responsibilities, the Remuneration Committee shall take into account of Danamon's financial performance, individual performance, the comparability with peer group, and consideration of Danamon long term strategic objectives.

Authorities of Remuneration Committee

a. Access document, data, and information on employees, Senior Management, the Board of Directors, and/or the Board of Commissioners.
b. Establish direct communication with employees, the Board of Directors, and other parties relevant to the implementation of its duties and responsibilities.
c. Engage independent parties to support its duties where necessary.
d. Exercise other authorities as assigned by the Board of Commissioners.

Structure, Expertise, and Legal Basis for Appointment of Remuneration Committee

The Remuneration Committee is made up of 6 (six) people. It comprises 3 (three) Independent Commissioners (J.B. Kristiadi, Manggi T. Habir, and Emirsyah Satar), 2 (two) Commissioners (Ng Kee Choe and Gan Chee Yen), and one Executive Officer or an individual with a managerial position in Human Resources Division (Marta Jonatan).

Members of the Board of Commissioners who serve as the members of the Remuneration Committee majority (60%) are Independent Commissioners.

Appointment of Committee members are made once all members have fulfilled all requirements relevant to the expertise requirements of a Committee member. These requirements also take into account integrity, and moral as declared in the members personal statements.

Members of the Danamon Remuneration Committee are appointed through the Circular Decision of the Board of Commissioners. This appointment is a Replacement for the Decision made during the Board of Commissioners Meeting of PT Bank Danamon Indonesia, Tbk. through

Letter No. KSR-Kom.Corp.Sec-013 dated 26 November 2015 and Letter of the Board of Directors No. KEP.DIR-Corp. Sec.-018 dated 26 November 2015.

Independency of Remuneration Committee

To uphold independency and objectivity, the Remuneration Committee is chaired by an Independent Commissioner; J.B. Kristiadi. Additionally, member of the Board of Directors may not serve as a member in the Remuneration Committee.

Profiles of Remuneration Committee Members

Profile of Remuneration Committee Members provide the details including members' names and job titles, terms of office, expertise, qualifications and educational backgrounds, as well as professional experiences, as follow:

Name	Domicile	Job Title	Term of Office	Expertise	Qualifications/Educ. Background
J.B. Kristiadi	Indonesia	Chairman/ Independent Commissioner	November 2015 –Present	Finance/Risk Management	PhD (Public Administration) Sorbonne University France (1979)

Professional Experience (Job Title, Organization, Term of Office)

- Vice President Commissioner, Danamon, 2005-present.
- Member of the Board of Commissioners, PT Citra Tubindo, 2009-present.
- Member of Independent Team for Bureaucratic Reform, Ministry of State Apparatus Empowerment and Bureaucratic Reform (January 2016-present).
- Member of National Institution Restructuring Team, Ministry of State Apparatus Empowerment, 2011-2015.
- Secretary, Tax and Custom Reform Initiative Team, 2010.
- Expert Staff, Minister of Finance, 2009-2011.
- Professor, University of Padjadjaran, Bandung, 2007-present.
- Secretary General, Ministry of Finance, 2005-2006.
- Secretary General, Ministry of Communication and Information, 2003-2005.
- Deputy, Minister of State Apparatus Empowerment, 2001-2003.
- Assistant to Coordinating Minister, Development Supervision, 1999-2001.
- Chairperson, State Administrative Agency of the Republic of Indonesia, 1990-1998.
- Director, Budgetary Management, Ministry of Finance of the Republic of Indonesia, 1987-1990.
- Commissioner, various State-owned Enterprises (PT Tambang Batu Bara Bukit Asam, 1980-1989; PT Bank Dagang Negara, 1982-1991; PT Aneka Tambang, 1986; Bank BNI, 2005).
- Director, State Asset Management, Directorate General of Monetary Affairs, 1980-1987.

Ng Kee Choe	Singapore	Member/ President Commissioner	November 2015 –Present	Finance/Risk Management	Bachelor of Chemical Engineering The University of Singapore 1967

Professional Experience (Job Title, Organization, Term of Office)

- Board of Directors, Fullerton Financial Holdings Pte Ltd., 2008-present
- Chairman, Tanah Merah Country Club, 2008-present
- Member, Temasek Advisory Panel Temasek Holdings (Private) Ltd.,
- Chairman, NTUC Income, 2005-2013
- Vice chairman, DBS Group Holdings, 1970-2003
- Director, Singapore Exchange Limited, 2003-2014
- Awarded Public Service Star in 2001 and Meritorious Service Medal in 2012 for his contribution in public services in Singapore.

Name	Domicile	Job Title	Term of Office	Expertise	Qualifications/Educ. Background
Gan Chee Yen	Singapore	Member/ Commissioner	November 2015 –Present	Finance/Risk Management	Bachelor in Accounting from the National University of Singapore

Professional Experience (Job Title, Organization, Term of Office)

- Chairman Fullerton India Credit Co. Ltd.
- Chairman Fullerton Credit (Sichuan) Ltd.
- Chairman Fullerton Credit (Hubei) Ltd.
- Chairman Fullerton Credit (Chonqing) Ltd.
- Board Member Fullerton Financial Holdings Pte. Ltd.
- Board Member Dunia Finance LLC
- Board Member CEI Contract Manufacturing Ltd.
- Board Member ST Asset Management Ltd.
- Board Member ACR Capital Holdings Pte. Ltd.
- Board Member Clifford Capital Pte. Ltd.
- Vice Chairman Cambodia Post Bank PLC
- Board Member Surbana Jurong Private Limited (Formerly known as TJ Holdings (II) Pte Ltd)
- Currently serves as Chief Executive Officer, Fullerton Financial Holdings (International) Pte. Ltd., a wholly-owned subsidiary of Temasek Holdings (Pte.) Ltd., 2012.
- Co-Chief Investment Officer and Senior Managing Director, Special Project of Temasek International Pte. Ltd., 2011-present
- Co-Chief Investment Officer and Head of China, 2010
- Co-Chief Investment Officer, Temasek International Pte. Ltd., 2007
- Senior Managing Director, Investment Temasek international Pte. Ltd., 2005
- Managing Director, Finance Temasek International Pte. Ltd., 2003
- Finance Director, Singapore Technologies Marine Ltd in 1988 for 8 years
- Accounting, Showa Leasing (S) Pte Ltd on September 1986
- Auditor at PricewaterhouseCoopers on May 1984

Manggi T. Habir	Indonesia	Member/ Independent Commissioner	November 2015 –Present	Finance/Risk Management	BA Degree in Economics Mc. Gill University, 1977 Master in Business Administration, University of Michigan, (1979) and Master in Public Administration, Harvard University, (2002)

Professional Experience (Job Title, Organization, Term of Office)

- Independent Commissioner, Danamon, 2005-present.
- Chairperson of Board of Supervisor, Yayasan Danamon Peduli, 2006-present.
- Advisor, PT Avrist Life Insurance, 2014-present.
- President Commissioner, PT Asuransi Adira Dinamika, 2013-present.
- Director, Standard & Poor's, Singapore, 2002-2005.
- President Director, PT Pefindo, 1998-2001.
- Research Director, PT Bahana Securities, 1995-1998.
- Business and Economic Correspondent, Far Eastern Economic Review, 198201985.
- Assume various key positions, Citibank N.A. Jakarta, 1985-1991

Name	Domicile	Job Title	Term of Office	Expertise	Qualifications/Educ. Background
Emirsyah Satar	Indonesia	Member/ Independent Commissioner	November 2015 –Present	Management/Finance/ Human Resources/Risk	Bachelor in Economy Universitas Indonesia (1985)

Professional Experience (Job Title, Organization, Term of Office)

- President Commissioner, PT Solusi Ecommerce Global (Mataharimall.com), 1 May 2015-present
- Board of Advisory/Executive Director Lippo Group, No legal appointment as Director or Commissioner (December 2015-present)
- Honorary Advisor to the Minister of Tourism (present)
- Vice Chairperson for Financial and Capital Market Department, Indonesian Chamber of Commerce and Industry (KADIN) (17 December 2015-present)
- Independent Commissioner, PT Bank Muamalat Indonesia, Tbk. May 2009-April 2015
- President Director, PT Garuda Indonesia (Persero), March 2005-December 2014
- President Commissioner, PT Garuda Maintenance Facility AeroAsia (GMFAA). 2005-December 2009
- President Commissioner, PT Aerowisata, 2005-December 2009
- Vice President Director, Bank Danamon, July 2003-March 2005
- Commissioner, PT Mandira Erajasa Wahana, September 1999-August 2003
- Chairperson of Supervisory Board, Garuda Indonesia Pension Fund, August 1999-1 October 2003
- Commissioner, PT Senggigi Pratama International, June 1999-August 2003
- President Commissioner, Abacus Distribution System Indonesia, December 1999-August 2003
- Commissioner, Abacus Distribution System Indonesia, July 1999-January 2002
- Commissioner, PT Mirtasari Hotel Development, July 1999-January 2002
- President Commissioner, PT Angkasa Citra Sarana Catering Service, October 1999-January 2002
- Commissioner, PT Aerowisata, 1999-2003
- Executive Vice President Finance (CFO), PT Garuda Indonesia, June 1998-July 2003
- CEO/Managing Director, Niaga Finance Co. Ltd – Hong Kong, January 1996-June 1998
- Member of Supervisory Board, PT Saseka Gelora Finance – Jakarta, September 1995-July 1999
- Managing Director/CEO, PT Niaga Leasing Corp. – Jakarta, November 1994-January 1996
- President Director/CEO, PT Niaga Factoring Corporation – Jakarta, November 1994-January 1996
- General Manager – Corporate Finance Division, Jan Darmadi Corporation, 1990-1994
- Assistant Vice President Corporate Banking Group (latest position), Citibank NA, Indonesia, 1985-1990
- Auditor, Coopers & Lybrand Audit Firm, Jakarta 1983-1985

Marta Jonatan	Indonesia	Member/ Executive Officer	November 2015 –Present	Human Resources Management	Bachelor in Statistics of Institut Pertanian Bogor

Professional Experience (Job Title, Organization, Term of Office)

- Human Resources Director, Microsoft Indonesia, 2010-2014
- Human Resources Director, Barclays Indonesia, 2008-2010
- Human Resources Head, Citibank Philippines, 2006-2008
- Head of Compensation & HR Services, Citibank Jakarta, 1998-2006
- Head of Reward, United Tractors, 1992-1998

Term of Office

Term of office for members of Audit Committee shall not exceed the term of office of the Board of Commissioners as stipulated by the Article of Association and may be appointed for 1 (one) additional period taking into account that the maximum of term of office held by Independent Commissioner is 2 (two) consecutive periods.

Policies and Organization of Remuneration Committee Meeting

Policies on Remuneration Committee Meeting

a. Meeting is organized in line with Danamon's requirements and at least 2 (two) times a year.
b. Meeting quorum is 51% (fifty one percent) including the presence of Independent Commissioners and Executive Officer in charge of human resources or staff representative.
c. Meeting decision is made based on the principles of deliberation to reach the consensus.
d. In case where deliberation to reach the consensus does not occur, then the decision will be based on the vote majority. Decision made based on the vote majority shall be based on the principle that one 1 (one) person is eligible for 1 (one) vote.
e. Dissenting opinions during the meeting along with the reasons shall be clearly stated in the minutes of meeting.

f. Every meeting shall be recorded in a minutes of meeting, properly documented, and signed by all members of the Remuneration Committee present, for further submission to the Board of Commissioners.

Frequency and Attendance Level of Remuneration Committee Meeting

Remuneration Committee held 5 (five) sessions of meeting throughout 2015. Attendance rate of the members reached 100% which signifies the commitment of all Remuneration Committee. Attendance of each Committee member in the Remuneration Committee meeting is as follow:

Name	Attendance in Meeting	Attendance in Meeting (%)
J.B. Kristiadi	5	100%
Ng Kee Choe	5	100%
Manggi T Habir*)	-	-
Emirsyah Satar*)	-	-
Gan Chee Yen*)	-	-
Made Sukada**)	5	100%
Marta Jonatan	5	100%

Notes:
*) Effective since the appointment based on the Appointment Letter as Committee Member dated 26 November 2015.
**) Effective on 26 November 2015 no longer serve as Committee Member

Main Agenda of 2015 Remuneration Committee Meeting

No.	Date	Main Agenda
1.	February 26, 2015	Bonus and Tantiem
2.	April 6, 2015	BoD/BoC Remuneration
3.	June 24, 2015	Special Grant Interim Proposal Individual Income Tax Reporting In Indonesia
4.	July 29, 2015	Special Shares Grant Individual Income Tax Reporting In Indonesia
5.	October 7, 2015	BoD Benefits

Implementation of 2015 Remuneration Committee Work Activities

The Remuneration Committee activities may be summarized as follow:

a. Reviewed and gave approval for salary increase and bonus for members of BoD, BoC, and Syariah Supervisory Board
b. Reviewed the remuneration for the new and independent member of BoC.
c. Reviewed the grant of special shares to members of BoD and Employees who have shown potential and high achievements.
d. Conducted study on changes in inpatient services benefit and in the BoD COP scheme.

Activities and recommendation of the Remuneration Committee have been periodically reported to the Board of Commissioners.

J.B. Kristiadi
Chairman, Independent Commissioner

Ng Kee Choe
Member, President Commissioner

Gan Chee Yen
Member, Commissioner

Manggi T. Habir
Member, Independent Commissioner

Emirsyah Satar
Member, Independent Commissioner

Marta Jonatan
Member, Executive Officer

CORPORATE GOVERNANCE COMMITTEE

The Corporate Governance Committee is a committee established by and is responsible to the Board of Commissioners to support the duties and responsibilities of the Board of Commissioners. It helps the Board of Commissioners to evaluate and ensure the implementation of good governance principles. This committee is established based on the Circular Resolution of the Board of Commissioners No. KEP:KOM-Corp. Sec.021 dated 12 August 2005 on the Establishment of Governance Committee.

Corporate Governance Committee Charter

The Corporate Governance Committee has a charter which stipulates the objectives, accountabilities, structures and memberships, term of office, duties and responsibilities, authorities, meetings and their organizations, as well as reporting by Corporate Governance Committee. The Corporate Governance charter shall be periodically reviewed.

Duties, Responsibilities, and Authorities of Corporate Governance Committee

Duties and responsibilities of Corporate Governance Committee include:

a. Periodically evaluate the structure and governance framework as well as consistencies of Danamon's governance policies.
b. Review Danamon's principles of governance and where necessary recommend the improvement proposal to the Board of Commissioners.
c. Supervise the implementation of corporate governance and provide recommendations for improvements.
d. Review the corporate governance report published by Danamon to ensure the transparencies and accuracies of such report.
e. Report the committee's activities to the Board of Commissioners.

Authorities of Governance Committee include:

a. Access Danamon's documents, data, and information when necessary.
b. Establish direct communication with employees, the Board of Directors, and other parties relevant to the implementation of its duties and responsibilities.
c. Involve independent parties to support the duties when required.
d. Exercise other authorities assigned by the Board of Commissioners.

Structure, Expertise, Legal Basis for Appointment and Independency of Governance Committee

The Corporate Governance Committee is made up of 3 (three) members. There are 2 (two) Independent Commissioners (Made Sukada and Manggi T. Habir) and one Commissioner (Ernest Wong Yuen Weng). The structure of this Committee membership have fulfilled the Guideline and Work Rules as well as independency requirements of Committee members. To uphold the independency and objectivity, Corporate Governance Committee is chaired by an Independent Commissioner that is Made Sukada and prevent members of the Board of Directors to serve as a member of Corporate Governance Committee.

Each member holds a required expertise to perform the functions of the Committee, and each of them maintains integrity, moral, and good morality which is portrayed in the personal declaration letter.

Members of Danamon's Corporate Governance Committee have been appointed through Circular Decision of the Board of Commissioners made during the meeting of Board of Commissioners of PT Bank Danamon Indonesia, Tbk. The appointment has been portrayed in Letter No. KSR-Kom.Corp. Sec-013 date 26 November 2015 and Letter of the Board of Directors No. KEP.DIR-Corp.Sec-018 date 26 November 2015.

Profiles of Corporate Governance Committee Members

Profiles of Corporate Governance Committee members provide the details including names and job titles of Corporate Governance Committee, term office, expertise, qualifications, educational and professional backgrounds of each of the Corporate Governance Committee members, as follow:

Name	Domicile	Job Title	Term of Office	Expertise	Qualifications/Educ. Background
Made Sukada	Indonesia	Chairman/ Independent Commissioner	November 2015 –Present	Finance/Risk Management	Bachelor's in Accounting from University of Padjajaran, Bandung (1977) Master in Economic from the University of Pittsburgh, USA, 1984
Professional Experience (Job Title, Organization, Term of Office) • Member of Board of Supervision, Yayasan Danamon Peduli, 2014-present • Advisor to the Board of Governor, Bank Indonesia, 2010-2014 • Member of Risk Monitoring Committee, PT Bank Permata, Tbk. 2010-2014. • Director-level positions at various departments in Bank Indonesia, 1998-2010					
Ernest Wong Yuen Weng	Singapore	Member/ Commissioner	November 2015 –Present	Finance/Risk Management	First Class Honours Degree in Chemical Engineering, the University of Surrey, United Kingdom (1967)
Professional Experience (Job Title, Organization, Term of Office) • The Board of Commissioner, Danamon 2010 - present • Board Trustee Nanyang Technological University 2006 - present • Board Member Pavilion Capital Holding Pte. Ltd. • Chairman, A. Menarini Asia-Pasific Holdings Pte. Ltd., 2012-present • Chairman, Fullerton Financial Holdings Pte. Ltd., 2011-present • Board Member, Singapore Health Services Pte. Ltd. ("SingHealth"), 2006 - 2015 • Board member, Singbridge Holdings Pte. Ltd., 2011-2015 • Board member, Pavilion Capital Holdings Pte. Ltd., 2012-2015 • Board member, Economic Development Board and The Ministry of Finance, 1989-1993. • Group CEO, MediaCorp Pte. Ltd., 2000-2005 • Board member, United Overseas Bank Group, 1990-2005 • Chairman, the Association of Banks in Singapore, 1991-1993 and 1999-2000					
Manggi T. Habir	Indonesia	Member/ Independent Commissioner	November 2015 –Present	Finance/Risk Management	BA Degree in Economics Mc. Gill University, 1977 Master in Business Administration, University of Michigan, 1979 Master in Public Administration, Harvard University, 2002
Professional Experience (Job Title, Organization, Term of Office) • Independent Commissioner, Danamon, 2005-present. • Chairperson of Board of Supervisor, Yayasan Danamon Peduli, 2006-present. • Advisor, PT Avrist Life Insurance, 2014-present. • President Commissioner, PT Asuransi Adira Dinamika, 2013-present. • Director, Standard & Poor's, Singapore, 2002-2005. • President Director, PT Pefindo, 1998-2001. • Research Director, PT Bahana Securities, 1995-1998. • Business and Economic Correspondent, Far Eastern Economic Review, 198201985. • Assume various key positions, Citibank N.A. Jakarta, 1985-1991					

Term of Office

The term of office for members of Corporate Governance Committee shall not exceed the term of office of the Board of Commissioners as stipulated by the Article of Association and the maximum of term of office held by Independent Commissioner is 2 (two) consecutive periods.

Corporate Governance Committee Meeting

Policies on Governance Meeting

a. Meeting is organized in line with Danamon's needs and at least once every semester.
b. Minimum attendees in the committee meeting is 51% (fifty one percent) of the members.
c. Meeting decision is made based on the principles of deliberation to reach consensus.
d. In case where deliberation to reach consensus does not occur, then the decision will be made based on vote majority. Decision made based on the vote majority shall be performed based on 1 (one) person for 1 (one) vote.
e. Dissenting opinions during the meeting and reasons for such dissenting opinions must be clearly stated in the minutes of meeting.
f. Each meeting shall be recorded in a minute of meeting, properly documented, and signed by the entire Corporate Governance Committee present. Subsequently this report will be forwarded to the Board of Commissioners.

Frequency of Meetings and Execution of Committee Meeting

Corporate Governance Committee held 5 (five) meetings throughout 2015. The table below illustrates the level of attendance:

Name	Attendance in Meeting	Attendance in Meeting (%)
Made Sukada	5	100%
Manggi T Habir	5	100%
Ernest Wong Yuen Weng *)	-	-
Gan Chee Yen**)	5	100%

Notes:
*) Effective as committee member based on Letter of Appointment to the Committee dated 26 November 2015 and there is no committee meeting since his appointment.
**) Effective as of 26 November 2015 no longer serve as Committee member

Main Agenda of Corporate Governance Committee Meetings in 2015

No.	Date	Main Agenda
1.	January 26, 2015	- Result of Corporate Governance Assessment 2014 - Update on FSA Regulation concerning Integrated Corporate Governance and Integrated Risk Management, Board of Directors and Board of Commissioners, General Meeting of Shareholders, Remuneration and Nomination Committee
2.	February 25, 2015	- Amendments to the Articles of Association - Schedule and Agenda of Annual GMS - Update on Extraordinary GMS - Update on Corporate Governance
3.	April 6, 2015	- ASEAN Corporate Governance Scorecard - Corporate Governance Report 2014 - Gap Analysis on Corporate Governance at Subsidiaries
4.	July 28, 2015	- Policy on Integrated Corporate Governance - Establishment of Integrated Corporate Governance Committee - ASEAN Corporate Governance Scorecard
5	October 6, 2015	- Policy on Integrated Corporate governance - ARA Recommendations - ASEAN Corporate Governance Scorecard

Main Agenda of 2015 Corporate Governance Committee Meeting

Key activities for 2015 Corporate Governance Committee, include:

a. Receive and review the Management Report on:
   1) Implementation of Danamon's Corporate Governance self-assessment.
   2) Refinement of ASEAN CG Score Card.
   3) Establishment of Integrated Corporate Governance Committee.
   4) Integrated Corporate Governance Policy.
   5) Gap Analysis on regulations relevant to Integrated Corporate Governance and Integrated Risk Management, Board of Directors and Board of Commissioners, General Meeting of Shareholders, Remuneration Committee and Nomination Committee.
   6) Gap Analysis on Subsidiaries' Governance.
   7) Timeline of General Meeting of Shareholders' implementation and agenda.
   8) Timeline on the preparation of Danamon Annual Report.
   9) Fulfillment of Annual Report Award (ARA) criteria assessment.

b. Review the schedule and agenda of 2015 Annual General Meeting of Shareholders

c. Review 2015 Danamon Corporate Governance Implementation Report to ensure compliance and transparency level have been performed in line with the prevailing regulations and corporate governance standard. Improvements toward 2015 Danamon Annual Report shall also be discussed.

d. Review and recommend amendments on the Article of Association proposed by the Management.

Activities and recommendations by the Corporate Governance Committee have been periodically reported to the Board of Commissioners.

Made Sukada
Chairman, Independent Commissioner

Ernest Wong Yuen Weng
Member, Commissioner

Manggi T. Habir
Member, Independent Commissioner

INTEGRATED CORPORATE GOVERNANCE COMMITTEE

Integrated Corporate Governance Committee helps to maintain effectiveness in performing the duties of the Board of Commissioners of the Main Entity/ Danamon. It helps to supervise the implementation of integrated corporate governance at the Main Entity and Subsidiaries. PT Bank Danamon Indonesia, Tbk is the Main Entity registered at the Financial Services Authority through a letter No. SR-82/PB.32/2015.

This Committee is established through the Letter of the Board of Directors decree No.KEP: DIR-Corp. Sec.009 dated 12 August 2015 on the Establishment of Integrated Corporate Governance Committee.

Integrated Governance Committee Charter

Integrated Corporate Governance Committee has a charter which stipulates the objectives, accountabilities, structures and memberships, term of office, duties and responsibilities, authorities, meetings and their organizations, as well as reporting. Integrated Corporate Governance charter shall be periodically reviewed.

Duties, Responsibilities, and Authorities of Integrated Corporate Governance Committee

Duties and responsibilities of Integrated Corporate Governance Committee include:

a. Evaluate the implementation of integrated corporate governance through at least assessing the adequacy of internal controls and implementation of integrated compliance function implementation.
b. Provide recommendation to the Board of Commissioners of the Main Entity on the updates of integrated corporate governance policies where necessary.
c. Review and update the charter Integrated Corporate Governance Committee periodically.

Authorities of Corporate Governance Committee include:

a. Access document, data, and information required from the Main Entity and Subsidiaries, by maintaining internal compliances of each entity as well as prevailing laws and regulations.
b. Establish direct communication with employees, Board of Directors, and other parties in the Main Entity and Subsidiaries.
c. Involve independent parties to support the duties, when necessary.
d. Exercise other authorities assigned by the Board of Commissioners of the Main Entity.

Structure, Expertise, Legal Basis for Appointment, and Independency of Integrated Corporate Governance Committee

The Integrated Corporate Governance Committee is made up of 7 (seven) members, respectively:

- Made Sukada, Danamon Independent Commissioner, as Chairperson;
- Ernest Wong Yuen Weng, Danamon Commissioner, as member;
- Manggi T. Habir, Danamon Independent Commissioner, as member;
- Djoko Sudyatmiko, Independent Commissioner, PT Adira Dinamika Multfinance, as member (representing and appointed by subsidiaries from the multi-finance sector);
- Julian Noor, Independent Commissioner of PT Asuransi Adira Dinamika, as member (representing and appointed by subsidiaries of insurance services sector);
- M. Din Syamsuddin, Chairperson of Danamon Syariah Supervisory Board), as member;
- Angela Simatupang, Danamon Independent Party, as member.

The above structure of Integrated Corporate Governance Committee have met the prevailing regulations. Each member holds the required expertise to perform Committee functions and maintain integrity, and high standard of moral as declared in the personal statement.

Members of Danamon Integrated Corporate Governance Committee have been appointed through the Circular Decision of the Board of Commissioners as a Replacement to the Decision made during the Board of Commissioners' Meeting of PT Bank Danamon Indonesia, Tbk. Such appointments have been portrayed in Letter No. KSR-Kom.Corp.Sec-013 dated 26 November 2015 and Letter of the Board of Directors No. KEP.DIR-Corp.Sec-018 dated 26 November 2015.

To support independencies and objectivities, the Integrated Corporate Governance Committee is chaired by an Independent Commissioner, Made Sukada and members of the Board of Directors may not serve as members of the Integrated Corporate Governance Committee.

Profiles of Integrated Corporate Governance Committee Members

Profiles of Integrated Corporate Governance Committee members detail names, job titles, terms of office, expertise, qualifications and educational background, as well as professional background of each member as follows:

Name	Domicile	Job Title	Term of Office	Expertise	Qualifications/Educ. Background
Made Sukada	Indonesia	Chairman/ Independent Commissioner	November 2015 –Present	Finance/Risk Management	Bachelor's in Accounting from University of Padjajaran, Bandung (1977) Master in Economic from the University of Pittsburgh, USA, 1984
Professional Experience (Job Title, Organization, Term of Office) • Member of Board of Supervision, Yayasan Danamon Peduli, 2014-present • Advisor to the Board of Governor, Bank Indonesia, 2010-2014 • Member of Risk Monitoring Committee, PT Bank Permata, Tbk. 2010-2014. • Director-level positions at various departments in Bank Indonesia, 1998-2010					
Ernest Wong Yuen Weng	Singapore	Member/ Commissioner	November 2015 –Present	Finance/Risk Management	First Class Honours Degree in Chemical Engineering, the University of Surrey, United Kingdom (1967)
Professional Experience (Job Title, Organization, Term of Office) • The Board of Commissioner, Danamon 2010 - present • Board Trustee Nanyang Technological University 2006 - present • Board Member Pavilion Capital Holding Pte. Ltd. • Chairman, A. Menarini Asia-Pasific Holdings Pte. Ltd., 2012-present • Chairman, Fullerton Financial Holdings Pte. Ltd., 2011-present • Board Member, Singapore Health Services Pte. Ltd. ("SingHealth"), 2006 - 2015 • Board member, Singbridge Holdings Pte. Ltd., 2011-2015 • Board member, Pavilion Capital Holdings Pte. Ltd., 2012-2015 • Board member, Economic Development Board and The Ministry of Finance, 1989-1993. • Group CEO, MediaCorp Pte. Ltd., 2000-2005 • Board member, United Overseas Bank Group, 1990-2005 • Chairman, the Association of Banks in Singapore, 1991-1993 and 1999-2000					
Manggi T. Habir	Indonesia	Member/ Independent Commissioner	November 2015 –Present	Finance/Risk Management	BA Degree in Economics Mc. Gill University, 1977 Master in Business Administration, University of Michigan, (1979) and Master in Public Administration, Harvard University, (2002)
Professional Experience (Job Title, Organization, Term of Office) • Independent Commissioner, Danamon, 2005-present. • Chairperson of Board of Supervisor, Yayasan Danamon Peduli, 2006-present. • Advisor, PT Avrist Life Insurance, 2014-present. • President Commissioner, PT Asuransi Adira Dinamika, 2013-present. • Director, Standard & Poor's, Singapore, 2002-2005. • President Director, PT Pefindo, 1998-2001. • Research Director, PT Bahana Securities, 1995-1998. • Business and Economic Correspondent, Far Eastern Economic Review, 198201985. • Assumed various key positions, Citibank N.A. Jakarta, 1985-1991					

Name	Domicile	Job Title	Term of Office	Expertise	Qualifications/Educ. Background
Djoko Sudyatmiko	Indonesia	Member/ Independent Commissioner PT Adira Dinamika Multi Finance, Tbk	November 2015 –Present	Economy and Corporate Governance	Under-graduate in Electrical Engineering from Institut Teknologi Bandung in 1968

Professional Experience (Job Title, Organization, Term of Office)
- Commissioner at ASCO Group, 2012-present
- Commissioner cum Corporate Independent Commissioner, 2011-present
- Corporate Independent Commissioner, 2004-2011
- Commissioner at PT Pakoakuina-Automotive Wheel Rim Manufacturer, 2003-present
- Commissioner at PT Inkoasku-Automotive Wheel Rim Manufacturer, 2003-2010
- Commissioner at PT Palingda-Automotive Wheel Rim Manufacturer, 2003-2010
- Commissioner at PT Adira Sarana Armada, 2003-2009
- Commissioner at PT Asuransi Adira Dinamika, 2003-2008
- Corporate President Commissioner, 2002-2004
- Commissioner at PT Kharaba Unggul/PT Makro Indonesia, 1990-2000
- Commissioner at PT Dharma Sarana Perdana, 1989-1995
- Commissioner at PT Astra Graphia Tbk, 1986-1989
- Member of People Consultative Assembly (MPR-RI), 1992-1997
- Member of People Representative Assembly (DPR) and People Consultative Assembly (MPR-RI), 1971-1992

Julian Noor	Indonesia	Member/ Independent Commissioner PT Asuransi Adira Dinamika	November 2015 –Present	Insurance	- Institut Pertanian Bogor, 1985 - Ajun Ahli Asuransi Indonesia (AAAIK), 1994 - Insurance School of Japan (basic), 1995 - Insurance School of Japan (advance), 1999 - Magister management STIE Dharma Bumiputera, 2004

Professional Experience (Job Title, Organization, Term of Office)
- Marketing Supervisor of PT Pyridam, Jakarta (1985 - 1988)
- Held various positions including Livestock Insurance Project, Assistant Manager to Manager Underwriting of PT Asuransi Timur Jauh (1988-1993)
- Held various positions including Head of Underwriting Bureau, Head of Technical Division, Head of Marketing Division, Head of Personnel & Logistics Division, up to Director of PT Asuransi Umum Bumiputeramuda (1994-2010)
- Managing Director of PT Asuransi Himalaya Pelindung, (2010-2011)
- Executive Director of the General Insurance Association of Indonesia (2011-present)

M. Din Syamsuddin	Indonesia	Member/ Chairman of Syariah Supervisory Board	November 2015 –Present	Islam Law Science (Syariah), Islamic Political Science, and Interfaith/Interculture Communication	- Bachelor degree for the Discipline of Ushuluddin awarded by UIN Syarif Hidayatullah, Jakarta, 1980 - Master degree, UCLA, USA, 1988 - Ph.D, UCLA, USA, 1991

Professional Experience (Job Title, Organization, Term of Office)
- Head of Research and Development of Golkar Party, 1993-1998
- Deputy Secretary General of Golkar Party (1998-2000)
- Member of People Consultative Assembly (MPR-RI), 1998-1999
- Director General of Workers' Placement of the Ministry of Manpower of the Republic of Indonesia (1998-2000)
- Professor for Islamic Political Thought at UIN Jakarta (1982-present)
- Lecturer at various universities (1982-2000)

Angela Simatupang	Indonesia	Member/ Independent Party	November 2015 – Present	Internal Audit, Risk Management and Corporate Governance	Master of Commerce in International Business and Management of Technology, The University of Sydney, 2002

Name	Domicile	Job Title	Term of Office	Expertise	Qualifications/Educ. Background

Professional Experience (Job Title, Organization, Term of Office)

- Managing Partner, Governance Risk Control Practice at RSM AAJ, 2012-present.
- Member of RSM International Network Limited in Indonesia, RSM global organization, 2009-2012.
- Member of RSM Asia Pacific, Risk Advisory Sub Committee, International Contact Partner for Indonesia, 2008-present.
- Governor, Institute Internal Auditors-Chapter Indonesia, 2014-2017.
- Course instructor for internal audit and risk management at Magister of Accounting and Accounting Professional Training Program, University of Indonesia, 2008-2010.
- Written various articles to socialize and encourage public awareness on good governance, 2007-2011.
- Supervisor, RSM Australia, 2005

Main Agenda of Integrated Corporate Governance Committee Meetings in 2015

During 2015, the Integrated Corporate Governance Committee held 1 (one) meeting attended by all committee members.

No	Date	Main Agenda
1	13 August 2015	Integrated Corporate Governance

Implementation of 2015 Integrated Corporate Governance Committee Work Activities

The Integrated Governance Committee throughout 2015 has verified the Guidelines and Work Rules and Policies of Integrated Corporate Governance.

Made Sukada
Chairman,
Danamon Independent Commissioner

Ernest Wong Yuen Weng
Member,
Danamon Commissioner

Manggi T. Habir
Member,
Danamon Independent Commissioner

Djoko Sudyatmiko
Member,
Independent Commissioner
PT Adira Dinamika Multi Finance

Julian Noor
Member,
Independent Commissioner
PT Asuransi Adira Dinamika

M. Din Syamsuddin
Member,
Chairman of Danamon Syariah Supervisory Board

Angela Simatupang
Member,
Danamon Independent Party

THE BOARD OF DIRECTORS

The Board of Directors is an authorized organ of the Bank and is fully responsible for managing the Bank for the benefit of Danamon according to the Bank's purpose and objective, as well as representing the Bank both inside and outside court.

The Board of Directors is accountable to the General Meeting of Shareholders for the implementation of its duties. In the implementation of its duties, the Board of Directors is authorized and has clear responsibilities in line with the Bank's Articles of Association whereby the latter is in accordance with prevailing laws and regulations.

Board of Directors Charter

The Board of Directors (BoD) charter is prepared based on prevailing regulations which also includes Bank Indonesia/Financial Services Authority regulations and international best practices which contains matters related to the general requirements, membership structure, duties and responsibilities, committee establishment, authority, transparency, work ethics, meetings, terms of service and report. The BoD charter is periodically reviewed.

Board of Directors Work Ethics

a. Directors are prohibited from taking advantage of the Bank for their personal, family and or other party's benefits which may be detrimental to the profit and reputation of Danamon and its subsidiaries.
b. Directors are prohibited from receiving personal gains from Danamon other than remuneration and facilities determined in the General Meeting of Shareholders.
c. Members of the Board of Directors are prohibited from having concurrent positions as a member of the Board of Commissioners, Board of Directors or executive officers of the banks, companies and/or other institutions.
d. Excluded as a concurrent position as outlined in point c above, is if a Director is responsible for supervision or investment in Danamon's subsidiaries, or performing the functional duties as a member of the Board of Commissioners of a non-bank subsidiary controlled by Danamon, as long as the concurrent position does not result in the Director concerned to neglecting his/her duties and responsibility as a member of the Board of Directors.
e. Each Director, either individually or jointly, shall not hold share ownership of more than 25% (twenty five percent) of the paid up capital of Danamon and/or other companies.
f. Directors are prohibited from giving general authority to another party which will result in the transfer of duties and functions of the Board of Directors.
g. The Board of Directors is prohibited from using individual advisors and/or professional services as a consultant unless it meets the following requirement 1) The project is specific; 2) Based on the clear contract, which shall include at least the scope of work, responsibilities and duration of employment as well as costs; 3) Consultant is an independent party and have the qualifications to work on specific projects.
h. Directors shall be subject to the Bank's Code of Conduct, the prevailing laws and regulations, as well as the Bank's internal policies.
i. Directors are prohibited from directly or indirectly making incorrect statements about material facts or not disclosing material facts, so as to ensure that the statements made on the state of Danamon are not misleading.

Directors' Transparency

a. Related to reporting on the implementation of Corporate Governance and the Annual Report, the Board of Directors is required to disclose:
   1) Shareholding in Danamon as well as in other banks and companies domiciled in the country and abroad;
   2) Financial and family relationships with members of the Board of Commissioners, other Directors and/or Danamon's controlling shareholders;

3) Remuneration and facilities received from Danamon;
4) Position in other companies.

b. Disclose Danamon's strategic policy related to employment to the employees.

Duties, Responsibilities and Authority of Board of Director

The duties and responsibilities of Board of Directors

a. Fully responsible for the implementation of the management and managing the Bank in accordance with the authorities and responsibilities as stipulated in the Articles of Association of Danamon and prevailing laws and regulations.
b. Implement the principles of good corporate governance in business activities of the Bank at all levels of the organization.
c. Ensuring the implementation of integrated corporate governance in the financial conglomerates as defined in the policies of integrated corporate governance.
d. Establish the function of Integrated Internal Audit, Integrated Risk Management Unit and Integrated Compliance Unit, in order to implement integrated corporate governance in the Financial conglomerates.
e. Evaluate the performances of the committees at the end of every fiscal year.
f. Take full responsibility for setting the short term, long term strategies and priorities of the Bank.
g. Following up on audit findings and recommendations of the internal audit unit of Danamon, external auditors, monitoring the results of Financial Services Authority supervision and/or the results of supervision of other regulators.
h. Implementing Danamon social responsibility programs.
i. Establish an Internal Audit unit, Risk Management Unit and Compliance Unit.
j. Maintaining a healthy and open relationship with the Board of Commissioners and support the Board's supervisory function.
k. Accountable for implementing its duties to shareholders through the General Meeting of Shareholders.
l. Provide accurate, relevant and timely data and information to the Board of Commissioners.

Board of Directors Authorities

a. The Board of Directors represents the Bank in and out of the court of law on all matters and in any event, binding the Bank with the other parties and other parties with the Bank and to execute all actions, both related to the management and ownership, but with restrictions and conditions as described in the Articles of Association of the Bank.
b. The Board of Directors are authorized to perform other authorities granted in the Articles of Association of the Bank and the prevailing rules and regulations with prior approval of the Board of Commissioners to do the following:
   1) Borrowing money or providing credit facilities or other similar banking facilities which induce lending money to related parties, or from time to time exceeding the amount for which is to be determined by the Board of Commissioners.
   2) Binding Danamon as a guarantor or debt underwriter or alternatively being responsible for the payment obligations of another party which is a related party or exceeding the amount which from time to time is set by the Board of Commissioners.
   3) Setting up a new company, creating or increasing the ownership (except for the increase in ownership related to the issuance of stock dividends or bonus shares or related to loan rescue efforts), or reducing the ownership in another company, without prejudice to the authorized approval.

4) Borrowing money from other parties (which are not included in the provisions referred to in the Articles of Association of Danamon) or receiving credit facilities or other banking facilities of an amount exceeding the amount determined from time to time by the Board of Commissioners.
5) Writing-off or removing the Bank's receivables from the books of an amount that exceeds the amount determined from time to time by the Board of Commissioners.
6) Transferring or releasing the Bank's rights to collect receivables which had been written off exceeding the amount set from time to time by the Board of Commissioners.
7) Selling or transferring or releasing the rights, or collateralizing/guaranteeing, Danamon's property, either in a single transaction or in multiple transactions that stand alone or are related to one another, in an amount that exceeds the amount wherein from time to time determined by the Board of Commissioners. The involvement of the BoC as intended does not BoC the responsibility of the Board of Directors for managing the Bank.

Policy on Diversity in the Board of Directors Composition

Danamon is a company that emphasizes equality of opportunity for everyone by emphasizing professionalism. Danamon appreciates and respects any differences of viewpoints, knowledge, skills and experience of each individual, and does not discriminate on race, ethnicity, gender and religion.

Danamon's diversity policy is used as a material consideration in the nomination process and the succession of Directors with due regard to the knowledge, skills and experience relevant to the needs of the company, thus leading to the optimal composition of the Board of Directors.

Assessment of candidates is carried out by taking into consideration the minimum requirements and other criteria such as professional experience, characteristics, other background traits, and the need for diversity. In addition, the scope and the balance of knowledge, skills and experience are also taken into consideration in meeting the optimum composition of the Board of Directors which is expected to optimize decision-making and improve the performance of the Bank.

Policy on Nomination of Board of Directors

The Board of Directors consists of individuals who are qualified and meet the requirements and can collectively build a strong and sustainable business for stakeholders. Accordingly, an effective Board of Directors nomination policy is required.

Candidate identification process is carried out by the Nomination Committee and the potential candidates may come from the list of the Talent Inventory Executive Officer which has been compiled through the Bank's employee development scheme. In this process, the Nomination Committee may use the services of third parties (search firm). The Nomination Committee identifies candidates who meet the requirements, interviews and selects candidates (including performing background checks and references). In identifying a suitable candidate, the Nomination Committee will consider the knowledge, skills and professional experience, ras well as diversity without discrimination against, ethnicity, gender and religion.

The Nomination Committee proposes the elected candidates to the Board of Commissioners for approval and ratification by the General Meeting of Shareholders. The Nomination Committee will also conduct an evaluation of the Board of Directors to be reappointed at the General Meeting of Shareholders.

Number, Composition, Criteria, Independence and Board of Directors Concurrent Positions

Directors are appointed by the General Meeting of Shareholders (GMS) after considering the candidates recommended by the Nomination Committee and the appointment is effective on the date specified in the GMS and ends at the closing of the third GMS after the date of appointment. If there is an addition to or replacement of members of the Board of Directors, the Board members term of office begins on the date determined by the General Meeting of Shareholders and ends on the same date as tenure of other existing members of the Board of Directors. Members of its Board of Directors whose term has expired may be re-elected by the General Meeting of Shareholders for the next 3 years.

Appointment of Directors is declared effective following the approval of the fit and proper test in accordance with applicable regulations.

The Bank's Board of Directors as per December 2015 consists of 7 (seven) persons, the majority of whom are Indonesian citizens and all are domiciled in Indonesia. The Board of Directors is led by a President Director coming from professional circles and is independent from the controlling Shareholders, has integrity and sound competency. The President Director is an independent party that does not have a management, ownership and/or financial relationship and family relationship to the controlling shareholder.

All Directors upon appointment have met the requirements to be a member of the Board of Directors, and have, among others, good morals, character and integrity, have never been declared bankrupt nor been convicted of a criminal offense, and have the knowledge, expertise and experience in the field of operations as an executive officer of the Bank.

Composition of the Board of Directors of the Bank until December 31, 2015 is as follows:

No	Name	Position	GMS Date	Effective Date (BI Approval)	Appointment	Number of Appointment	Domicile
1	Sng Seow Wah	President Director	February 27, 2015	November 20, 2014	2015-2017	1x	Indonesia
2	Muliadi Rahardja	Vice President Director	August 31, 1999	December 21, 1999	1999-2002 2002-2005 2005-2008 2008-2011 2011-2014 2014-2017	6 x	Indonesia
3	Vera Eve Lim	Director	May 22, 2006	June 26, 2006	2006-2008 2008-2011 2011-2014 2014-2017	4 x	Indonesia
4	Herry Hykmanto	Director	April 3, 2008	May 13, 2008	2008-2011 2011-2014 2014-2017	3 x	Indonesia
5	Fransiska Oei Lan Siem	Director	May 25, 2009	June 11, 2009	2009-2011 2011-2014 2014-2017	3 x	Indonesia
6	Michellina Laksmi Triwardhany	Director	April 29, 2010	May 27, 2010	2010-2011 2011-2014 2014-2017	3 x	Indonesia
7	Satinder Pal Singh Ahluwalia	Director	April 29, 2010	June 24, 2010	2010-2011 2011-2014 2014-2017	3 x	Indonesia

Note:
- Henry Ho retired effective 27 February 2015
- Kanchan Nijasure submitted his resignation on 27 April 2015, the resignation is effective from 30 June 2015.
- Pradip Chhadva submitted his resignation on 9 April 2015, the resignation is effective from 1 July 2015.

Independent Director

Danamon's Independent Director is Fransiska Oei Lan Siem who was assigned at the annual GMS on 7 May 2014. The Independent Director term of office is at most 2 (two) consecutive terms.

An Independent Director is required to be:

a. Not affiliated with the Bank's controlling Shareholders at least 6 (six) months prior to the appointment as Independent Director;
b. Not affiliated with the Board of Commissioners or Directors of the Bank;
c. Not having concurrent position as member of the Board of Directors in other companies;
d. Not affiliated with institutions or professionals supporting the capital markets where its services are used by the Danamon 6 (six) months prior to the appointment as Director.
e. Appointed by the Board of Commissioners.

Duties and Responsibilities of Each Director

Each Director has a role and authorities set with reference to the Articles of Association and Board of Directors Circular Resolution regarding the divisions of Duties and Authorities of Directors No. KSR-DIR.Corp.Sec 009 dated November 3, 2015, as follows:

BoD Member	Duties and Responsibilities
Sng Seow Wah President Director	President Director and Wholesale Banking Director, has overall responsibility for the duties and authorities of Danamon's Board of Directors, and also directly supervises the Bank's Internal Audit, PT Adira Dinamika Multi Finance Tbk, PT Adira Quantum Multi Finance, PT Asuransi Adira Dinamika, Transaction Banking, Operations and wholesale banking.
Muliadi Rahardja Vice President Director	The Vice President Director oversees Sales & Distribution and the Regional Chief Officers. Responsible for strategy formulation and ensuring business execution in Sales & Distribution.
Vera Eve Lim Director	Financial Director is responsible for Financial Planning and Control, Operation Excellent as well as CREM. Responsible for the direction and supervision of all financial issues at Danamon, as well as to monitor the presentation of financial reporting to ensure compliance with financial and accounting standards and applicable regulations. Functions as a business partner by generating added value through business reports and strategy and operational performance analyses of each respective business line. In addition, provides up-to-date information on business competition, direction of business strategy, and to coordinate the corporate actions of Danamon and Danamon Group.
Herry Hykmanto Director	Syariah Director, supervising Syariah Banking and Trade Service Operations. Responsible for strategy development and execution of Danamon Syariah Business Unit.
Fransiska Oei Lan Siem Director	Compliance and Legal Director, supervising Compliance, Corporate Secretary, UKPN, Legal, Litigation, and Public Affairs. Responsible to ensure compliance with all applicable laws and regulations, including regulations of Bank Indonesia/Financial Services Authority and the implementation of Anti Money Laundering and Counter Terrorism Financing. In addition, has responsibility over legal, litigation and public affairs issues as well as the corporate secretary.
Michellina Laksmi Triwardhany Director	Consumer Banking Director, supervising Consumer Banking. Responsible for strategy formulation and execution as well as achievement of business targets. In addition, also responsible for the optimum progress of Retail Banking business and branch office transformation process.

BoD Member	Duties and Responsibilities
Satinder Pal Singh Ahluwalia Director	Micro Business Director, supervising Micro Business Banking and Information Technology. Responsible for the development and implementation of strategies in Micro Business Banking.

Independence of Directors

Directors are in compliance with the requirement of independency in accordance with Good Corporate Governance accommodated in the Charter of the Board of Directors. All Directors have no family and financial relationships as expressed in the statement letter signed by Directors, which is updated yearly.

Affiliated Relationship of Member of Board of Director with Member of Board of Commissioner and Controlling Shareholder

BoD	Family Relationship						Financial Relationship					
	BoC		BoD		Controlling Shareholders		BoC		BoD		Controlling Shareholders	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Sng Seow Wah President Director	-	√	-	√	-	√	-	√	-	√	-	√
Muliadi Rahardja Vice President Director	-	√	-	√	-	√	-	√	-	√	-	√
Vera Eve Lim Director	-	√	-	√	-	√	-	√	-	√	-	√
Herry Hykmanto Director	-	√	-	√	-	√	-	√	-	√	-	√
Fransiska Oei Lan Siem Director	-	√	-	√	-	√	-	√	-	√	-	√
Michellina Laksmi Triwardhany Director	-	√	-	√	-	√	-	√	-	√	-	√
Satinder Pal Singh Ahluwalia Director	-	√	-	√	-	√	-	√	-	√	-	√

Board of Directors Concurrent Positions

All Directors have no concurrent position prohibited in accordance with Bank Indonesia Regulation No.8/4/PBI/2006 and No.8/14/PBI/2006 regarding the implementation of GCG in Commercial Banks as well as Financial Services Authority No.33/POJK.04/2014 regarding Board of Directors and Board of Commissioners Issuers of Public Company. Directors are required to disclose positions or other positions as outlined in the statement letter and signed by members of the Board of Directors and renewed annually. This excludes concurrent positions of Directors responsible for supervising subsidiaries, having functional tasks and serving on the Board of Commissioners of subsidiaries.

List of Danamon Director Positions in Subsidiaries

Name	Position in Danamon	Position in Subsidiaries
Sng Seow Wah	President Director	President Commissioner PT Adira Dinamika Multi Finance, Tbk.
Muliadi Rahardja	Vice President Director	-
Vera Eve Lim	Director	Commissioner PT Adira Dinamika Multi Finance, Tbk.
Herry Hykmanto	Director	-
Fransiska Oei Lan Siem	Director	-
Michellina Laksmi Triwardhany	Director	-
Satinder Pal Singh Ahluwalia	Director	Commissioner PT Adira Quantum Multifinance

Share Ownership of Directors

Share ownership of each Director at Danamon, other banks, non bank financial institutions and other companies not exceeding of 5% of the paid-up capital. Below is a list of share ownership, directly or indirectly, by Directors:

Share ownership of Directors

No	BoD Member Name	Per 31 Dec 2015				Per 31 Dec 2014			
		Direct (share amount)	%	Indirect (share amount)	%	Direct (share amount)	%	Indirect (share amount)	%
1	Sng Seow Wah	1,371,200	0.01	-	-	-		-	-
2	Muliadi Rahardja	6,405,515	0.07	-	-	6,405,515	0.07	-	-
3	Vera Eve Lim	5,403,400	0.05	-	-	5,020,500	0.05	-	-
4	Herry Hykmanto	502,256	0.01	-	-	502,256	0.01	-	-
5	Fransiska Oei Lan Siem	1,426,130	0.01	-	-	1,234,730	0.01	-	-
6	Michellina Laksmi Triwardhany	999,900	0.01	-	-	617,000	0.01	-	-
7	Satinder Pal Singh Ahluwalia	382,900	0.01	-	-	-	0.01	-	-

Change in number of shares ownership of Directors due to LTCP and there is no other direct or indirect Danamon share transactions by Directors throughout 2015.

Share Ownership of Member of Director in Other Banks or Companies

Shareholder	Other Bank	Non Bank Financial Institution	Other Company	Description
Sng Seow Wah President Director	-	-	-	-
Muliadi Rahardja Vice President Director	- Bank Central Asia,Tbk, shares owned: 25.000 - Bank Rakyat Indonesia, shares owned: 50.000 - Bank Mandiri (Persero), shares owned: 25.000	-	-	-
Vera Eve Lim Director	-	-	-	-
Herry Hykmanto Director	-	-	-	-
Fransiska Oei Lan Siem Director	-	-	-	-
Michellina Laksmi Triwardhany Director	-	-	-	-
Satinder Pal Singh Ahluwalia Director	-	-	-	-

Board of Directors Meetings

Policy on Board of Directors Meetings

a. Board of Directors meetings are scheduled and held at least 1 time a month or as requires. Joint meetings of the Board of Directors with the Board of Commissioners are held at least once every four months.
b. Every policy and strategic decision must be decided through the Board of Directors meeting and refer to the provisions set in the Articles of Association and other laws and regulations.
c. The President Director chairs the Board of Directors meeting. In case the President Director position is vacant or the President Director is unable to attend the Board of Directors meeting, a member of the Board of Directors shall be elected by the attending Directors to chair the Board of Directors meeting.
d. A member of the Board of Directors can be represented in the meeting by another Director based only on power of attorney.
e. Concerning scheduled meetings, invitations and materials must be submitted to the participants of the meeting no later than five (5) days before the meeting is held. If the meeting is not scheduled beforehand, the meeting materials are to be submitted to the meeting members before the meeting is held.
f. The Board of Directors Meeting can be held if at least 75% of the members of the Board of Directors are present at the meeting.
g. Any decision of the Board of Directors meeting is made by consensus. In the event consensus is not reached, decisions are made by a majority vote. Decisions made by a majority vote is based on the principle of one person, one vote.

h. The results of the Board of Directors meetings shall be noted in the minutes of the meeting and appropriately documented.
i. Dissenting opinions expressed in the Board of Directors meeting shall be clearly stated in the minutes of the meeting with the reasons for the differences in opinions.
j. The minutes are kept and distributed to each member of the Board of Directors and the Corporate Secretary.
k. The Board of Directors may also adopt lawful and binding decisions without convening a meeting of the Board of Directors, provided all the members of the Board of Directors approve in writing by signing a decree containing the proposal in question. Decisions taken in this way have the same legal force as decisions taken at legitimate meetings.
l. Any member of the Board of Directors who personally has an interest, either directly or indirectly, in a transaction, contract or proposed contract, in which the Bank is a party, must state the nature of the interest in the meeting of the Board of Directors and is not entitled to participate in the voting on matters relating to the transaction or the proposed contract, unless the Directors determine otherwise.

Frequency of Meetings and the Directors' Meetings

In 2015, the Bank held Board of Directors meetings 45 times or has met the minimum requirement of the Board of Directors meetings. All decisions were documented in the minutes of the meetings. Decision-making in all the Board of Directors meeting were conducted by deliberation and consensus, and there were no dissenting opinions.

Attendance Levels of Board of Directors Meetings

Name	Attendance at Board Of Directors Meetings (45 times)	
	Attendance in Meeting	Attendance Rate (%)
Sng Seow Wah*)	37	97%
Muliadi Rahardja	40	89%
Vera Eve Lim	41	91%
Herry Hykmanto	38	84%
Fransiska Oei Lan Siem	38	84%
Michellina Laksmi Triwardhany	36	80%
Satinder Pal Singh Ahluwalia	42	93%

Note:
- *) Effective appointed as CEO by the EGM dated February 27, 2015
- Kanchan Keshav Nijasure submitted his resignation on 27 April 2015, the resignation is effective from June 30, 2015;
- Pradip Chhadva submitted his resignation on 9 April 2015, the resignation is effective from July 1, 2015.

Frequency of Joint Meetings of BoD and BoC

The Board of Directors held 3 (three) Meetings jointly with the Board of Commissioners on 6 April 2015, 29 July 2015 and 7 October 2015. Directors also attended Joint Meeting held by the Board of Commissioners namely on 26 February 2015, 24 June 2015, and 23-24 November 2015. All meeting resolutions were documented properly in the minutes.

Attendance of Directors at Joint Meetings

Name	Joint Meeting Board of Directors with Board of Commissioners (6 times)		
	BoD Meeting with Commissioners in Attendance	BoC Meeting with Directors in Attendance	Attendance Level
Sng Seow Wah *)	3 (of 3)	2 (of 2)	100%
Muliadi Rahardja	3	3	100%
Vera Eve Lim	3	2	83%
Herry Hykmanto	3	3	100%
Fransiska Oei Lan Siem	3	3	100%
Michellina Laksmi Triwardhany	3	3	100%
Satinder Pal Singh Ahluwalia	3	3	100%

Note:
- *) Effective appointed as CEO by the EGM dated February 27, 2015
- Kanchan Keshav Nijasure filed resignation on 27 April 2015, the resignation is effective from June 30, 2015;
- Pradip Chhadva filed resignation on 9 April 2015, the resignation is effective from July 1, 2015.

Main Agenda and Participants of Board of Directors Meetings 2015

No	Date	Participant	Meeting Agenda
1	January 9, 2015	1. Henry Ho 2. Muliadi Rahardja 3. Herry Hykmanto 4. Vera Eve Lim 5. Fransiska Oei Lan Siem 6. Pradip Chhadva 7. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • Update on Preparation for Audit • Full Year Financial Update
2	January 14, 2015	1. Henry Ho 2. Muliadi Rahardja 3. Herry Hykmanto 4. Vera Eve Lim 5. Fransiska Oei Lan Siem 6. Michellina L. Triwardhany 7. Pradip Chhadva 8. Satinder Pal Singh Ahluwalia	• Update From External Auditor EY • Review and Approval of Previous Minutes of Meeting
3	January 21, 2015	1. Henry Ho 2. Muliadi Rahardja 3. Herry Hykmanto 4. Vera Eve Lim 5. Michellina L. Triwardhany 6. Pradip Chhadva 7. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • Risk Management Update • Dividend Payout Ratio • Jamsostek Issues Update
4	January 28, 2015	1. Henry Ho 2. Muliadi Rahardja 3. Herry Hykmanto 4. Fransiska Oei Lan Siem 5. Pradip Chhadva 6. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • SKAI Update • SEMM and SME Business Update • EDW Project Update
5	February 4, 2015	1. Henry Ho 2. Muliadi Rahardja 3. Herry Hykmanto 4. Vera Eve Lim 5. Kanchan Nijasure 6. Fransiska Oei Lan Siem 7. Pradip Chhadva 8. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • Tax Case Update • AGMS Update and New Regulation Update • Stress Test 2015

No	Date	Participant	Meeting Agenda
6	February 11, 2015	1. Henry Ho 2. Muliadi Rahardja 3. Herry Hykmanto 4. Vera Eve Lim 5. Kanchan Nijasure 6. Fransiska Oei Lan Siem 7. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • YTD Financial Performance • New HO Update • SEMM Update-Issues on PA Plus Insurance
7	February 25, 2015	1. Henry Ho 2. Muliadi Rahardja 3. Herry Hykmanto 4. Vera Eve Lim 5. Kanchan Nijasure 6. Fransiska Oei Lan Siem 7. Michellina L. Triwardhany 8. Pradip Chhadva 9. Satinder Pal Singh Ahluwalia	• Risk Management Update • HR Update-Final Bonus, Salary Increase and Promotion • Prepaid Update
8	March 4, 2015	1. Sng Seow Wah 2. Muliadi Rahardja 3. Herry Hykmanto 4. Kanchan Nijasure 5. Fransiska Oei Lan Siem 6. Michellina L. Triwardhany 7. Pradip Chhadva 8. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • Weakening Revenue Trend • Monthly Business Review • Goals for 2015 • Balance Score Card • Performance Management System • Salary Action and Bonus Allocation Process
9	March 11, 2015	1. Sng Seow Wah 2. Muliadi Rahardja 3. Herry Hykmanto 4. Vera Eve Lim 5. Kanchan Nijasure 6. Fransiska Oei Lan Siem 7. Michellina L. Triwardhany 8. Pradip Chhadva 9. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • BoD Meeting Code of Conduct • YTD Financial Performance February 2015
10	March 18, 2015	1. Sng Seow Wah 2. Muliadi Rahardja 3. Herry Hykmanto 4. Vera Eve Lim 5. Kanchan Nijasure 6. Fransiska Oei Lan Siem 7. Michellina L. Triwardhany	• Review and Approval of Previous Minutes of Meeting • Off site Meeting Action Plan Update • Avatar Project Update • Upcoming BoC Meeting Agenda and Itinerary • Remuneration Policy Update • Maritime and Fisheries Industry
11	March 25, 2015	1. Sng Seow Wah 2. Muliadi Rahardja 3. Herry Hykmanto 4. Vera Eve Lim 5. Kanchan Nijasure 6. Fransiska Oei Lan Siem 7. Michellina L. Triwardhany 8. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • Risk Management Update & Operational Risk Management Update • Banking Industry and Top 10 Banks Comparison • TD Repricing Weekly Update • Closing The Gap Update • Launching IT, CREM, Funding and X-Sell Working Group Committee • Air Transport Policy
12	March 31, 2015	1. Sng Seow Wah 2. Muliadi Rahardja 3. Vera Eve Lim 4. Kanchan Nijasure 5. Fransiska Oei Lan Siem 6. Michellina L. Triwardhany 7. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • Litigation Update • Balance Score Card • HR Update-Danamon Core Value

No	Date	Participant	Meeting Agenda
13	April 8, 2015	1. Sng Seow Wah 2. Muliadi Rahardja 3. Herry Hykmanto 4. Vera Eve Lim 5. Kanchan Nijasure 6. Fransiska Oei Lan Siem 7. Michellina L. Triwardhany 8. Pradip Chhadva 9. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • Closing The Gap Update • MPR Minutes • Asset Recovery Update • Value Proposition Update • Service Quality Program Update • SKAI Report
14	April 15, 2015	1. Sng Seow Wah 2. Muliadi Rahardja 3. Herry Hykmanto 4. Vera Eve Lim 5. Kanchan Nijasure 6. Fransiska Oei Lan Siem 7. Michellina L. Triwardhany 8. Pradip Chhadva 9. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • Director's Balance Score Card • March 2015 Financial Result • New Trade System Update • Financial Inclusion
15	April 22, 2015	1. Sng Seow Wah 2. Muliadi Rahardja 3. Herry Hykmanto 4. Vera Eve Lim 5. Kanchan Nijasure 6. Fransiska Oei Lan Siem 7. Michellina L. Triwardhany 8. Pradip Chhadva 9. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • Risk Management Update • SKAI Update • Manulife Update
16	April 29, 2015	1. Sng Seow Wah 2. Vera Eve Lim 3. Kanchan Nijasure 4. Fransiska Oei Lan Siem 5. Michellina L. Triwardhany 6. Pradip Chhadva 7. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • Danamon Anniversary & Danamon Social Entrepreneur Award • Leadership Talent Assessment and Development
17	May 6, 2015	1. Sng Seow Wah 2. Muliadi Rahardja 3. Herry Hykmanto 4. Vera Eve Lim 5. Kanchan Nijasure 6. Fransiska Oei Lan Siem 7. Michellina L. Triwardhany 8. Pradip Chhadva 9. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • CREM Update-Menara Danamon Building & Facilities • Market Consensus and Analyst View on Danamon's 1Q15 Results • Update on Adira Quantum Matters • HR Update Head hunting Firms Appointment Process
18	May 13, 2015	1. Sng Seow Wah 2. Muliadi Rahardja 3. Herry Hykmanto 4. Vera Eve Lim 5. Fransiska Oei Lan Siem 6. Michellina L. Triwardhany 7. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • New Trade System • Bankwide Information Security System • Credit Bureau Participation • Adira Quantum Update • Syariah Business
19	May 20, 2015	1. Sng Seow Wah 2. Muliadi Rahardja 3. Vera Eve Lim 4. Fransiska Oei Lan Siem 5. Michellina L. Triwardhany 6. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • SEMM Action Plan Update • YTD Financial Performance-April 2015 Result
20	May 28, 2015	1. Sng Seow Wah 2. Muliadi Rahardja 3. Herry Hykmanto 4. Vera Eve Lim 5. Fransiska Oei Lan Siem 6. Michellina L. Triwardhany 7. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • Business Plan 2015 • Cross Sell Update • Itinerary and Agenda For The Upcoming BoC Meeting • HR Update-Outsource Management • Danamon Peduli Update

No	Date	Participant	Meeting Agenda
21	June 3, 2015	1. Sng Seow Wah 2. Muliadi Rahardja 3. Herry Hykmanto 4. Vera Eve Lim 5. Fransiska Oei Lan Siem 6. Michellina L. Triwardhany 7. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • Trade Finance Update-NTFS • Risk Management Update-Including Stress Test • General Expenses Behavior Analysis Update • Tax Regulation Update - Gift to Customer & Loan Forgiveness
22	June 10, 2015	1. Sng Seow Wah 2. Muliadi Rahardja 3. Herry Hykmanto 4. Vera Eve Lim 5. Michellina L. Triwardhany 6. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • 2015 NPAT Forecast • SEMM • Adira Finance • Syariah Update • RB and SEMM 2015
23	June 17, 2015	1. Sng Seow Wah 2. Muliadi Rahardja 3. Herry Hykmanto 4. Vera Eve Lim 5. Fransiska Oei Lan Siem 6. Michellina L. Triwardhany 7. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • YTD Financial Performance-May 2015 Results • Loan to Funding Update • Danamon Talent Enrichment Program • HR Update Values (1800 Seconds) • SEMM Customer Insurance
24	June 25, 2015	1. Sng Seow Wah 2. Muliadi Rahardja 3. Herry Hykmanto 4. Vera Eve Lim 5. Fransiska Oei Lan Siem 6. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • Risk Management Update • Peers Bank Comparison • Support Group OPEX Forecast • Branch Improvement Initiative
25	July 2, 2015	1. Sng Seow Wah 2. Muliadi Rahardja 3. Vera Eve Lim 4. Fransiska Oei Lan Siem 5. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • Employee's Car Ownership Program (COP) Proposal • Talent Management Update • Performance Review Update
26	July 10, 2015	1. Sng Seow Wah 2. Muliadi Rahardja 3. Herry Hykmanto 4. Vera Eve Lim 5. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • First Half 2015 Financial Results • Employee's Car Ownership Program (COP)
27	July 15, 2015	1. Sng Seow Wah 2. Muliadi Rahardja 3. Herry Hykmanto 4. Vera Eve Lim 5. Michellina L. Triwardhany 6. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • 2015 Forecast Update and BPJS Update
28	July 30, 2015	1. Sng Seow Wah 2. Muliadi Rahardja 3. Herry Hykmanto 4. Vera Eve Lim 5. Fransiska Oei Lan Siem 6. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • Risk Management and Stress Test • CREM Update-New Head Office building • Financial Update 2015 • Kick-Off 2016 Business Planning and Strategy • Performance Appraisal
29	August 12, 2015	1. Sng Seow Wah 2. Muliadi Rahardja 3. Herry Hykmanto 4. Vera Eve Lim 5. Fransiska Oei Lan Siem 6. Michellina L. Triwardhany 7. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • SEMM HR Update • Adira Finance HR Update • July 2015 Financial Result • Project Kick Off • SEMM Business Update • Incentive Scheme Project Update
30	August 19, 2015	1. Sng Seow Wah 2. Muliadi Rahardja 3. Herry Hykmanto 4. Vera Eve Lim 5. Fransiska Oei Lan Siem 6. Michellina L. Triwardhany 7. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • Economy Outlook and Assumption • Internal Audit Update • Supervisor's Accountability • Talent Assessment Update

No	Date	Participant	Meeting Agenda
31	August 26, 2015	1. Sng Seow Wah 2. Herry Hykmanto 3. Vera Eve Lim 4. Fransiska Oei Lan Siem 5. Michellina L. Triwardhany 6. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • Risk Management Update • Risk Postures 2016 • Loan to Funding Ratio (LFR) 2015 Outlook
32	September 3, 2015	1. Sng Seow Wah 2. Muliadi Rahardja 3. Vera Eve Lim 4. Fransiska Oei Lan Siem 5. Michellina L. Triwardhany	• Review and Approval of Previous Minutes of Meeting • Mid Year 2015 Performance Appraisal Result • Special Shares Grant • SEMM HR Update
33	September 16, 2015	1. Sng Seow Wah 2. Muliadi Rahardja 3. Vera Eve Lim 4. Fransiska Oei Lan Siem 5. Michellina L. Triwardhany 6. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • First Half Peer Banks Comparison • August 2015 Financial Result • 2016-2018 Bank Wide Projection • Update on SEMM Client's Insurance • SEMM Partnership • 2016 Manpower Budget and Salary Increase Proposal • Cash Allowance Car Ownership Program Proposal
34	September 23, 2015	1. Sng Seow Wah 2. Muliadi Rahardja 3. Vera Eve Lim 4. Fransiska Oei Lan Siem 5. Michellina L. Triwardhany 6. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • Executive Talent Management and Development Program-Kick Off • New/Revised Indonesian Financial Accounting Standard • LAKU PANDAI/Branchless Banking Project
35	September 30, 2015	1. Sng Seow Wah 2. Muliadi Rahardja 3. Herry Hykmanto 4. Vera Eve Lim 5. Fransiska Oei Lan Siem 6. Michellina L. Triwardhany 7. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • Risk Management Update • Tax Audit Issues
36	October 8, 2015	1. Sng Seow Wah 2. Herry Hykmanto 3. Vera Eve Lim 4. Michellina L. Triwardhany 5. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • 2015 Town Hall Meeting • Shared Service Head Office Project • 2016 Support Function Operating Expense
37	October 13, 2015	1. Sng Seow Wah 2. Herry Hykmanto 3. Vera Eve Lim 4. Michellina L. Triwardhany 5. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • Internal Audit Update • New Promotion Framework
38	October 20, 2015	1. Sng Seow Wah 2. Herry Hykmanto 3. Vera Eve Lim 4. Fransiska Oei Lan Siem 5. Michellina L. Triwardhany 6. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • September 2015 Financial Result
39	October 28, 2015	1. Sng Seow Wah 2. Muliadi Rahardja 3. Herry Hykmanto 4. Vera Eve Lim 5. Fransiska Oei Lan Siem 6. Michellina L. Triwardhany 7. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • Risk Management Update • Trade Service Improvement • OE Project-New Governance and Approach
40	November 5, 2015	1. Sng Seow Wah 2. Muliadi Rahardja 3. Herry Hykmanto 4. Vera Eve Lim 5. Fransiska Oei Lan Siem 6. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • Kredit Usaha Tani (KUT) Channeling Update (loans for farmers) • FY 2015 Outlook • FY 2016 Plan

No	Date	Participant	Meeting Agenda
41	November 11, 2015	1. Sng Seow Wah 2. Muliadi Rahardja 3. Herry Hykmanto 4. Vera Eve Lim 5. Fransiska Oei Lan Siem 6. Michellina L. Triwardhany 7. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • COP Transition Policy For Promoted Employee • Deep Dive on Danamon • Tax Issues and Assets Revaluation Update
42	November 18, 2015	1. Sng Seow Wah 2. Muliadi Rahardja 3. Herry Hykmanto 4. Vera Eve Lim 5. Michellina L. Triwardhany 6. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • EES Update • SKAI Update • Transformation Management Office Update
43	December 3, 2015	1. Sng Seow Wah 2. Muliadi Rahardja 3. Herry Hykmanto 4. Vera Eve Lim 5. Fransiska Oei Lan Siem 6. Michellina L. Triwardhany 7. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • Risk Management Update • Timeline For Year End Process - Performance Appraisal, Promotion, Bonus & Salary Increase Update • Bonus Framework • Expense Policy Update • Tax Update
44	December 16, 2015	1. Muliadi Rahardja 2. Herry Hykmanto 3. Fransiska Oei Lan Siem 4. Michellina L. Triwardhany 5. Satinder Pal Singh Ahluwalia	• Review and Approval of Previous Minutes of Meeting • Product Approval Committee Update • Transaction Management Consultant
45	December 23, 2015	1. Sng Seow Wah 2. Muliadi Rahardja 3. Herry Hykmanto 4. Fransiska Oei Lan Siem 5. Michellina L. Triwardhany	• Review and Approval of Previous Minutes of Meeting • Transaction Management Consultant

Agenda and Participants of the Meetings with the Board of Commissioners

No	Date	Participant	Meeting Agenda
1	April 6, 2015	1. Ng Kee Choe 2. J.B. Kristiadi 3. Ernest Wong Yuen Weng 4. Gan Chee Yen 5. Manggi T. Habir 6. Made Sukada 7. Sng Seow Wah 8. Muliadi Rahardja 9. Vera Eve Lim 10. Herry Hykmanto 11. Kanchan Nijasure 12. Fransiska Oei Lan Siem 13. Michellina L. Triwardhany 14. Pradip Chhadva 15. Satinder Pal Singh Ahluwalia	1. Minutes of the previous meeting 2. Financial performance YTD

No	Date	Participant	Meeting Agenda
2	July 29, 2015	1. Ng Kee Choe 2. J.B. Kristiadi 3. Ernest Wong Yuen Weng (conference call) 4. Gan Chee Yen 5. Manggi T. Habir 6. Made Sukada 7. Sng Seow Wah 8. Muliadi Rahardja 9. Vera Eve Lim 10. Herry Hykmanto 11. Fransiska Oei Lan Siem 12. Michellina L. Triwardhany 13. Satinder Pal Singh Ahluwalia	1. Minutes of the previous meeting 2. Update on Financial Performance YTD -June 2015 3. Update on Mid-Year Forecast 4. Risk Appetite Statement 5. Progress on Integrated Conglomeration
3	October 7, 2015	1. Ng Kee Choe 2. J.B. Kristiadi 3. Ernest Wong Yuen Weng 4. Gan Chee Yen 5. Manggi T. Habir 6. Made Sukada 7. Sng Seow Wah 8. Muliadi Rahardja 9. Vera Eve Lim 10. Herry Hykmanto 11. Fransiska Oei Lan Siem 12. Michellina L. Triwardhany 13. Satinder Pal Singh Ahluwalia	1. Minutes of the previous meeting 2. Financial performance YTD 3. Adira Finance 4. Update on Taxes

The Meeting Schedule of 2016

At the end of 2015, the Directors prepared a meeting schedule to be held in 2016 of 12 BoD meetings and 3 Joint Meetings with the BoC.

Attendance of Board of Directors at the Annual GMS

Accountability of Directors for the implementation of duties and responsibilities has been submitted to the shareholders through the Annual General Meeting 2015. All Directors were present at the Annual GMS held on April 7, 2015.

Duties and Responsibilities of the Board of Directors 2015

The Board of Directors set objectives and operated the business in a safe and sound manner to meet the obligation of accountability to the Bank's Shareholders and Stakeholders. In 2015, the Board of Directors carried out its duties and responsibilities by performing the following:

a. Established goals for business, financial, and other important dimensions that can ensure stability and sustainability.
b. Implemented close monitoring and provided recommendation to drive achievement of the goals.
c. Helped allocate and prioritized resources required to build the franchise, and bring the institution back to growth mode.
d. Reinforced the need for risks and controls to manage and operate in a prudent manner.
e. Reinforced corporate core values and built a robust performance management system and process, and emphasized meritocracy.

Board of Directors Performance Assessment Procedures, Criteria and Performance Assessor

Directors Individual Assessment

a. Each Director has performance targets stated in balance scorecard according to his/her duties and responsibilities of each Director also includes compliance, risk management and human resources.
b. The assessment is conducted every 6 (six) months by the President Director.
c. The performance assessment is submitted to the Board of Commissioners through the Nomination Committee.

Board of Directors Performance Assessment

Assessment of the Performance of the Board of Directors as a whole is based on decided criteria such as financial performance, comparison with peer groups, the significance of the results of the audit, regulatory compliance, and consideration of long-term goals and strategies of the Bank. In addition, the Board of Directors performance assessment also considers the duties and responsibilities of the Board of Directors in accordance with laws and regulations and the Articles of Association.

Assessment of the Board of Directors is done by the Board of Commissioners and the result of the performance assessment will be taken into consideration in improving the effectiveness of the Board of Directors performance.

Opinion of the Board of Commissioners on the performance of the Board of Directors

The year 2015 was a less favorable year for the banking industry. The Indonesian economy expanded only by 4.8%, declining from 5.0% last year which reflects the weakening of exports, investment, and government spending and consumption. The economy of China, the main destination for Indonesia's export commodities, had not shown any significant recovery, while the economy of other export destinations, like Japan and Europe also continued to struggle. Pressures on the Indonesian Rupiah (IDR) also intensified, triggered by the uncertain timing of the Fed rate hike, the depreciation of the Chinese Yuan, the rise in demand for foreign currency to repay foreign currency corporate loans, and concerns on the sluggish domestic economy. The IDR weakened to Rp14,700/USD level in September 2015 before recovering and stabilizing at Rp13,600/USD in October 2015. The economic slowdown also impacted the banking sector's loan growth and quality. The banking industry's loan growth declined from 3% in 2014 to minus 7% in 2015, while Non Performing Loans (NPLs) rose from 2.3% in 2014 to 3% in 2015.

Danamon's total consolidated outstanding loans decreased by 7% to Rp129.37 trillion with a relatively manageable and healthy non-performing loan ratio (NPL) of 3.32%. SME, Mid-Size, and Commercial loans (including Syariah) grew, but micro-loans from SEMM and automotive financing from Adira Finance declined. On the funding side, consolidated third party deposits decreased 1% year on year to Rp115.14 trillion, mostly due to the decline of the current accounts portion of total deposits. Consolidated total funding (including Structured Funding) also decreased by 4% to Rp138.15 trillion. Danamon booked a consolidated net profit after tax (NPAT) of Rp2.4 trillion and ROAA and ROAE of 1.2% and 7.4% respectively. The Bank's capital management was supported by strong capital planning as reflected in the Bank's CAR of 21.06 %, which was significantly higher than the minimum requirement (9%-10%).

The Board of Commissioners recognizes the tough challenges faced by the Management due to the economic slowdown and less favorable business environment. The Board is grateful for the Management's efforts to closely monitor the Bank's credit standards and prioritize asset quality, building a more diversified, stable and granular deposit structure, and operate more efficiently, which is critical to better address the difficult challenges ahead. In addition, the Board appreciates the Management's effort to establish and implement appropriate strategic initiatives that will transform and bring Danamon to the next level, resulting in a higher level of productivity and ultimately a better performance going forward.

Board of Directors Remuneration Policy

Indicators for Determining Board of Directors Remuneration

The remuneration of the Board of Directors is recommended by the Remuneration Committee with reference to the remuneration principles of the Bank and assessment results of target (goal setting) achievement, prevailing regulations, industry comparison, and the performance of the Bank. Recommendations of the Committee is submitted to the Board of Commissioners for approval in the AGM.

Procedure for Determining Board of Directors Remuneration

The remuneration setting process of the Directors can be described as follows:

Remuneration Committee

The Remuneration Committee gathers information about remuneration standards for position in similar industries in the market by calculating the performance of the company. The Committee makes recommendations to the Board of Commissioners.

Board of Commissioners

The BoC studies the recommendation from the Remuneration Committee and proposes remuneration of BoD to GMS.

General Meeting of Shareholders

AGM establishes the remuneration of the members of the Board of Directors.

Remuneration of the Board of Directors

Remuneration distribution to each member of the BoD in accordance to GMS.

Board of Directors Remuneration Structure

Each member of the Board of Directors receives a remuneration package paid regularly, consisting of Salary, Housing Allowance and Vehicle Allowance, Christmas/Lebaran allowances, Leave allowance, and performance bonus.

Remuneration and other benefits of the Directors (in million Rupiah)

	Remuneration	2015		2014		2013		2012		2011	
		Nominal	Person**	Nominal	Person**	Nominal	Person**	Nominal	Person**	Nominal	Person**
1	Salary and Allowance	40,996	7	54,256	9	58,423	11	32,703	12	33,301	12
2	Tantiem	31,049*	7	33,481	9	54,563	11	36,960	12	32,066	12
3	LTCP	NA		NA		18,800	11	29,498	12	28,005	12
4	Other allowances in kind (housing, transportation, health insurance and others)										
	a. may be owned	2,517	7	3,315	9	3,587	11	3,664	12	3,739	12
	b. may not be owned	6,607	7	6,505	9	6,824	11	7,134	12	7,363	12

Note:
* Accrual and can be changed in accordance with the GMS
** Number of members of the Board of Directors as of 31 December 2015

Remuneration of Directors Based on Income Levels

Remuneration amount per person in 1 year*	2015	2014	2013	2012	2011
Above 2 billion	7	9	11	12	12
Above 1 billion up to 2 billion	-	-	-	-	-
Above 500 million up to 1 billion	-	-	-	-	-
Below 500 million	-	-	-	-	-

Note:
A new Director joined in February 2015.

Orientation Program for New Directors

An orientation program for new Directors is conducted to provide an understanding of the vision, mission and values of Danamon, code of ethics, organizational structure, lines of business, Board of Directors' charter as well as banking rules and regulations. The orientation program is implemented by providing an On-Boarding Pack and briefing in-person by the business units and other support units.

Training Programs to Enhance Competencies of Directors

Danamon provides an opportunity for Directors to participate in various training, certifications, workshops, and conferences to enhance competence, professionalism and knowledge on an ongoing basis. During 2015, members of the Board of Directors received training, certification, workshops and conferences as follows:

Director Name	Training/Conference/ Seminar/Workshop	Organizer	Location	Date
Sng Seow Wah	Certification BOC Adira Finance	FSA	Mandarin Hotel	October 27, 2015
	Digital Workshop	Accenture	MBD	November 26, 2015
	Demands for Leadership	Gallup	MBD	December 1-2, 2015
	Refreshment course for Risk Management	PPM	PPM Gd A	December 3, 2015
Muliadi Rahardja	Conference: JARING	FSA	Talakar, Makassar	May 7, 2015
	Seminar: Finance Stability Study	BI	Komp. BI, Jakarta	May 8, 2015
	Workshop: Digital Banking	Accenture	MBD, Jakarta	November 26, 2015
	Training: Demand of Leadership	Gallup	Hotel Luwansa, Jakarta	December 1-2, 2015

Director Name	Training/Conference/ Seminar/Workshop	Organizer	Location	Date
Vera Eve Lim	JP Morgan ASEAN Financial Forum	JP Morgan	Singapore	January 6-7, 2015
	Indonesia All Access	Nomura	Jakarta	January 20, 2015
	Investment Corporate Day	Mandiri Sekuritas	Jakarta	January 27-28, 2015
	BAML - 2015 ASEAN Conference	Bank of America Merrill Lynch	Singapore	March 4-5, 2015
	UBS Indonesia Conference	UBS	Jakarta	March 9, 2015
	Macquarie - ASEAN Conference	Macquarie	Singapore	August 24, 2015
	Managing Financial Turbulence	LPS	Jakarta	September 22, 2015
	Indonesia Financing Profession Certification	ADMF - SPPI	Jakarta	October 27, 2015
	Investor Summit & Capital Market Expo	FSA, IDX, KSEI	Jakarta	November 13, 2015
	Digital Banking Workshop	Accenture	Jakarta	November 26, 2015
	Financial Resources Management Roundtable	Oliver Wymann	Jakarta	November 27, 2015
	Demand of Leadership Program	Gallup	Jakarta	December 1-2, 2015
Herry Hykmanto	Discussion on the development of Syariah Banking Industry	FSA	Office Complex BI - Jakarta	January 13, 2015
	BSMR (Branchless Banking) As a Mean of Product Development & E-Channel Services to Improve Financial Services Institutions Profit)	BSMR	Le Meridien Jakarta	March 30, 2015
	IFSB Seminar on Enhancing Financial Inclusion Through Islamic Finance	BI & IFSB	Hotel Kempinski Jakarta	March 31, 2015
	7th IFSB Public Lecture on Financial Policy and Stability	BI & IFSB	Hotel Kempinski Jakarta	April 1, 2015
	2015 IIF Asia Summit	IIF & Bank Mandiri	The Ritz Carlton Pacific Place - Jakarta	May 7, 2015
	Focused Discussion Workshop on IDB Private Sector Strategy in Indonesia	IDB	Grand Hyatt - Jakarta	June 23, 2015
	FSA International Conference on Islamic Finance 2015	FSA	Hotel Kempinski Jakarta	November 12, 2015
	Invitation for Demands of Leadership Program	Danamon	JS. Luwansa Hotel Jakarta	December 1-2, 2015

Director Name	Training/Conference/ Seminar/Workshop	Organizer	Location	Date
Fransiska Oei Lan Siem	Integrated Governance Risk Management "Strategies for Managing Bank as Holding Company	IBI	Jakarta	January 21, 2015
	Governance & Risk Management Integrated Financial Conglomeration Implementation	FKDKP	Jakarta	February 16, 2015
	Arbitration Workshop	Legal Division	Jakarta	March 6, 2015
	Refreshment of ASEAN CG Scorecard Assessment	FSA	Jakarta	March 16, 2015
	International Seminar on Financial Literacy to Support Financial Inclusion (Moderator)	FSA	Denpasar, Bali	June 9, 2015
	KPK Gathering, National Banking 2015	KPK	Jakarta	June 10, 2015
	To do smart e-Banking	FSA	Jakarta	September 14, 2015
	Indonesia Board Governance	KPMG	Jakarta	November 9, 2015
	ASEAN Corporate Governance Conference & Award	ASEAN Development Bank/I C D	Manila, Philippines	November 14, 2015
	Issuer's Governance Guidelines	FSA	Jakarta	November 17, 2015
	(CG Code) (Speaker)	Accenture	Jakarta	November 26, 2015
	Demand Of Leadership training	Gallup	Jakarta	December 1-2, 2015
Michellina Laksmi Triwardhany	Asian Financial Services Congress 2015	IDC Financial Insights	Singapore	March 5 - 6, 2015
	Demand of Leadership Training	Gallup	Jakarta	December 1 - 2, 2015
Satinder Pal Singh Ahluwalia	Julius Baer Excellence in Investing	Julius Baer Singapore	Hotel Kempinski Jakarta	February 16, 2015
	Macquarie ASEAN Conference	Macquarie	Fullerton Hotel Singapore	August 24 - 26, 2015
	3rd Annual Financial Service Summit	IDC Singapore	Marriott Hotel Jakarta	October 22, 2015
	Digital Banking Workshop	Accenture	Danamon Jakarta	November 26, 2015
	Demands of Leadership Program	Gallup	Luwansa Hotel Jakarta	December 1-2, 2015

Directors Succession

Succession of Directors is made through identifying potential executive officers through the Talent Review Program. Each member of the Board of Directors is obliged to submit candidate successors for evaluation, and identify their competencies and skill gaps. Successor candidates are grouped in a talent inventory for recommendation to the Nomination Committee.

COMMITTEES UNDER THE BOARD OF DIRECTORS

Danamon has established committees under the Board of Directors tasked to support the implementation of the duties and responsibilities of the Board of Directors. These committees provide suggestions and recommendations used by the Board of Directors as reference in decision making:

Committees under the Board of Directors are as follows:

- Risk Management Committee
- Assets & Liabilities Committee
- Information Technology Steering Committee
- Fraud Committee
- Compliance Committee
- Operational Risk Management Committee

Additionally, in the framework of integrated risk management implementation, the Directors also established an Integrated Risk Management Committee.

Risk Management Committee

Committee Structure and Membership

Chairman:	Director of Integrated Risks
Members:	President Director Director of Legal and Compliance Director of Syariah Banking Director of Operation Director of Consumer Banking and SME Director of Finance (CFO) Director of Micro Banking Director of Treasury and Capital Market Director of Corporate and Commercial (Wholesale Banking) Director of Information Technology Director of Human Resources

Duties and Responsibilities of the Committee

a. Support the Board of Directors in performing their duties with regard to risk management.
b. Define the risk management plan, direction, policies, strategies of Danamon and its subsidiaries.
c. Ensure all Danamon activities are in line with the prevailing rules and regulations.
d. Decide aspects concerning business decisions which deviate from normal procedures.
e. Define the most suitable risk management methodologies for managing the risks, build up the reserve through policies to accommodate the inherent potential risks and ensure the availability of post catastrophic restoration procedures.
f. Monitor the development of procedures and risk strategies and provide recommendations to the Board of Directors for approval on all strategies, key policies, processes and systems of risk management.
g. Review credit portfolios, market liquidity, operations and significant risks, periodically reporting the Bank's risk profile and risk exposures to the Board of Directors.
h. Evaluate the implementation of risk management processes and perform improvement in line with external and internal affecting Danamon's or its subsidiaries' capital adequacy or risk profiles.
i. Evaluate the risks of the organizational structure of Danamon and its subsidiaries to ensure that the process of risk management is in line with the organization development.

Risk Management Committee Meetings

Attendance of Board of Directors Members in Committee Meetings		
Board of Directors	**Attendance in Risk Management Committee Meetings (11 Meetings)**	**Attendance Level**
Sng Seow Wah*)	9 (out of 9 meetings)	100%
Muliadi Rahardja	10	91%
Vera Eve Lim	11	100%
Herry Hykmanto	11	100%
Fransiska Oei Lan Siem	10	91%
Michellina Laksmi Triwardhany	10	91%
Satinder Pal Singh Ahluwalia	11	100%

*) Effective appointment as President Director pursuant to Extraordinary GMS dated 27 February 2015

Actions Implemented by the Risk Management Committee in 2015

During 2015, the Risk Management Committee conducted meetings with discussion topics which include:

a. Routine discussions:
   - Portfolio (bank level, wholesale, retail, and micro business).
   - Operational, market, and liquidity risks.
   - Portfolio per business unit.
   - Credit rating.
   - Concentration of business units and industry portfolio.
   - Bonds.
   - Debtors on watchlist.
   - Risk dashboard.

b. Specific Discussions: Improvement on DSP documentation system to accelerate the improvement of credit quality.

Assets and Liabilities Committee

Committee Structure and Membership

Chairman:	**President Director** **Director of Finance (Chief Financial Officer)**
Member:	Director of Sales and Distribution Director of Treasury and Capital Market Director of Transaction Banking Director of Corporate and Commercial (Wholesale Banking) Director of Consumer Banking and SME Director of Micro Banking

Duties and Responsibilities of the Committee

a. Define the scope of work of the Committee, meeting procedures, work process, and the formation of sub-committees to support the committee.
b. Decide on the policies and directions on liquidity, interest risks, and capital management at the Bank and its subsidiaries which reflect the adequacy of liquidity and capital, stable and diversified financing by complying to the prevailing regulations.
c. Perform evaluation on market conditions and their impacts on the conditions of Bank liquidity, NII, and capital as well as approve the most appropriate actions.
d. Perform evaluation on the composition of financing and approve every modification on strategy and alternative financing including new institutional/structural financing.
e. Conduct reviews on liquidity strategy, interest rate, and capital as proposed by TCM, and at the same time monitor the implementation, by performing evaluation on a monthly basis for the following aspects:
   - Early warning indicators.
   - Latest movement on key components of the balance sheet.
   - Position and projection of the liquidity.
   - Deposit analysis.
   - Monitoring on Contingency Funding Plan (CFP).
   - Updates on Professional Funding.
   - Discussions on FTP.
   - Evaluation on AFS activities.
   - Discussion on limits, targets, and indicators of market risks.
   - Other issues relevant with ALCO.
f. Periodically, perform evaluations and approve the following aspects:
   - Policies on liquidity, interest rate risks on the balance sheet and FTP.
   - Policies on contingency funding plan.
   - Assumptions for liquidity stress tests.
   - Provide recommendations to the Board of Commissioners of all limits/targets/triggers including AFS related to the balance sheet. The Board of Commissioners is responsible to grant approvals for limits set up by ALCO.
   - Core calculation for interest rate and liquidity.
   - Provide recommendations to the Board of Commissioners on all corrective action plans in case of excess threshold/trigger related to the Balance Sheet.

Assets and Liabilities Committee Meetings

Attendance of Board of Directors Members in Committee Meetings		
Board of Directors	**Attendance in Assets & Liabilities Committee Meetings (11 meetings)**	**Attendance Level**
Sng Seow Wah *	8 (from 9 meetings)	89%
Muliadi Rahardja	9	82%
Vera Eve Lim	11	100%
Michellina Laksmi Triwardhany	11	100%
Satinder Pal Singh Ahluwalia	10	91%

*) Effective appointment as President Director pursuant to Extraordinary GMS dated 27 February 2015

Actions Implemented by the Assets and Liabilities Committee in 2015

During 2015, the Assets and Liabilities Committee (ALCO) conducted meetings which cover the following discussion topics:

a. Economic overview and market outlook
b. Balance Sheet Structure and Yield/COF analysis
c. Loan to Funding Ratio (LFR)
d. FTP Rate
e. Liquidity Risk Profile
f. Market Risk Profile
g. Capital Management

Information Technology Steering Committee

Committee Structure and Membership

Chairman:	Director of Information Technology
Member:	President Director Director of Finance (CFO) Director of Operation Director of Corporate and Commercial (Wholesale Banking) Director of Micro Banking Director of Consumer Banking and SME

Duties and Responsibilities

a. In conjunction with the group business strategic plan, periodically review the strategy of group IT, including the roadmap along with the prerequisite human resources and finance. Evaluate and approve the modifications in this department in line with the Group requirements.
b. Prepare IT policies such as security policies and IT risk management policies.
c. Ensure that IT projects and IT strategic plans are in harmony and ensure priorities.
d. Periodically review the indicators of group production system service level including the effectiveness of security policies, dealing with issues and recommending improvements.
e. Review and approve CAPEX investments within the context of strategy, blueprint, priorities, and group IT roadmap. Define and implement the approval of CAPEX, PAM, and OPEX IT guidelines as consistent with the procurement policies.
f. Monitor the development of core IT Group projects through the directions provided by each of the member of Information Technology Project Steering Committee, dealing with each issue, and recommend possible improvements. Such improvement will then be implemented by project teams.
g. Review the effectiveness of Risk Mitigation Plan on the implementation of IT investments in addition to ensure the contribution of the investment toward the group business.
h. Ensure the allocation of appropriate and efficient IT resources. In case of requirements to utilize third parties to support project implementation, Information Technology Steering Committee must ensure the availability of policies and procedures of selecting and appointing the third party.
i. Routinely review the benefits provided by IT Group projects to various business units and supporting functions.
j. Routinely review OPEX and CAPEX of IT Group.
k. Define and implement IT initiatives including the Management of information system required in order to support group business.

l. Conduct self-assessment at a minimum on an annual basis in order to determine the effective functions of Information Technology Steering Committee.
m. Perform other duties and responsibilities assigned by the Board of Directors from time to time.

Information Technology Steering Committee Meetings

Attendance of Board of Directors Members in Committee Meetings		
Board of Directors	**Attendance in Information Technology Steering Committee Meetings (1 Meetings)**	**Attendance Level**
Sng Seow Wah	1	100 %
Muliadi Rahardja	1	100 %
Vera Eve Lim	1	100 %
Michellina Laksmi Triwardhany	1	100 %
Satinder Pal Singh Ahluwalia	1	100 %

Actions Implemented by the Information Technology Steering Committee in 2015

During 2015, the Information Technology Steering Committee conducted meetings with the following discussion topics:

a. Approval for Core Banking Infrastructure Refresh Project.
b. Approval for B24 ATM Switch Refresh Project.
c. Approval for Cards System Refresh Project.

Fraud Committee

Danamon has established a Fraud Committee at the Head Office and Regional level. At the central level, the Fraud Committee manages violations with a nominal above Rp1,000,000,000 including material operational risks towards Danamon. Meanwhile, the Fraud Committee on the regional level addresses frauds with a nominal value of Rp10,000,000 and up to Rp1,000,000,000. The Fraud Committee at the head office and regional levels are as follows:

Fraud Committee (Head Office)

Committee Structure and Membership

Chairman:	**Director of Legal and Compliance**
Member:	Director of Integrated Risk Director of Operations Division Head, Human Capital Division Head, Internal Audit Division Head, Litigation Unit Head, Fraud Investigation Director(s) or Head(s) of related business line(s)

Fraud Committee (Regional)

Committee Structure and Membership

Chairman:	**Regional Corporate Officer**
Secretary	Head, Regional Human Capital
Member:	Head, Regional Transaction Service Manager, Regional Transaction Service Head, related Regional Segment

Duties and Responsibilities of the Committees

a. Decide the appropriate disciplinary action for each Danamon employee engaged in or involved in fraudulent activities by taking into account Danamon's regulations, Collective Labor Agreement (CLA), as well as Code of Ethics and Danamon's Cultural Values.
b. Decide the work process and existing control to take preventive as well as remedial actions necessary to avoid the potential of such fraud recurring.

Fraud Committee Meetings

Attendance of Board of Directors Members in Committee Meetings		
Committee Members	**Attendance in Fraud Committee Meetings (2 Meetings)**	**Attendance Level**
Muliadi Rahardja	2	100 %
Fransiska Oei Lan Siem	2	100 %
Satinder Pal Singh Ahluwalia	2	100 %

Actions Implemented by the Fraud Committee in 2015

During 2015, the Fraud Committee conducted meetings with the following discussion topics:

a. Making a decision on the appropriate disciplinary action toward fraud cases taking place during 2015.
b. Ensuring that the disciplinary actions imposed are in line with the existing regulations.

Compliance Committee

Committee Structure and Membership

Chairman:	**Director of Legal and Compliance**
Member:	Director of Integrated Risk Director of Operation Division Head, AML-CFT Head, Operational Risk Management Head, Internal Audit Division Head, Compliance

Duties and Responsibilities of the Committee

a. Review Danamon's compliance framework in order to monitor the level of compliance with the prevailing laws and regulations.
b. Review and evaluate the audit results performed by external parties such as Bank Indonesia, Financial Services Authority, and other relevant parties.
c. Carry out monitoring of correction steps and ensure Danamon's compliance with the prevailing laws and regulations in the banking industries.

Compliance Committee Meetings

Attendance of Board of Directors Members in Committee Meetings		
Board of Directors	**Attendance in Compliance Committee Meetings (2 Meetings)**	**Attendance Level**
Fransiska Oei Lan Siem	2	100%
Satinder Pal Singh Ahluwalia	2	100%

Actions Implemented by the Compliance Committee in 2015

During 2015, the Compliance Committee conducted meetings with the following discussion topics:

a. The result of FSA audit.
b. Obligations to use Rupiah in the territory of the Republic of Indonesia.
c. Sharing: Integrated Governance and Integrated Compliance Policies.
d. New AML System.
e. Integrated Internal Audit Unit.
f. Compliance Policies of Subsidiary.

OPERATIONAL RISK MANAGEMENT COMMITTEE

Committee Structure and Membership

Chairman:	Director of Integrated Risk
Member:	Director of Operation Director of Financial Planning and Control Director of Treasury & Capital Market Director of Consumer Banking and SME Director of Legal & Compliance Director of Syariah Banking Director of Corporate and Commercial (Wholesale Banking) and SME Director of Micro Business Director of Human Capital

Duties and Responsibilities of the Committee

a. Approve the framework, strategy, and methodology of Operational Risk Management (ORM) for operational risks.
b. Approve the tools and ORM operational techniques in general.
c. Approve the proposed action in order to restore the significant failures of operational systems.
d. Monitor the development of ORM core project and issues related to incidents which carry significant operational risks.
e. Provide feedback on the steps of managing an operational incident to the Board of Directors through Risk Management Committee.
f. Review the effectiveness of ORM framework implementation.
g. Assess the impacts on reputation from identified operational risks.
h. Review significant operational losses and trend analysis as well as causative factors in order to determine the potential of preventive action.
i. Renew/Update the rules/regulations of Bank Indonesia as well as other regulations relevant to Risk Management and their consequences.
j. Approve decisions with Bankwide effect relevant to operational risk issues/incidents.

Operational Risk Management Committee Meetings

Attendance of Board of Directors Members in Committee Meetings		
Board of Directors	**Attendance in Operational Risk Management Committee Meetings (2 Meetings)**	**Attendance Level**
Sng Seow Wah	2	100%
Muliadi Rahardja	2	100%
Vera Eve Lim	2	100%
Herry Hykmanto	2	100%
Fransiska Oei Lan Siem	2	100%
Michellina Laksmi Triwardhany	2	100%
Satinder Pal Singh Ahluwalia	2	100%

Actions Implemented by the Operational Risk Management Committee in 2015

During 2015, the Operational Risk Management Committee conducted meetings with the following discussion topics:

- Anti-fraud Strategy and Framework.
- Business Continuity Management (BCM).
- Information Technology related to internet crime.

RELATIONS AND AFFILIATED PARTY TRANSACTIONS OF THE BOARD OF DIRECTORS, BOARD OF COMMISSIONERS AND MAJORITY SHAREHOLDERS

Transactions with affiliated parties are based on the policy on affiliate relationships and affiliated party transactions No.DIR-CORP.SEC-015 dated December 30, 2013 regarding Policy of Transaction with Affiliated Party and with Related Party. This policy ensures that affiliate transactions are carried out on normal commercial terms and at an arms length basis and not detrimental to the interests of Danamon and the minority shareholders.

Affiliation between Directors and Commissioners and Controlling Shareholders

None of the Directors have an affiliate relationship with other Directors, Commissioners and/or the Controlling Shareholders.

Affiliation between Commissioners and Directors and Controlling Shareholders

All members of the Board of Commissioners have no affiliation with members of the Board of Commissioners. There are 3 (three) Non Independent Commissioners who have financial relationships with the controlling shareholder, namely: Ng Kee Choe, Gan Chee Yen and Ernest Wong Yuen Weng.

Affiliation between members of the Board of Directors, Board of Commissioners and Controlling Shareholders are as described in the financial relationship and familial relationship charts on the section of Board of Commissioners and Board of Directors in the Corporate Governance report.

The affiliated party transaction policy governs that each member of the Board of Commissioners and Board of Directors are required to disclose any planned affiliated transactions both by themselves and their families to the Corporate Secretary. Proposed material transactions will be assessed by the Director of Compliance and subsequently reported to the Audit Committee.

Directors, Commissioners and/or Controlling Shareholders who are involved in an Affiliated Party Transaction which has a potential conflict of interest with the specified amount must be reported to the Corporate Secretary with a copy to the Director of Compliance. In the event of a Conflict of Interest, the Director or Commissioner concerned shall abstain from the review process and approval of the transaction.

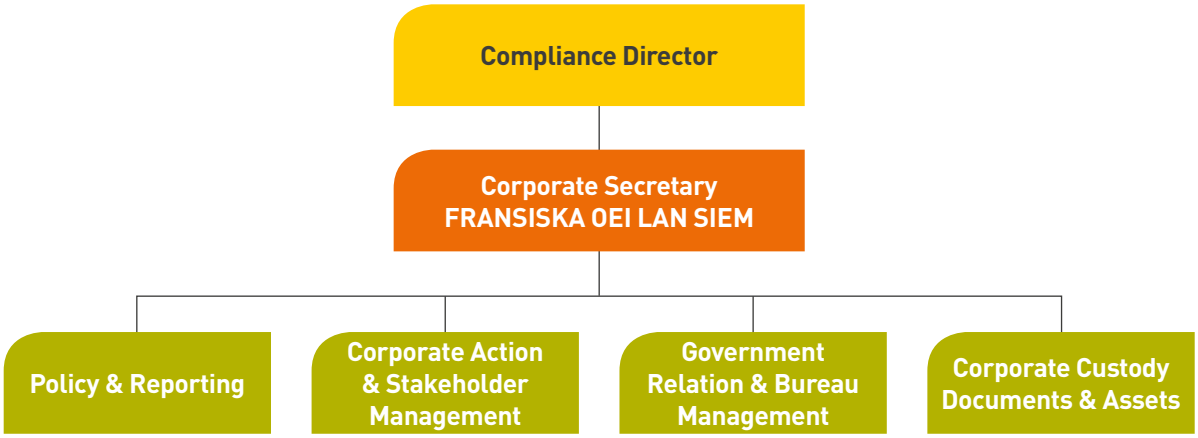
CORPORATE SECRETARY

The function of the Corporate Secretary is to ensure the dissemination of information of the Bank in timely and accurate manner to all Stakeholders. The Corporate Secretary is to be appointed and terminated by Board of Directors' decision. The Corporate Secretary has an important role in nurturing good communications between the Bank and the Shareholders as well as other Stakeholders.

Task Implementation of Corporate Secretary

a. Preparing recommendations to the Board of Directors and Board of Commissioners to comply the prevailing capital market regulations.
b. As liaison for communication between the Bank and the Shareholders, Financial Services Authority as well as other Stakeholders
c. Preparing recommendations to the Board of Directors and Board of Commissioners relating to the implementation of corporate governance:
   - Disclosed information to the public including the information availability on Danamon website.
   - Report submission to Financial Services Authority and other regulators.
   - Organizing and preparing the minutes of AGMS.
   - Organizing and preparing meeting minutes of the Board of Directors and/or the Board of Commissioners.
   - Organizing Bank orientation program for the Board of Directors and/or the Board of Commissioners.

Corporate Secretary Organizational Structure



Corporate Secretary Profile

The position of Corporate Secretary of the Danamon is currently held by Fransiska Oei Lan Siem, a member of the Board of Directors with the following profile:

Fransiska Oei Lan Siem
Corporate Secretary

Fransiska Oei Lan Siem. Indonesian citizen. 58 years old. Holder of law degree from Trisakti University, Jakarta (1981), and was appointed as Director in May 2009 and later reappointed as a Director in the Annual General Meeting on May 7, 2014. Ms. Oei started her career at PT Ficorinvest as Chief of Legal (1982-1984). She later joined Citibank N.A. for the period of 1984-1997 and 1998-2000 and held numerous positions. Her last position at Citibank N.A. was Chief of Staff and Director of Compliance. During February 2005 to 2009, Ms. Oei served as Director of PT Bank Internasional Indonesia Tbk (BII). She had also previously, served as Legal and Compliance Advisor at BII (2004-2005) and as Managing Director/Management Team at BII (2000-2001). She had also served as a Commissioner of PT Bank Mandiri Tbk (2004-2005) and was one of the Founders and Senior Partner at LBAF Law Firm (2002-2004).

Corporate Secretary Training Program

Various training/seminars/workshops to increase competency of the Corporate Secretary:

a. Integrated Governance Risk Management "Strategies for Managing Bank as Holding Company"
b. Implementation of Integrated Governance and Risk Management in Financial Conglomeration
c. Arbitration Workshop
d. Socialization of ASEAN CG Scorecard Assessment
e. International Seminar on Financial Literacy to Support Financial Inclusion (Moderator)
f. KPK Gathering, National Banking 2015
g. Bijak Ber e-Banking (Smart e-Banking)
h. Indonesia Board Governance
i. ASEAN Corporate Governance Conference & Award
j. Corporate Governance Code for Issuers (Speaker)
k. Digital Banking Workshop
l. Demand Of Leadership Training

Task Implementation of Corporate Secretary

During 2015, the Bank's Corporate Secretary activities included:

a. Attending Boards of Commissioners and Directors meetings on a regular basis and preparing the minutes of meetings.
b. Organizing the AGM and managing disclosure and manner of payment of dividends.
c. Setting up a replacement policy regarding affiliate transactions and related party list in the implementation of corporate governance.
d. Following the development of the capital market in particular related to the regulation of capital markets and conveying information about these developments to the Board of Commissioners, Directors and other Danamon stakeholders.
e. Implementing information disclosure in accordance with the prevailing rules and regulations.

List of Danamon Information Disclosure

As part of information disclosure policy, Danamon provides information for public access via its website in Bahasa as well as in English. Danamon also submit regular reports to the Stock Exchange and the Financial Services Authority (FSA):

Regular Reporting

Report	Regulation	Reporting Period	Report Objectives
Monthly Report - Securities Holders BDMN Registration	Kep-306/BEJ/07- 2004	Monthly	FSA, IDX, BI
Foreign Currency Obligation Report	FSA Letter No. S-30/PM.2/2013 in conjunction with Bapepam & LK Letter No. S-13 264/B/2012 in conjunction with Circular No.SE -02/BI/2009	Monthly	
Consolidated Financial Statement BDMN and Subsidiaries	FSA Regulation No.XK1 Attachment Decision No. Kep-86/PM/1996, FSA Regulation No. XK2, Attachment Decision No. Kep-346/BL/2011	Quarterly	
Share Composition Report	22 PBI No. 11/1/PBI/2009 and Bank Indonesia Letter No. 11/31/DPB2/TPB2-1/Rahasia	Quarterly	
Disclosure of Information Report on Debt Securities Coupon Payment of Series IIB of 2010	Item III.I.6.3 Regulation No. IE on the Obligation to Submit Information which is Attachment of IDX Directorial Decree No. Kep-306/BEJ/2007-2004 dated July 19, 2004 and Financial Services Authority (FSA/ex Bapepam & LK) Regulation No. X.M.1 regarding Disclosure Certain Shareholders	Quarterly	
Holding Company Financial Statement (AFI)	PBI No. 3/22/PBI/2001 regarding Transparency of Bank's Financial Condition	Semester	
Danamon Annual Report	Item III.2. of the Annual Report (Annual Report), No. Kep-306/BEJ/07-2004 - Regulation No. IE-related to Obligation to Submit Information	Annual	
Bond Rating Report	Regarding Ratings on debt securities and Rule Number IE on obligation to deliver information which is an attachment of directors decision JSX No. Kep-306/BEJ/07-2004	Annual	
Company's Annual Financial Report (LKTP)	Industry & Trade Ministry Decree No. 121/MPP/Kep/2/2002 regarding Rules on Submission of Company's Annual Financial Report	Annual	

Incidental Reporting

Information Transparency Report

No	Report	Date	Regulation Base	Report Address
1	EGMS Schedule Plan	January 2, 2015	(i) Financial Services Authority (FSA/ ex Bapepam & LK) Regulation No. X.K.1 on Disclosure of Information that Must be Made Public; (ii) Financial Services Authority (FSA/ ex Bapepam & LK) Regulation No. X.M.1 on Information Disclosure for Specific Shareholder; and (iii) Indonesia Stock Exchange (IDX) Directorial Decree regarding the Obligation to Submit Information.	FSA, IDX, BI
2	Schedule Revision of EGMS Plan	January 9, 2015		
3	Submission of Advertisement Evidencing Announcement of EGMS	January 21, 2015		
4	Implementation Plan and Material Submission of Public Expose	January 26, 2015		
5	Presentation on Public Expose Result	February 2, 2015		
6	Submission of Printed Advertisement as Evidence of EGMS Summons	February 5, 2015		
7	Submission of Annual GMS Schedule Plan	February 18, 2015		
8	Submission of Printed Advertisement as Evidence of Annual GMS Announcement	February 27, 2015		
9	Submission of EGMS Result	February 27, 2015		
10	Submission of Printed Advertisement as Evidence of EGMS Result	March 2, 2015		
11	Disclosure of Information on the Board of Directors	March 10, 2015		
12	Disclosure of Information Regarding Submission of Notarial Deed Official Report on EGMS	March 11, 2015		
13	Submission of Printed Advertisement of Annual GMS Summon	March 16, 2015		
14	Submission of Annual GMS Result	April 7, 2015		
15	Submission of Printed Advertisement as Evidence of Annual GMS	April 8, 2015		
16	Cash Dividend Payment for Fiscal Year of 2014 and Submission of Printed Advertisement as Evidence of Cash Dividend Payment for Fiscal Year 2014	April 8, 2015		
17	Disclosure of Information on Certain Shareholders – Kanchan Nijasure Share Offering	May 28, 2015		
18	Disclosure of Information on Submission of Notarial Deed Official Report on Annual GMS	May 7, 2015		
19	Disclosure of Information on Certain Shareholders – Kanchan Nijasure Share Offering	June 19, 2015 & June 22, 2015		
20	Disclosure of Information on Decision Regarding Member Appointment in the Board of Commissioners	October 20, 2015		
21	Disclosure of Information on the Board of Commissioners of Bank Danamon	November 2, 2015		
22	Disclosure of Information on Replacement of SKAI Head	November 6, 2015		
23	Disclosure of Information on Audit Committee Composition	November 30, 2015		
24	Disclosure of Information on the Renaming of Public Accountant Office	December 16, 2015		

COMPLIANCE FUNCTION

Compliance function is an important part of the corporate governance structure and Danamon's risk management framework. Implementation of the compliance function includes actions in achieving compliance culture, managing compliance risk, ensuring policies and Danamon's business activities are in compliance with all regulations and ensuring the Danamon's commitment to regulators. The Bank is also committed to comply with various banking rules, regulations and adhere to the prudent principles through continuous enhancement of its compliance function.

Framework of Compliance Risk Management

Danamon's compliance risk management in general is applied in accordance with the Bank's Enterprise Risk Management Policy embedding 3 (three) lines of defense" scheme, which consists of:

- Business unit or operational as a first line of defense with an important role in the identification, control and mitigation of risks in its business activities/operations.
- Compliance Unit as the second line of defense is independent in monitoring and evaluating the compliance of the Bank as well as disseminating, coordinating and advising to enable first-line activities to operate in accordance with all regulations.
- Internal Audit Unit is the third line of defense tasked to monitor through the audit process, to ensure accuracy, compliance with risk management undertaken by the first and second line.

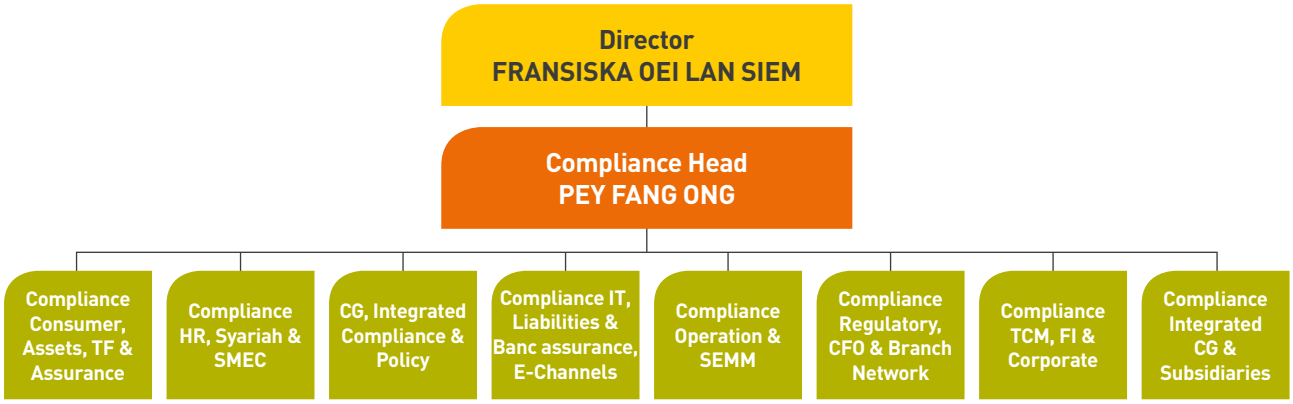
Compliance Unit Organization

The Compliance Unit was established as an independent working unit that is free from the influence of other working units. The Compliance Unit has clear duties and responsibilities and has free access to and is responsible directly to the Director of Compliance. The Compliance Unit also has roles and responsibility for integrating compliance units to ensure implementation of the Bank's and its subsidiaries' compliance.

In implementing the compliance function and compliance risk management, the Director of Compliance is assisted by the Compliance Unit. The Compliance Director has the authority to prevent the implementation of a policy and/or decisions set by the Board of Directors which deviate from the regulations. Preventive measures may be carried out by review process, discussion and compliance tests on policies and/or decision taken by Board of Directors.

As of December 31, 2015, the Compliance Unit was supported by 22 staff (including the Head of Compliance Unit) with the majority having tenure in the banking sector for over 5 years. Compliance Unit staff are risk management certified in accordance with the positions held (Level 2 – Level 4).

Compliance Unit Organization Structure



The Duties and Responsibilities of Compliance Unit 2015

Promoting Compliance Culture

A compliance culture is the basis for work ethics for all organizational levels at Danamon. Strengthening the compliance culture is conducted through continuous socialization and provision of information on regulations, availability of compliance training through e-learning, consultative functions related to Danamon's business activities and the implementation of compliance self-assessment (Regulatory Compliance Self Assessment).

The Compliance Unit is also developing always and updating the external regulation and policy database in the Compliance Library to meet information accessibility needs.

Compliance Risk Management

Compliance risk management is carried out through a process of identifying, measuring, monitoring and controlling compliance risks by reviewing the funding policies and activities, the provision of funds and other service activities. The processes are applied in order to detect potential compliance risks. An assessment of the compliance risk and quality of risk management is conducted regularly as part of the Bank's risk assessment as outlined in the Bank's Risk Profile Report and Consolidation.

The Compliance Unit coordinates with the Risk Management Unit, Internal Audit Unit and related Operations Units, through discussions. Discussion related to compliance risk is also carried out through the Compliance Committee meetings.

Ensuring Compliance and Maintain Commitments

As a preventive measure, reviews or assessments of policies/programs are conducted before the implementation of such policies and product programs to ensure the policies or Danamon's business activities do not deviate from the regulations. Socialization and follow-up on policy updates and updates of internal regulations including changes in the regulations of related units are carried out accordingly to ensure the Danamon compliance is maintained.

In 2015, to support the implementation of integrated corporate governance and risk management, the Compliance Unit coordinated in preparing the integrated corporate governance structure and infrastructure needed in line with Financial Services Authority requirements, including the implementation and policies, procedures and organization alignment.

Periodic monitoring is also carried out to meet compliance on main regulatory parameters both at the Bank level (CAR, LLL, RR, NPL, PDN and participation limit) and consolidated as well as integrated with subsidiaries including the required reporting.

The Compliance Unit also conduct constant monitoring to ensure the follow-up to audit results of Bank Indonesia/ Financial Services Authority (FSA) and other regulators are completed in accordance with commitments and targets set. The Compliance Unit also monitors the follow-up to audit results by FSA at the Subsidiaries.

Compliance to Main Regulations

Parameter	BI Requirements	Bank Position Per December 2015	Explanation
Capital Adequacy Ratio (CAR)	9% -<10% (BUKU 3)	20.84%	Fulfilled
Reserve Requirement (RR)	Primary Rp Min. 7.5% Primary USD Min. 8% Secondary Min. 8%	7.58% 8.09% 8.12%	Fulfilled Fulfilled Fulfilled
Non Performing Loan (NPLs)	Max. 5%	Net: 1.98%	Fulfilled
Net Open Position (NOP)	Max. 20%	0.34%	Fulfilled
Lending Limit (LLL) of Related Party	Max. 10%	3.70%	Fulfilled
Portfolio Investments	Max. 25%	5.99%	Fulfilled

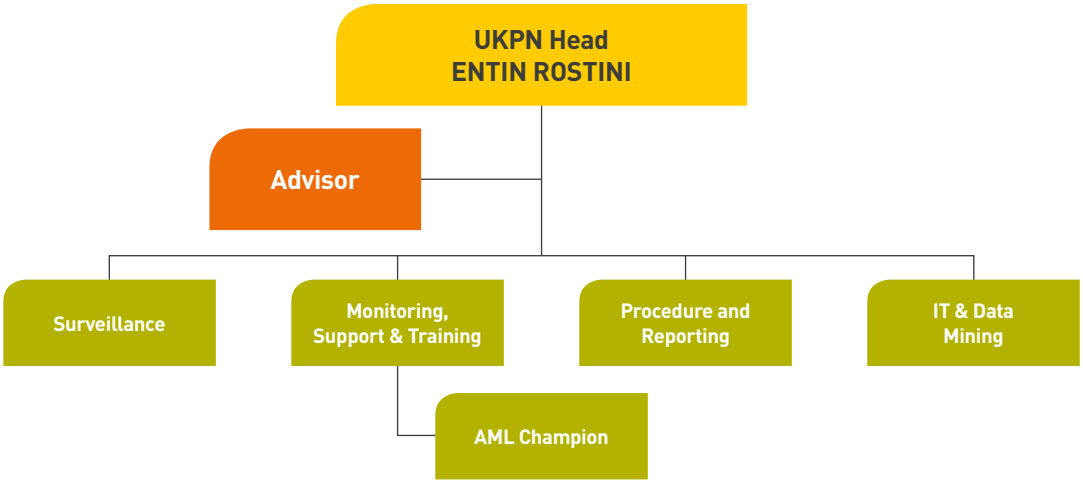
Other Tasks

To support the implementation of compliance, the Compliance Unit also actively participates as a liaison officer in facilitating compliance related matters with both internal and external parties. The Compliance Unit has an important role in providing consultative services related to the implementation of regulations to the work units. This is demonstrated through participating in the discussion and development activities/new products, providing advice/recommendations on regulation related to Danamon's business activities.

IMPLEMENTATION OF ANTI-MONEY LAUNDERING PROGRAM (AML) AND COMBATING FUNDING OF TERRORISM (CFT) PROGRAMS

Organization

The implementation of AML and CFT Program at Danamon is under the coordination of UKPN (Know Your Customer Unit), which reports to the Compliance Director with the following organizational structure:



Implementation of AML and CFT Program in 2015

Danamon is consistently working to improve the quality of AML and CFT programs being carried out: through active supervision from management, policy refinement, Branch Assessment, training programs, and information system refinement as well as other initiatives deemed required.

Policy and Procedure Evaluation

In order to evaluate the policies and procedures for AML and CFT, Danamon in May 2015 adjusted the Implementation of AML and CFT Policies newly issued Financial Services Authority Regulation No 22/POJK.04/2014 on Know Your Customer by Service Providers in the Financial Sector and Capital Markets and issued and made improvements in the Bank's 13 internal regulations related to AML and CFT.

Danamon has been uploading information related to the implementation of AML and CFT Program on the Bank's website including Public Policy, US Patriot Act, Wolfsberg AML Questionnaire, and the Bank's status in terms of FATCA program implementation.

FATCA

Danamon registered FATCA (Foreign Account Tax Compliant Act) on May 5, 2014 with GIIN code: WZU.780.99999.SL.360 and has since followed FACTA standards.

Branch Assessment

To see how effective the implementation of AML and CFT Program is, Danamon has made assessments (BA) on 121 branches in 28 cities. Through this BA, Danamon also provides training to employees (especially front liners).

Training and Socialization

During 2015, 14,109 employees were engaged in AML and FCT training, consisting of 3,366 employees in class room training and 10,743 employees who received e-learning methods.

Monitoring of Customer Data Completion

The Bank continuously monitors the quality and adequacy of customer data, among others the data for new account openings as well as data updates. With regards to data updates, the Bank in 2015 updated some 12,507 CIF from a total target of 13,270 CIF (94.25%).

Screening, Transaction and Report Monitoring

Danamon has continuously monitored all transactions made by customers. The monitoring results are reported in Suspicious Transaction Reports (LTKM), Cash Financial Transaction Reports (LTKT) and the Financial Transaction Reports from and to Overseas (LTKL) as required by applicable regulations.

AML Champion Officer

Danamon has been monitoring its Branch Offices classified as having high business complexity. Officers of AML pay on-site visits to each of the branch offices at least three (3) to four (4) times in a year.

Management Information System

In 2015, Danamon made improvements in its Management Information System including by: replacing the previous Surveillance System with a new transaction monitoring system (AML System), developing a system for recording data and Walk In Customer transactions and improving the screening process system, monitoring the quality of customer data and by reporting International Fund Transfer Instruction (IFTI).

Know Your Employee (KYE)

Danamon applies the Know Your Employee (KYE) method in screening prospective employees and monitors transactions made through the accounts of employees.

INTERNAL AUDIT UNIT (IAU)

IAU Structure and Position

Internal Audit is an independent function reporting directly to the President Director. To support independence and audit process assurance and further monitoring authority, the Internal Audit Unit (IAU) also has direct responsibility to the Board of Commissioners through the Audit Committee. Internal Audit aims to provide independent and objective assurance and consulting services to the Board of Commissioners and Board of Directors to maximize and maintain shareholder value.

IAU was determined to be a business partner that provides added value in fostering a strong culture to support Danamon and its subsidiaries achieving long-term goals with reference to international best practice. Danamon's IAU helps management achieve its objectives by a systematic and disciplined approach to evaluate the adequacy and effectiveness of risk management, control and governance processes.

Based on the Internal Audit Charter which has been approved by the President Director and BoC, Internal Audit is given access to all of the Bank's activities, functions, files, property, and personnel and those of its subsidiaries to remain in compliance with policy for confidentiality in accordance with all applicable laws, professional confidentiality, and personal rights and to ensure the principle of anti-tipping off is upheld during audits on anti-Money Laundering and Combating Financing of Terrorism (AML and CFT).

IAU will report significant audit findings including recommendations for corrective actions plan to the Audit Committee in Audit Committee meetings which were also attended by representatives of the Board of Directors. In addition, Internal Audit also regularly reported their audit activities to the President Director.

Besides Danamon's Code of Ethics, Internal Audit is also guided by the Code of Auditors, which specifies professional standards of auditors as set out in the International Professional Practices Framework (IPPF) covering the principles of integrity, objectivity, confidentiality and competence.

Appointment, Termination and Legal Basis for Appointment of Internal Audit Head

The Head of Internal Audit Unit is to be appointed and terminated by the President Director following the approval from Board of Commissioners. The appointment and termination of the Head of Internal Audit Unit are reported to Financial Services Authority (OJK) and accompanied by the reasons of appointment/termination.

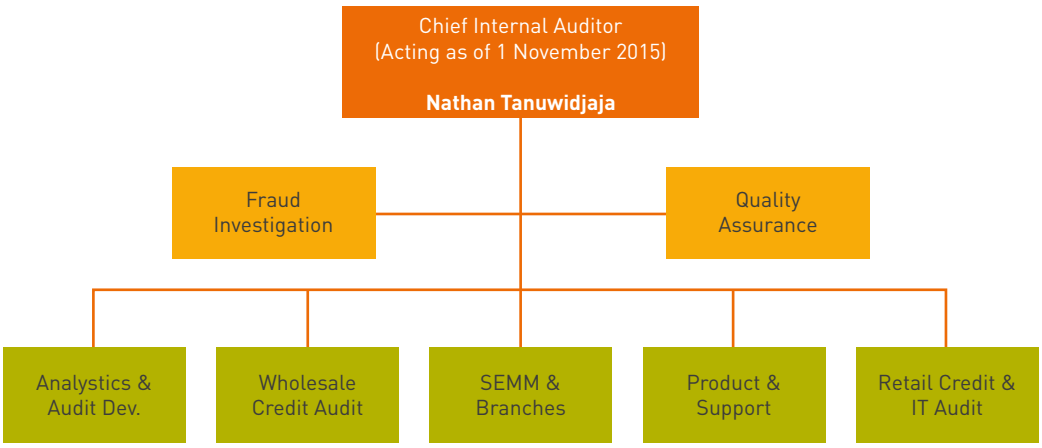
Since November 1, 2015 Danamon Head of Internal Audit Unit is currently chaired by Nathan Tanuwidjaja as acting Head of Internal Audit Unit replacing Antony Kurniawan, who holds the new position as head of Transaction Service and Management Group(TSMG).

Profile of Head of Internal Audit Unit

Nathan Tanuwidjaja
Head of Internal Audit Unit (Act)

Nathan Tanuwidjaja BSc, MSc earned his Bachelor of Science in Computer Science from City College of New York (1988), New York, USA and Master of Science in Computer Science from Columbia University (1990), New York, USA. Nathan has pursued a career more than 12 years in the banking industry, including 2 years with Bank Central Asia. He also has 10 years experience at Pricewaterhouse Coopers as Global Risk Management Solutions-Senior Manager, as IT Audit Group head for 4 years, as Branches and IT Audit Group Head for 3 years and as Retail Credit and IT Audit Group head for 3 years.

Organizational Structure of Danamon Internal Audit



Duties, Responsibilities and Authority of IAU

IAU Duties and Responsibilities:

a. Develop the annual audit plan with risk based methodology;
b. Implement the approved annual plan, including specific duties;
c. Increase the knowledge, expertise, experience and adequate professional certification and knowledge of all regulations as applied to the duties of auditing;
d. Prepare and submit reports to FSA, such as: Report on the implementation and on the results of semi-annual audits, a special report on any findings of internal audit which is expected to disrupt the continuity of operations, and Report the results of external review on the work of Internal Audit and compliance on implementation standard of Bank Internal Audit Function and its repairs;
e. Establish a follow-up process to monitor and ensure that corrective actions have been carried out effectively by management;
f. Conduct an investigation on indications of fraud in the Bank.

Role and responsibility of Integrated Internal Audit Unit are managed in Internal Audit Charter and disclosed in integrated corporate governance report.

Internal Audit Authority

IAU has authorities, among others to:

a. Allocate resources, set frequencies, choose subjects, determine scope of work and apply the techniques required to achieve the objectives of the audit; and
b. Have the support needed from Danamon's personnel, units and subsidiaries where audits are being conducted, including special other services both for internal and external Danamon and subsidiaries.

Internal Audit Methodology

In carrying out internal audits, IAU has implemented a Risk based Internal Audit. The Risk based Internal Audit begins with the comprehensive planning of the internal audit program, where the performance of the Internal Audit is carried out based on priority on entities having higher risks. IAU has utilized the latest Information Technology to perform risk assessment both in a macro and micro scale over the entities in the Bank. Based on the Macro Risk Assessment combined with the Audit Framework, IAU prepares an annual Audit Plan, where in the process, the entities to be audited, the audit schedules and the required staff and logistics are determined. The Micro Risk Assessment is utilized to determine the sampling.

Focus of Danamon's IAU in 2015

Internal Audit has focused its audit activities to strengthen the function of Internal Audit in 2015 to:

a. Continue audit focus on high-risk entities and entities that have an extensive branch network, which is Danamon Simpan Pinjam – Self Employed Mass Market (DSP-SEMM), Small Medium Enterprises (SME), Retail Banking, and branches of subsidiaries;
b. Give special intention to Business lines and areas which implement transformation;
c. Develop effective review approaches for working unit Processing Centralization in DSP-SEMM;
d. Continue to improve auditor competency through training, both product and procedure knowledge and management risk training and audit process and professional certification;
e. Continue to expand analytic functions, on those already well-functioning, as well as infrastructure (hardware and software) capacity and expertise in the analytical field;
f. Continue the process of quality assurance and learn best practices of internal audit in the banking industry as a comparison.

Danamon's Internal Audit Activities in 2015 Audit Implementation

In 2015, IAU performed 668 audits (102% of the 2015 audit plan) which include the following:

a. 65 audits in the Central Office, which covers aspects of credit, business, products, operations, support and information technology as well as including the Head Office of Adira Group.
b. 252 audits in the Branch Office and Regional Office, which includes the Office of Regional Services, SME Branch, Syariah Branch, Conventional Branch, Syariah branch and Adira Group Branch.
c. 351 audits at Danamon Saving and Loan consisting of 46 Cluster Self Employed Mass Market (SEMM), 261 units of SEMM, and 44 Collateral Document Custody (CDC).

Plan and Inspection of Audit Realization as of 31 December 2015

Audit Activity	2015 Audit Plan	2015 Audit Realization			
		Jan-Jun	Jul-Dec	Total	Realization
I. Routine Audit					
A. Head Office Audit (Including Adira Group)	65	34	31	65	100%
B. Branch Office Audit: Conventional Branch (Including Adira Group Branch Offices)	245	138	114	252	103%
Self Employed Mass Market	344	199	152	351	102%
Total Branch Office Audits	589	337	266	603	102%
Total Routine Audits	654	371	297	668	102%
II. Fraud Investigation					
Total Fraud Investigations		37	55	92	

The Functions of Danamon's IAU Consultancy

a. Review memos or regulation at Line of Business (LOB) or Integrated Risk request;
b. To socialize IAU's mission and the latest issues and operations at Regional Offices.

Assessment by Independent Institutions

In accordance with the provisions of PBI 1/6/PBI/1999 and 9/15/PBI/2007 Internal Audit activities will be reviewed by the Independent Agency every 3 years by using benchmark SPFAIB provisions of Bank Indonesia. Besides using the benchmark SPFAIB required by BI, IAU activity is also compared to the standard of the IPPF (International Professional Practices Framework) of institutions IIA (The Institute of Internal Audit) and compared well to the best practices of Internal Audit (leading practices) of the financial industry and global banking.

Assessment by an Independent Institute on the Scope and Effectiveness of Internal Audit

Results of the assessment of external agencies (Quality Assurance Review) on the effectiveness of the implementation and the scope of an audit conducted by the Danamon's IAU in three (3) assessment periods (2006-2015) are as follows:

Period	Independent Institution	Result of Quality Assurance Review
2012-2015	PricewaterhouseCoopers Indonesia Advisory	Generally Conforms (Insight Generator)
2009-2012	PricewaterhouseCoopers Indonesia Advisory	Generally Conforms
2006-2009	Ernst and Young	Generally Conforms

Number of Internal Audit Employees

As of December 31 2015, IAU had 186 staff consisting of Auditors, Team Leaders, Audit Head and Group Head at headquarters and regional supervision offices located in Jakarta, Bandung, Medan, Semarang, Surabaya and Makassar.

Human Resources Development

To maintain the quality standards of human resources, Danamon Internal Audit together with the Human Resources Division have developed a Competency Matrix for both the level of auditor and Team Leader. A roadmap is listed in the Competency Matrix for each auditor and Team Leader in following the training and certification necessary to meet the required competencies at all levels.

Various trainings, self development and certification audits have also been performed in 2015:

International Certification	Total Participants
Certified Internal Auditor (CIA)	3
Certification in Risk Management Assurance (CRMA) 4	1
Certified Information System Auditor (CISA) 1	4
Certified Information System Security Professional (CISSP)	1
Certified Information System Manager (CISM)	1
Financial Risk Manager	1
Certified Ethical Hacker (CEH)	1
National Certification	**Total Participants**
Qualified Internal Auditor (QIA)	76
Risk Management Certification (SMR) level I	102
Risk Management Certification (SMR) level II	32
Risk Management Certification (SMR) level III	8
Risk Management Certification (SMR) level IV	1

Training, Seminar and Workshop Implementation in 2015

Training	Total Participants
Workshop	93
Technical Training	220
Personal Development & Soft Skills Training	65

COMPANY ACCOUNTANT/EXTERNAL AUDITOR

Appointment of Company Accountant

Referring to the result of Annual General Meeting of Shareholders on 7 April 2015 and Board of Commissioners Circular Decision No. KSR-KOM.Corp.Sec-004 on 11 March 2015 appointed Purwantono, Suherman & Surja, a member of Ernst & Young Global Limited as Certified Public Accountants, who are registered at the Financial Services Authority (OJK) to audit the 2015 Bank's financial statement. Based on the information from the Public Accounting Firm on 31 July 2015, stated effectively July 28, 2015, Public Accounting Firm effectively changed its name to Public Accounting Firm Purwantono, Sungkoro & Surja (a member of Ernst & Young Global Limited).

Other Services in addition to the Financial Audit

In 2015, the Public Accountant Firm did not provide services to Danamon other than audit services.

Audit Period and Accountant's Service Value

Public Accountant Firm and Public Accountants which provided financial audit services and incurred audit services costs can be seen in the following table:

Year	Public Accounting Firm	Accountant's Name	Cost Audit
2015	Purwantono, Sungkoro & Surja (member Ernst & Young Global Limited)	Benyanto Suherman	Rp4,112 million
2014	Purwantono, Suherman & Surja (member Ernst & Young Global Limited)	Drs. Hari Purwantono	Rp4,112 million
2013	Purwantono, Suherman & Surja (member Ernst & Young Global Limited)	Drs. Hari Purwantono	Rp3,880 million
2012	Purwantono, Suherman & Surja (member Ernst & Young Global Limited)	Drs. Hari Purwantono	USD400,000
2011	KPMG Siddharta & Widjaja	Dra. Tohana Widjaja, CPA	USD495,00

Effectiveness of External Auditor Implementation

In ensuring the audit implementation has complied with the regulations and the professional standard, agreement and the audit scope, as well as the independence of the external auditor, Audit Committee examined the effectiveness of Danamon external auditor's implementation/performance and evaluated the quality of the audit process.

Evaluation of the implementation of the external audit process is performed through regular meetings between the Audit Committee and the Public Accounting Firm to discuss all findings and developments during the examination conducted by public accounting firms.

The audit implementation of the Financial Report of Danamon and the Subsidiaries had been done in independent, competent, professional and objective manners by the appointed Public Accountant Firm, as follows: the following functions are conducted by Public Accountant Firm Purwantono, Sungkoro & Surja (a member of Ernst & Young Global Limited):

a. Conduct the investigation on all material accounts, based on applicable Professional Public Accountant Standards and ensure compliance with applicable Indonesia Accounting Standards.
b. Communicate the audit findings to the audit committee, management and FSA.
c. Submit Audited Financial Statement and Management Letter.

Relationship Between Bank, Public Accountants and OJK

Danamon has appointed a Public Accounting Firm/Public Accountant registered at OJK. During the audit implementation in 2015, Danamon exercised transparent communication and provided complete information and data to the external auditor for audit purposes. The auditor (Public Accounting Firm/Public Accountant) independently submitted recommendations and advices for corrective actions to the Danamon management. Communication and cooperation with external auditors on accounting policy issues and fair presentation of financial reports were continually carried out. The audit result will be communicated by the Public Accounting Firm/Public Accountant to the Management and OJK.

RISK MANAGEMENT

Implementation of Integrated Risk Management System

The holistic approach applied to effectively support the implementation of risk management to comprehensively manage risks. Risk Management is applied with risk management principles that cover 4 pillars:

a. Active monitoring of Boards of Commissioners & Directors
b. Sufficient policy, procedures and limits set up
c. Sufficient identification process, measurement, monitoring and risk control and risk management information system
d. Internal risk mitigation system

Aligned with banking industry practices and in accordance with the Risk Management Framework in Basel II, Danamon Integrated Risk functions are centralized and independent of all lines of business. The function of Integrated Risk covers main risks managed under the coordination of the Director of Integrated Risk with full support of experienced risk managers.

Danamon and subsidiaries, both on an individual and integrated manner, apply Risk Management consistently to manage the risk exposure in their business activities.

Specific discussion on risk management implementation is disclosed in the Review of Operations Risk Management section of Danamon's Annual Report.

Types of Risks and their Management

Embedded individual risks cover Credit Risk, Market Risk, Liquidity Risk, Operational Risk, Legal Risk, Reputation Risk, Strategic Risk, Compliance Risk, Yield Risk and Investment Risk whilst others risks are embedded in Integrated Risk Management cover Intra-Group Risk and Insurance Risk as described below:

Credit Risk
Credit risk arises due to failure of debtors and/or other parties in meeting their obligation to the Bank. Credit risk is managed through established policies and procedures covering credit extension criteria, credit origination and approval, pricing, monitoring, non-performing loan management and portfolio management.

Market Risk
Market Risk is the risk on balance sheet positions and administrative accounts including derivative transactions, as a result of changes in the overall market condition including changes in options. Market risk arises due to movement in market factors such as interest rate and exchange rate on the Bank's portfolio on the Asset side as well as Liabilities which carry potential loss to the Bank.

Liquidity Risk
Liquidity risk is the risk caused by the inability of the Bank to meet its obligations when due funded from cash flow and/or high quality liquid assets to be pledged as collateral without disrupting the Bank's activity and financial condition. Liquidity risk is managed to ensure funding requirements at present or in the future under normal or stressed condition can be met.

Operational Risk
Operational risk is defined as the risk of loss resulting from inadequate and/or failed internal processes, people and systems, or from external events which impact the operations of the Bank. Management of operational risk is carried out in an integrated fashion optimizing the business and support functions to identify factors causing operational risk on product activity, processes, services, organization and information systems through Risk Event Tables, Risk Control Self Assessment (RCSA) and Key Risk Indicator (KRI).

Compliance Risk
Refers to risk due to the Bank not complying and/or not implementing prevailing laws and regulations. Compliance risk is managed by the compliance function as a component of the Bank's Integrated Risk Management.

Law Risk
Legal Risk is risk in the event of lawsuits and/or juridical deficiency. Legal risk is managed through the process of identifying factors which could generate legal risk to the line of business, product, process and information technology impacting the Bank's reputation and financials.

Reputation Risk
Reputation Risk is risk in the event of declined stakeholders trust sourced from negative perception toward the Bank. Reputation Risk is managed in an integrated way through handling of customer complaints, performing public relations functions, responding to negative news as well as communicating information required to the stakeholders. The Bank's Reputation Risk team coordinates and consolidates with the risk team of the subsidiaries.

Strategic Risk
Strategic Risk is the risk arising from inaccurate decision making and/or when implementing a strategic decision as well as failure to anticipate changes in the business environment. Strategic risk management is carried out through the analysis of business strategic conformity with business environment conditions. Strategic Risk is related to areas: business plan, information technology and human resources.

Yield Risk
Yield Risk is the risk of yield fluctuations that the Bank pays to customers. This happens because there is a fluctuation in yields which the Bank receives from lending, which could impact the deposit costumer behaviour. This Yield Risk is managed by the Syariah business unit, Bank and subsidiaries.

Investment Risk
Investment risk is risk arising from Bank and/or subsidiaries loss sharing with customer based on profit and loss sharing scheme. Investment Risk is managed by the Syariah business unit, Bank and subsidiaries.

Intra Group Risk
Intra Group Risk is risk arising from direct or indirect dependency of one entity to others in one financial conglomeration in terms of fulfilling obligations on written or unwritten agreements, followed by funds transfer or not. The management of Intra Group risk is in integrated risk policy that is monitored from time.

Insurance Risk
Insurance Risk is risk arising from an insurance company that is unable to fulfill its obligation to policy holders as the impact of an insufficiency in the risk selection process (underwriting), premium determination (pricing), Re-insurance user, and/or claim handling. Insurance Risk management in an integrated financial conglomeration is already implemented by Insurance subsidiaries with monitoring from the Bank as main entity.

Special discussion for risks type, management efforts and organization risk management is disclosed in the Operational Management Risk Review in the Bank's Annual Report.

Supervision by the Boards of Commissioners and Directors

The Boards of Commissioners and Directors actively supervise the implementation of risk management, through the following committees:

a. Risk Monitoring Committee
   With the highest authority at the Board of Commissioners level this committee functions as the supervisory board in monitoring the implementation of risk management policy and strategy, risk exposure and evaluating the Board of Directors accountability.

b. Risk Management Committee
   Under the Board of Directors and is responsible for managing the overall risk of Danamon and its subsidiaries by undertaking the development of risk strategies, policies, and evaluating significant risk issues.

Evaluation of Effectiveness Risk Management Systems

An Enterprise Risk Management (ERM) approach is used by Bank Danamon as an integrated risk management approach, which connects strategic planning, risk appetite, business execution, risk assessment and performance evaluation to optimize business growth and stakeholder value.

The Board of Directors determines the Bank Risk Appetite (RAS) which cascades down the levels and sets risk characteristics that suit the Bank in conducting their activities to achieve the goals set by shareholders.

The Board of Directors and senior management ensure that the Risk Management Framework covers policies in detail and sets broad prudent principle based limits on Danamon's activities.

Evaluations are carried out on the risk assessment methodology, adequacy of implementation system, management information system, and accuracy of policies, procedures, and limits. In 2015, the risk management effectiveness of the Danamon and its subsidiaries is rated as acceptable with risk level 2 (low to moderate).

Integrated Risk Achievements in 2015

In 2015, the achievements in implementing Risk Management are as follows:

- Integrated risk management that includes intragroup Risk and Insurance Risk
- Improved Risk Appetite Statement parameters
- Improved Risk Academy including improvements in training material and prepared risk roadmap academy for employees.
- Developed a model application scoring, behavior scoring and collection scoring, PD, LGD and EAD for credit card business in December 2014 and implemented them in 2015.
- Successfully retained the ISO 22301:2012 - Business Continuity Management System (BCMS) Surveillance Audit certification without non-conforming items.
- Implemented ALM SunGard System Phase I (Static Module) & Phase II (Dynamic Module)

PROVISION OF FUNDS TO RELATED PARTIES AND LARGE EXPOSURES

Total Lending to Related Parties and Largest Debtors as of 31 December 2015			
No.	**Fund Provision**	**Debtors**	**Amount (Rp million)**
1.	Related Parties	Subsidiaries and Key Management	1,305,121.00
2.	Largest Debtors/Groups	25 Groups	13,883,876.77

Danamon reduced loan concentration to individuals, groups or industry sectors. Provision of funds to related parties and subsidiaries was conducted at arms-length and on a normal commercial basis and was approved by the Board of Commissioners.

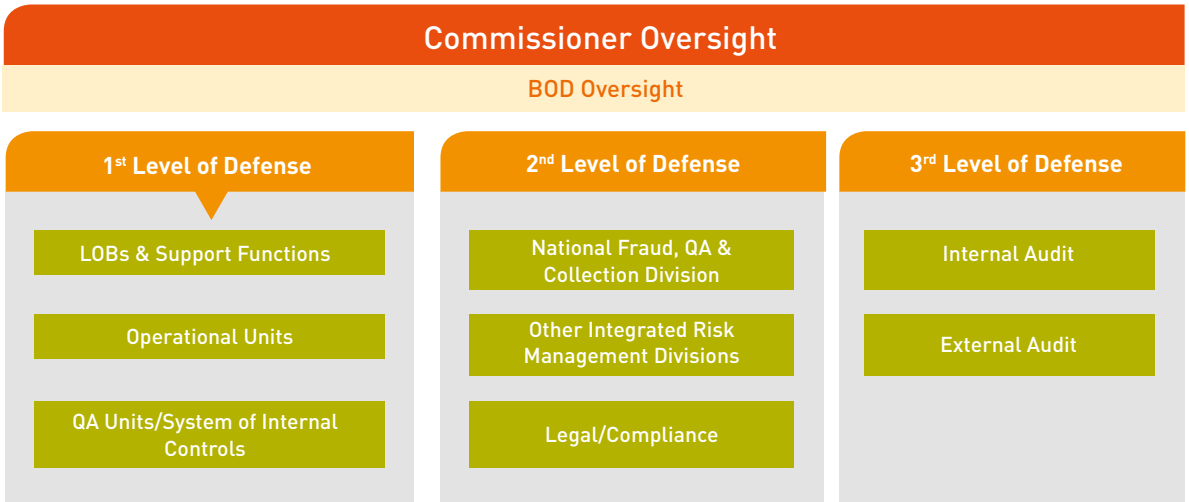
During 2015, there was no breach nor BMPK over-limit extended to Related Parties or to Non- Related Parties, either individually or as Group of Borrowers. The provision of funds to Danamon related parties refers to Bank Indonesia Regulation No. 8/13/PBI/2006 on changes to the Bank Indonesia Regulation No. 7/3/PBI/2005 on Maximum Lending Limit of banks.

INTERNAL CONTROL SYSTEMS

Internal Control covers an integrated methodology, procedure, policy and organization structure, aimed to identify, measure, supervise, and control risk which arises from Danamon and subsidiary activities. The Internal Control of Danamon and its subsidiaries is carried out covering all business aspects both from asset and liability perspectives.

The framework for the Risk Management and Internal Control in Danamon adopts a layered defense known as the Three Lines of Defense as specified in the following diagram:

Danamon Three Lines of Defense

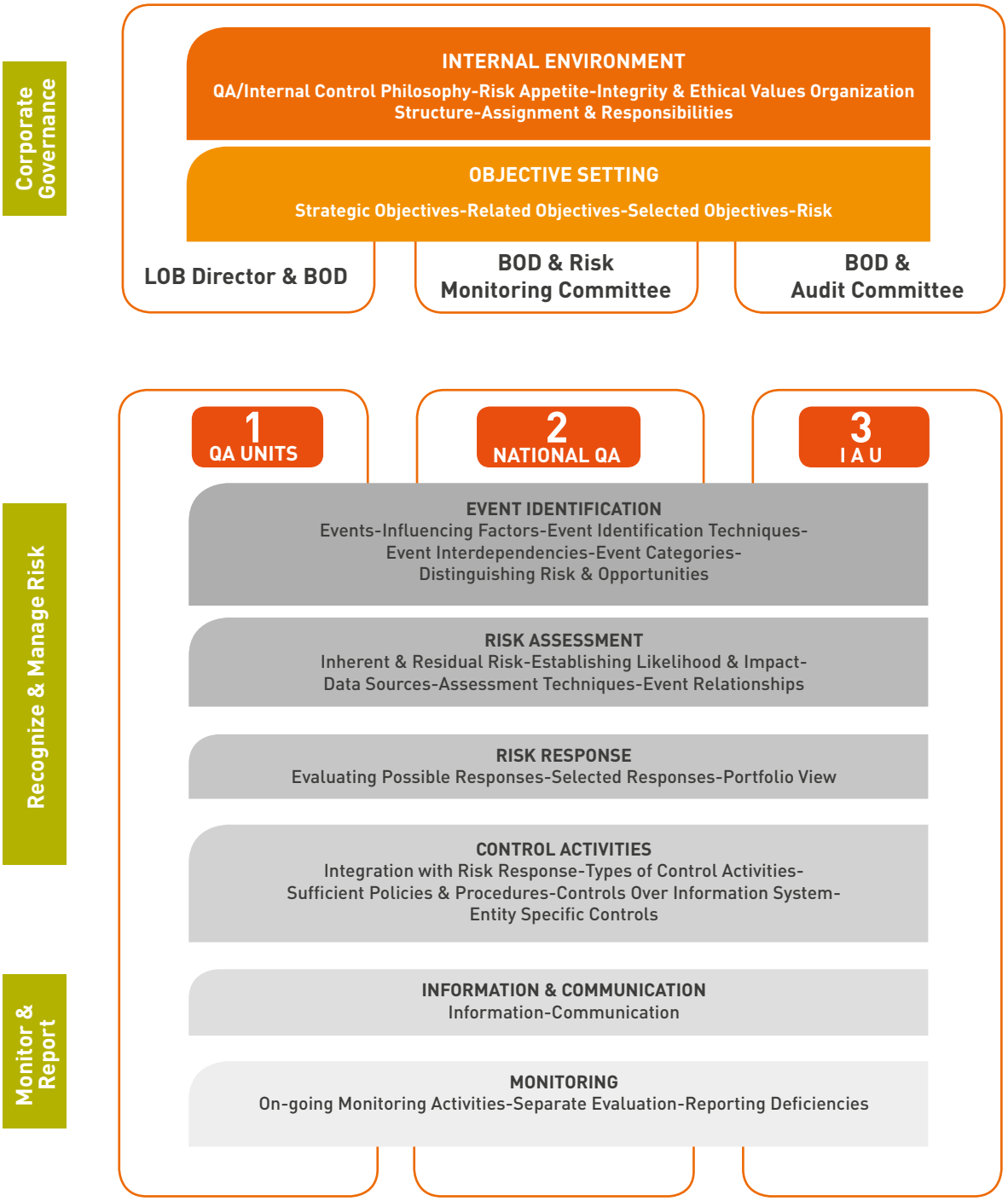


Compatibility of the Internal Control System with COSO

The entirety of the Quality Assurance (QA) unit as the executive for the internal control in Danamon and its Subsidiaries operates on a standard operating procedure (SOP) which is based on the Quality Assurance Policy of Danamon as formulated adopting COSO and BIS Principles on Internal Control Practices.

Danamon has an organizational structure which is well suited and appropriate for managing quality assurance functions. This is based on the philosophy that all business functions must act as the party responsible for managing quality assurance in their respective business.

This philosophy serves as the basis for formulating Danamon's QA framework structure through combination of the Three Lines of Defense and the Internal Control/ERM framework with COSO as basis as described in the following diagram:



The implementation of internal control by the Quality Assurance unit in 2015 covered divisions, subsidiaries and supporting functions. Divisions that are related directly with customer transactions have a higher examination frequency, while for headquarters divisions, formal internal control reviews are carried out on an annual basis.

An awareness program for internal control towards work units are carried out by the QA unit. In principle internal control is not only the task of the Internal Control unit (Quality Assurance), but also a task and responsibility for all work units.

Evaluation on the Effectiveness of Internal Controls

Internal Audit is an essential part of the Internal Control System and carries out audits to ensure the effectiveness of Danamon's internal control, through independent evaluation of sufficiency and compliance towards policies, procedures and systems. The result of the evaluation of internal control system is one of the basis for management to determine the effectiveness of the performance of the internal control system. Evaluation of the effectiveness of the internal control system is described through an audit rating which serves as a basis for improvements such as updates on policies/procedures/systems.

SOCIAL RESPONSIBILITY AND SUSTAINABILITY REPORT

Corporate Social Responsibility

The report on corporate social responsibility has been prepared as a section named Corporate Social Responsibility in this Annual Report. The activities of the corporate social responsibility are summarized in the table below.

No.	Topics	Policies	Activities	Financial Impacts & Certification
A.	Environment	Sustainability Policy points 1-7, which include, among others: sustainable integration on environmental matters, control of environmental impacts.	- Environmental programs relating to the surrounding of the Bank operations in Indonesia - Environment Care Activities conducted full year with focusing on people market in all Danamon/ Adira 's areas, covered activities: green act in market, biopore holes development to reduce the flood potential, maintenance MCK facility, clean water in market, provide hygienic tools, etc. - Calculate reducing carbon emissions created by Bank waste programme and from integrated waste recycling in Pasar Sejahtera. - Coordinate with GIZ to Eco mapping activities in two Pasar Sejahtera locations. Eco Mapping is an environmental problem and solution mapping programme.	- Total budget of Environmental Care (PPL) for 2015 was Rp2,500,000,000,- - As of the end of 2015 Danamon does not yet possess environmental Certification
	Policy, Concept and Frameworks of Yayasan Danamon Peduli Operations can be viewed on the CSR Chapter of this report			
	Memo no. B 58/PA/0614/IMEA on Danamon Recycled Paper Initiatives		- Overseeing 3R (reduce-recycle-reuse) processes on paper waste in several offices of Danamon and Adira - Using recycled paper as raw material for paper replacement.	

No.	Topics	Policies	Activities	Financial Impacts & Certification
B.	Development of Social Community	- Sustainability Policy points 1, 2, 5, 6, 7, which include, among others: sustainability integration in social and cultural matters, management of direct and indirect social impacts. - Policy, concept for the operational framework of Yayasan Danamon Peduli can be viewed in the CSR chapter	**Improvement of Facility and Infrastructure** - Health post facility, general facility (MCK) in markets **Revitalization of traditional market through Pasar Sejahtera Revitalization Program:** - Waste management facility - Development wet market physical infrastructure **Development of Social Community:** - Developing and strengthening seller cooperatives, information wall, community radio, waste facility in market through capability training - Facilitating the formation of Market Working Group within the Local Government **Community Empowerment:** - Facilitating the establishment of cooperatives - Facilitating cooperative activities and funds with back up from Danamon Syariah - Establishment the market seller group through serial routine activities such as: discussion, cooperation, clean event, etc. - Finance for market literacy program through Pojok BISA with objective to share the knowledge in planning and financial managing for market sellers and customers. - Build awareness of declining situation of markets through promotion and national champagne Jelajah Pasar Rayat Nusantara and Pasar Rakyat Festival. - Talkshow about planning and financial management for sellers and customers - Training for fire disaster response in markets **Rapid Disaster Response:** Yayasan Danamon Peduli provides direct aid to fire and disasters victims, collaborated with BPBD (Badan Penanggulangan Bencana Daerah)	- The funds of Yayasan Danamon Peduli disbursed for Pasar Sejahtera market in 2015 was Rp8,051,813,334,- - The funds of Yayasan Danamon Peduli disbursed for Rapid Disaster Response in 2015 was Rp321,000,000,-

No.	Topics	Policies	Activities	Financial Impacts & Certification
C.	Labor, Health and Work safety	- Sustainability Policy points 1, 2, 5, 7, which includes, among other things, the integration of sustainability into business processes and internal policies, improve the competence and professionalism of employees, involving employees in the implementation of the strategic plan of safety, health and working environment social and cultural fields, management of social impacts directly and indirectly. - Decision of the Director General of Industrial Relations and Social Security Labor No.Kep. 10/PHIJSKPKKAD/ PKB/I/2013 concerning the Registration Extension of the Collective Labor Agreement, - Memo No. B.7800-HRKP 1213 concerning Implementation of Performance Evaluation End of Year 2013 - Danamon Business Continuity Management (BCM) Policy Ver 2:01 (2015 review) - Danamon BCM Standard Principle Ver 2.01 (2015 review)	**Labor** - Danamon has a good relationship with labor unions and regularly held meetings with trade union officials national and regional levels with the HRD center or in the region, as well as meetings between the Board of Trade Unions Core Danamon with the Directors of the Bank on a regular basis per 3 months or an ad hoc meeting, when there issues that need to be discussed urgently. - Performance Evaluation (performance appraisal) is conducted twice a year. - Employees have health insurance facility. * Detailed information about the activities of labor can be seen in Human Resources section in this report. **Health** - Health Talk, a seminar or discussion for employees with topics relevant to the health of employees (such as blood sugar, cholesterol, a healthy diet, chronic diseases, brittle bones). - D'Health Fair, in collaboration with Medicillin and brought in the field of health providers for services to employees. - Online health Rubrics that provides information on health in the work environment such as the importance of stretching on a regular basis when working. - Provide a lactation room so that these activities can be done in the office with a hygienic and comfortable facilities. - Conducting Program injectable HPV vaccine for prevention of cervical cancer. - Hold Blood Donation involving employees regularly at least 2 or 3 times a year. - Facilitate the establishment of sports and cultural club such as futsal, badminton, volleyball, basketball, table tennis, gymnastics/ aerobics, cycling, hiking, bowling, running, band, singing. - Facilitate creation of such arts club D'Choir and D'Photography involving employee representatives from all regions in Indonesia. To cultivate employee skills through the arts.	In May 2015 the bank succeeded in maintaining the extension of ISO 22301: 2012-Business Continuity Management System (BCMS) obtained in 2013, after going through the audit of maintenance of certification (surveillance audit) by the British Standards Institution Group without any discrepancies (nonconformity findings).
			Work safety - Assign procedures and emergency response resources (natural disasters, fires, riots), including the establishment of Command Center both at the level of Corporate and Area/Regional for the Bank and its subsidiaries. - Implement periodic evacuation drills - Continuously socializing safety procedures to employees such as by e-mail blast - Paying attention to K3L aspect in every building constructed or occupied Danamon. - Ensuring the density ratio (density ratio) of employees meets standards - Ensure lighting systems, air conditioning and air circulation going well. - Establish a new club for employees who are willing to engage the concern of floods ((Community volunteers under D'Club). * Detailed information regarding Health, Safety and Environment (K3L) can seen on the Corporate Social Responsibility in Corporate Social Responsibility Section in this report.	

No.	Topics	Policies	Activities	Financial Impacts & Certification
D.	Responsibility to Customers	- Sustainability Policy points 1, 2, 5 which includes, among others, the integration of sustainability into every process and business activity, helping businesses to become established and grow, to allow consumers to develop welfare. - Decision of-DAC DIR-001/February 21, 2012 regarding the appointment of the Unit of Work Related to Centralization Handling Customer Complaints and the duties and responsibilities of each work unit	**The responsibility of product information** - Customer Education Danamon conducting financial literacy along with meeting activities for customers and prospective customers are routinely held by each business unit annually to the allocation of special time through submission of banking education materials in every meeting. During 2015, the number of participants were educated on the activities of financial literacy of more than 41,303 participants including mothers, housewives, micro-entrepreneurs and SMEs, student/ students, workers beginners, young couples and communities, which performed around the area Indonesia with total funds allocated Rp. 1,204,225,020. Furthermore, the Bank also provides educational information through the Bank website and social media accounts. - Training for Frontliners To ensure that front liners have deep knowledge about the products and services, in 2015 Danamon through the activities of the Consumer Service Quality, conducted training frontliners retail banking, operations, SMEs, as well as Hello Danamon in Indonesia. **Countermeasures Consumer Complaints** - Danamon has a Customer Service Unit named Hello Danamon which is a 24-hour customer service unit in charge of helping customers find information on their transactions and their accounts.	Costs incurred for banking education during 2015 amounted to approximately Rp. 1.204.225.020
E.	Value chain and relationships with vendors	- Danamon Procurement Policy - Credit Policy Danamon - Sustainability Policy 6.3 points which include among others the importance of managing the indirect impacts on the environment and society	In the vendor selection process, including suppliers and contractors, the selection is always done in accordance with the Procurement Policy. - Environmentally friendly value chain, including the management of environmental and social risks are derived from business activities of Danamon customers, where environmental and social risks are an integrated part of the whole process of credit, as noted in the Bank's credit policy.	

Sustainability Report

Danamon has also published a separate Sustainability Report, which is prepared based on standard set in Global Reporting Initiatives and certified by the National Center for Sustainability Reporting (NCSR), including the implementation of Corporate Social Responsibility. Detailed information including funds generated from donation and its uses can be found in the Sustainability Report.

Danamon Sustainability Report Card

DANAMON Sustainability Pillars	Commitments	2014 Progress	2015 Progress
Customer Satisfaction	Maintain and develop high customer satisfaction index in all relevant areas	Maintain top 5 ranking among all banks in Indonesia in the Bank Service Excellence Monitor (BSEM) survey. Achieved 9 awards of MarkPlus WOW Service Excellence Award in 2014 based on a survey conducted MarkPlus Insight and Marketeers in 17 cities with 17,000 respondents about the service quality	Achieved "Consumer Bank of the Year" in "Customer Satisfaction Award" from Roy Morgan.
	Fair and inclusive banking	Danamon sets a total target for participants in the financial literacy eduction activities for 2014 at 350,107 people in the following groups: - Housewives - Entrepreneurs of Micro and SMEs, - Students - Beginner Workers - Market Community, - Young Couples	Danamon sets a target total participants consisting of Micro entrepreneurs, especially market entrepreneurs, housewives, students, government employees, corporation employees, to be participants in the financial literacy activities for 2015 at 41,303 in the following groups: - Class room - Talk show radio - Advertorial media print and online - Website Danamon
A Healthy Bank	Healthy growth in market and financial performance	ROE of 8.6% ROA of 1.4% Total Revenue of Rp17.6 trillion Loan to Deposit Ratio of 92.5% NPAT of Rp2.6 trillion (reported) NPL of 2.3%	ROE amounted to 7.4% ROA amounted to 1.2% Total Revenue Rp.17.4 trillion Loan to Deposit Ratio of 87.5% NPAT of Rp.2.4 trillion NPL of 3.0%
Improving and Learning from the best	Implement national and international banking standards and other relevant guidelines	There was no new ISO certification in 2014	In May 2015 extended the ISO 22301:2012 certification on Business Continuity Management System (BCMS) that was acquired in 2013, following a surveillance audit by the British Standards Institution Group without any non-conformity findings.

DANAMON Sustainability Pillars	Commitments	2014 Progress	2015 Progress
Corporate Governance and Compliance	Abide by law and regulations	Awarded 1st Annual Report Award 2013 in the Private Financial Listed category	Achieved 50 Best Public Listed Company in ASEAN and 3rd Best in Indonesia in Governance Corporate Award from ASEAN Market Forum. Achieved "Best Overall" in 7th IICD Corporate Governance Conference and Award.
	Control mechanism And solid internal	Continue to implement internal socialization through E-Learning modules of Anti Money Laundering (AML)/Combating Funding for Terrorism (CFT).	Continue to implement internal socialization through E-Learning modules of Anti Money Laundering (AML)/Combating Funding for Terrorism (CFT).
	Supplier Relationship	Implement new procurement policies where there are provisions on the supplier/ vendor where suppliers/vendors who are appointed by Danamon shall abide by all environmental regulations and understand the impact of their operations on the environment.	Implement new procurement policies where there are provisions on the supplier/vendor where suppliers/vendors who are appointed by Danamon shall abide by all environmental regulations and understand the impact of their operations on the environment.
Employee satisfaction and creating a rewarding working experience	Become an employer of choice	134,073 man-days of employee training. Danamon Corporate University conducts the D4D (Danamon for Danamon) program where Danamon's employees volunteered in the dissemination of knowledge and science as a learning facilitator.	157,056 man-days employee training.
	Creating a healthy and safe working environment	Organize seminars with topic "Health" through D'Club Health Talk program featuring health experts. Medicilin, Adira Health Insurance products, organize a contest "I want to be Fit" where the employees with the best physical health level get a gift such as tourism package and others.	Conducting D'Health activities in three cities, namely Medan, Makassar, and Semarang. Around 780 employees of Danamon participated in these activities that offer health check up and seminars on health.
Wise Energy Usage	Reduce electricity usage.	Corporate Real Estate Management (CREM) organizes a contest "Danamon Go Saving" for Danamon buildings or branches that succeed in reducing electricity consumption more than last year will get incentive.	Corporate Real Estate Management (CREM) organizes a contest "Danamon Go Saving" for Danamon buildings or branches that succeed in reducing electricity consumption more than last year will get incentive. To support this, CREM and Public Affairs conducted the socialization for effective electricity consumption through Internal media (SPIRIT Magazine and Email Blast).

DANAMON Sustainability Pillars	Commitments	2014 Progress	2015 Progress
Waste Management	Reducing the amount of waste to the landfill through Reduce, Reuse, Recycle programs	In 2014, Yayasan Danamon Peduli managed to collect 3,103 kg of non-organic waste from Danamon and Adira's building and branches throughout Jakarta for recycling needs.	In 2015, Yayasan Danamon Peduli managed to collect 3,120 kg of non-organic waste from Danamon and Adira's building and branches throughout Jakarta for recycling needs. In 2015, Public Affairs collected 1Ton of waste for recycling as their activities in the Paper Recycle initiative.
	Reduce paper consumption	Starting initiative to recycle paper, where Danamon Peduli collects waste paper from Danamon's operations which is then processed into recycled paper by a customer of Danamon SME Banking. Recycled paper is then used as the base material of Danamon corporate communication. Procurement Division set a target reduction of paper consumption by 30%. Greeting card (religious holiday) and printed annual report are replaced with e-media. Danamon reduced the number of printed Annual Reports in 2014. Approaching the end of 2014, Danamon launched a Mobile Banking Application that allows customers to conduct financial transactions via smartphones, thereby reducing paper usage that is generally used for transactions in a branch or ATM (receipt).	Continuing with the Recycled Paper initiative, whereby Danamon Peduli collected wastepaper as the by-product of Danamon's operational activities for subsequent treatment into recycled paper. The recycled paper was then used as a material in Danamon's corporate communications activities. Using recycled paper for the material of Danamon's paperbag and also for the covers of Danamon's Annual Report and Sustainability Report documents. Reducing paper-based corporate communications material such as agenda and calendars, and using digital media in their place. In 2015, Danamon launched an online shopping payment gateway service through Danamon Online Banking, another initiative in support of paperless digital transaction processes.
Climate Change	Reduce carbon emissions	From January until July 2014, Yayasan Danamon Peduli distributed Rp4.5 billion to several activities of Bulan Kepedulian Lingkunganku across Indonesia which involved 6,627 Danamon and Adira employees and planted more than 3,000 trees.	In 2015, Danamon Peduli spent Rp2.5 billion for the series of its Bulan Kepedulian Lingkunganku Program throughout Indonesia.

DANAMON Sustainability Pillars	Commitments	2014 Progress	2015 Progress
	Implement principles of Green Building for Danamon offices.	Topping off Danamon Tower building that employs Green Building concepts.	Danamon switched air conditioning systems at buildings and branches to use a hydro carbon refrigerant that will reduce the electricity's consumption. LED lighting placed in all Danamon buildings and branches. Utilized recycled materials for furniture and office equipment.
Environment Conservation	Investing in environmental conservation programs.	Total environmental conservation investment in 2014 was Rp4.58 billion	Total environmental conservation investment in 2015 was Rp2.5 billion.
Community Welfare	Improve society's welfare through micro and SME financing.	In 2014, Danamon recorded credit contribution to micro and SME business segment amounting to 28% of total loans of Danamon.	In 2015, Danamon recorded credit contribution to micro and SME business segment amounting to 29% of total loans of Danamon.
	Support SME growth.	Danamon's loan for SME grew 9% to Rp20 trillion.	Danamon's loan for SME grew 5% to Rp22.4 trillion.
Company's Social Investment through Yayasan Danamon Peduli and other partners.	Enhance total coverage of potential beneficiaries to become banking literate.	In 2014, Yayasan Danamon Peduli provided budget of Rp 13.5 billion for the following activities: Pasar Sejahtera, Cepat Tanggap Bencana, Regional Icon	In 2015, Yayasan Danamon Peduli provided budget of Rp 8 billion for the following activities: Pasar Sejahtera, Cepat Tanggap Bencana, Regional Icon.
Access to banking for all	Greeting more people across the country, including those who live in rural and remote areas.	Danamon and the Financial Services Authority (FSA) conduct various activities of financial literacy especially in eastern Indonesia, including implement the Financial Industry Exhibition in Kupang, East Nusa Tenggara.	Danamon conducts financial literacy programmes named "Pojok Bisa" in some areas in Indonesia, especially in public market areas.

LEGAL MATTERS AND IMPORTANT ISSUES INVOLVING THE BANK, ITS SUBSIDIARIES, MEMBERS OF DIRECTORS AND/OR COMMISSIONERS

Legal matters are civil and criminal cases involving Danamon and its Subsidiaries during the reporting year and has been filed through judicial process.

Legal Matters involving Danamon

Legal Cases Involving Danamon	Number of Cases		Impact on Danamon
	Civil	Criminal	
Settled (has clear legal standing)	124	19	Danamon prevails in almost all legal cases, while those cases that Danamon does not prevail do not have financial impact on the Company
In the process of settlement	647	55	Nil

Note:
Civil and Criminal Cases involving Danamon during the period of reporting year and has been submitted through District Court.
Recapitulation of total cases during 2015 based on November 2015 data.

Litigation Involving Members of the Board of Commissioners and Directors

Legal Cases involving Member of BoD and BoC	Number of Cases		Impact on Danamon
	Civil	Criminal	
Settled (has clear legal standing)	-	-	Nil
In the process of settlement	-	-	Nil

Litigation Involving Subsidiary

Legal Cases involving PT Adira Dinamika Multi Finance	Number of Cases		Impact on Subsidiary Condition
	Civil	Criminal	
Settled (has clear legal standing)	38	19	Nil
In the process of settlement	58	4	Nil

Legal Cases involving PT Asuransi Adira Dinamika	Number of Cases		Impact on Subsidiary Condition
	Civil	Criminal	
Settled (has clear legal standing)	-	-	Nil
In the process of settlement	3	-	Nil

Legal Cases involving PT Adira Quantum Multfinance	Number of Cases		Impact on Subsidiary Condition
	Civil	Criminal	
Settled (has clear legal standing)	-	-	Nil
In the process of settlement	-	-	Nil

Legal Substance, Case Status, Financial Impact faced by Danamon

In November 2011, PT Danamon International filed a lawsuit against Danamon at the District Court of South Jakarta wherein Danamon lost the case. Upon filing an appeal to the High Court of DKI Jakarta and the Supreme Court, Danamon filed a legal action for a Judicial Review by the Supreme Court on 10 March 2015. Based on the information obtained from the website of the Supreme Court RI, the Judicial Review No. 395/PK/Pdt/2015 was decided on 30 December 2015, with the verdict to reject the Judicial Review filed by the Ministry of Finance RI and Danamon.

Based on this decision, Danamon must pay PT Danamon International the amount of Rp285.9 billion, wherein Rp130.9 billion represents the interest due on the capital loan outstanding since the capital loan was disbursed until 30 September 2011.

Danamon booked a lawsuit liability on the capital loan principal from PT Danamon International amounting to Rp155 billion namely the same amount due to the State/Government for over recapitulation, by reversing journal entry other assets - capital loan and deducting the additional paid in capital (share premium) in the current year consolidated financial reports.

With reference to the interest liability of Rp130.9 billion, Danamon made corrections and restated their consolidated financial reports for the previous years.

DISCLOSURE OF ADMINISTRATIVE SANCTIONS BY OJK

In 2015 there were no material administrative sanctions that affected the business continuity of Danamon. Administrative sanctions imposed on the Bank in 2015 were fines due to errors in reporting. There were also no administrative sanctions imposed on Directors nor Commissioners.

INTERNAL FRAUD

Internal Fraud is irregularities or fraud committed by management, permanent and temporary employees (honorarium and outsourced) related to work processes and operational activities that affect the Bank significantly. Internal frauds disclosed were those with financial impact of more than Rp.100,000,000 (one hundred million Rupiah) in accordance with BI Circular Letter No.15/15/DPNP on GCG Implementation for Commercial Banks.

The following table lists details of internal fraud which occurred in 2015:

Internal Fraud	Number of Cases Involving					
	Management		Permanent Employee		Contract Employee	
	2015	2014	2015	2014	2015	2014
Total Internal fraud cases	-	-	92	47*	-	-
Settled	-	-	52	47	-	-
Under Internal Process	-	-	40	-	-	-
Pending	-	-	-		-	-
Follow up by law suit	-	-	-	4	-	-

*) Adjustment of total internal fraud on previous year's report.

TRANSPARENCY OF FINANCIAL AND NON-FINANCIAL PERFORMANCE

Financial and non-financial matters are disclosed periodically through the mass media, public expose, analyst briefings/forums and corporate website. Reports on financials and non-financials are prepared for submission to the regulators and other governing bodies in accordance with the prevailing regulations. The Reports on financial statements consist of Published Quarterly Report, Published Financial Report and Annual Report, whilst non-financial reports consist of Report on Corporate Governance, Information on Products and Services, Branch Network and other non financial information.

Below lists the reports and information disclosed and accessible through Danamon website (www.danamon.co.id):

Financial Information	Publication	Reporting	Contents	Access	
				Website	IDX
Financial Information					
1. Consolidated Financial Report	Quarterly	FSA	Consolidated financial statements in accordance with Indonesian Financial Accounting Standards, as per FSA regulations	√	√
2. Financial Report Publication	Quarterly	Public through Newspaper, BI, IDX, FSA	Summary of financial performance in accordance with BI regulations	√	-

Financial Information		Publication	Reporting	Contents	Access	
					Website	IDX
Financial Information						
3.	Analyst Presentation	Quarterly	IDX, BI yearly Public (4x in 1 year);	Main financial and non financial Information	√	-
4.	Newsletter	Quarterly	Public, Exchange, BI	Financial and non financial information with explanation	√	-
5.	Annual Report	Annual	Public, Policy Makers, Investors, other banks, Appraisal institutions	Financial and non financial information, business segment, product information, profits	√	√
Non Financial Information						
1.	GCG Report	Annual	Shareholders,FSA, YLKI, Government Institution, Banks Association, Research Institution, Economic and Financial Magazines	Information on the implementation of GCG at Danamon and Assessment Result	√	-
2.	Sustainability Report	Annual	Public, investor, stakeholders	Report on policies and sustainability program	√	-
3.	Branch Office	-	-	Information on branch Offices	√	-
4.	Product/Service	-	-	Information on products and services	√	-
5.	Management and Ownership	-	-	Information on management, ownership structure	√	-

SHARE OPTIONS

Share options refer to an option to buy shares for Commissioners, Directors and Executive Officers. The share or option offering is granted as part of the compensation package stipulated in the Bank's Articles of Association. During 2015, the Bank did not have any program of stock options for Directors, Commissioners, or employees.

SHARE OWNERSHIP PROGRAM FOR EMPLOYEES AND/OR MANAGEMENT

The Bank has initiated a Long-Term Compensation Program ("LTCP") in the form of a selective shareownership program for Directors and Senior Executives, in 2010 and 2015. Eligible Directors and Senior Executives would be allocated with cash funds for the purchase of the Bank's shares. The shares are purchased in the name of the respective individuals, and will be held and kept by an independent custodian for a designated holding period.

Description	LTCP 2010	LTCP 2015
Number of Shares	3,344,300	7,633,200
Year of Purchase	July 2010	September 2015
Holding Period	3-6 years	3 years
Purchase Price	Rp6.386	Rp3.602

SHARE AND BOND BUY BACKS

Implementation of Buy Back refers to OJK Regulation No. XI.B.2 as Attachment to OJK Chairman Decision No. Kep-105/BL/2010 13 April 2010 and No. 2/POJK.04/2013, where issuers were given the flexibility to buy back shares without having to go through GMS during a limited transfer period. During 2014, there was no Bank activity to buy back either stocks or bonds.

HIGHEST AND LOWEST SALARIES RATIO

A right of employees is to receive compensation and is expressed in the form of money, or a salary, as remuneration from the Bank (or the employer) to an employee. Salary is determined and paid according to the employment agreement, agreements or legislation, including benefits for employees and their families for a job and/or services rendered. The illustration of a salary ratio can be seen in the following table, which includes compensation per month for Commissioners, Directors and permanent employees of the Bank.

Salary Comparative Ratio	2015	2014	2013	2012	2011
Employee: Highest - Lowest	243.8 x	220.8 x	230.8 x	80.4 x	81.8 x
Directors: Highest - Lowest	5.7 x	4.9 x	5.0 x	4.1 x	3.7 x
Commissioners: Highest - Lowest	1.5 x	1.5 x	1.4 x	1.5 x	1.5 x
Directors Highest – Employee Highest	2.5 x	2.5 x	2.8 x	3.9 x	3.4 x

CONFLICT OF INTEREST TRANSACTIONS

During 2015, there were no reports of any conflict of interest.

Name and Position with conflict of interest	Name and a Position of Decision Maker	Type of Transaction	Transaction Value (Rp Million)	Description
	Nil			

In the event that a transaction with conflict of interest occurs, the related Director or Commissioner must abstain from review and approval process on such transaction. Danamon maintains a policy governing Transactions with Affiliated Parties, Related Parties and Transactions containing conflict of interest as regulated by the Board of Directors Decision No. KEP: DIR-Corp.Sec.-015 dated 30 December 2013.

BANK STRATEGIC PLAN

Danamon's strategic plan is based on the vision: "We Care and Enable Millions to prosper.", since sustained financial success can not be achieved without carrying out the responsibilities to the wider community. The Danamon mission is to be a customer-oriented organization, serving all segments and offering a unique value for each segment, based on sales and service excellence, and supported by world-class technology.

Danamon formulates major policy directions through an increase in the Bank's role in supporting growth in the financing of micro, small and medium enterprises through working capital financing and investment, balanced business of growth through diversified businesses, more optimal liquidity management, sales and distribution model changes, increased productivity and efficiency of human resources, as well as increased risk management and good corporate governance.

Short Term Plans

In the coming year, Danamon has established the following strategic measures.

a. Lending
   Encourage balanced growth mass market businesses and non-mass market businesses to obtain a diversified portfolio. Focus on increasing market share in the segment of small and medium enterprises, commercial and corporate with adequate risk adjusted return, increasing fee based income through cross-selling them, bancassurance, cash management and trade finance, efficiency and productivity through business model changes Danamon Savings and Loans (DSP), an increase in synergy with the subsidiaries through cross-selling program for automotive financing products and the improvement of integrated services.

b. Funding
   Offering competitive and various products accompanied by excellent services to existing customers and potential new customers in order to increase the acquisition of funds (checking and savings), see opportunities to obtain funding through market professionals/professional funding which accommodates most of the loans having fixed interest rates, to undertake funding through the CASA program value chain in cooperation with subsidiary Adira.
   Danamon will issue bonds to replace bonds/MTN/NCD that reach its maturity date on 2015 and add bonds/MTC/NCD regularly according to the need of funding, the market conditions and the pertinent regulations, while maintaining the LDR of the Bank.

c. Overhead Cost
   Danamon will put its best efforts to increase productivity and efficiency through programs of sustained business transformation and restructuring for supporting the achievement of a sustainable and healthy level of profitability. Revisiting the business model, focusing on increasing HR productivity through improvement of HR capacity to perform its tasks, particularly on sales, collection and frontliner. Additionally, Danamon will improve operational efficiency by consolidation in office network and automation in manual processes.

d. Asset Quality
   Observing prudential principles in offering loans by tightening the customer selection process, improvement of measures for fraud prevention, reinforcing the capacity for collection and recovery, initiating quantitative rating model, and gradual automation of loan application processes.

e. Working Network
   Danamon will increase the efficiency of its distribution network by improving process and organization, including infrastructure, by consolidating office network and combining similar activities into one working network.

f. Prime Lending Rate (PLR)
   To support Bank Indonesia's program, Danamon does its utmost to maintain an acceptable level of interest rates by increasing productivity and efficiency, improving credit quality, and harmonizing its cost of funds with the BI Rate. Credit interest rates are inseparable from interest

rates of the funds, while Danamon supports FSA programs, and is in compliance with FSA rulings on maximum interest rates for deposits.

Medium and Long Term Plans (3-5 Years)

Strategic measures that will be implemented in the next 3 to 5 years are as follows:

a Lending

Danamon will continue the lending growth of micro and small businesses, including SMEs, commercial and corporate, trade finance, asset-based financing (ABF) and the financing of household goods and motor vehicles, while upholding prudential principles in the granting of loans.

b. Funding

Danamon will continue to strengthen its funding by increasing third party funds and issuance of bonds, while maintaining the LDR ratio in accordance with the prevailing regulations.

c. Risk Management

Strategic measures related to risk management that will be implemented are maintaining the growth of Danamon at a prudent and acceptable level, maintaining an optimal implementation of the Bank's activities on the level of liquidity risk "anticipated" and minimize liquidity risk "unanticipated" in obtaining resources for use in cash flow, continue to utilize internal rating models for credit risk across all business lines, improve the implementation of the framework, strategy and awareness of operational risk management as well as in all business lines and subsidiaries, implementing measurement Liquidity Regulatory Requirement (Basel III - BIS Framework) through the ALM system, and conduct studies and preparation for the Internal Models Approach (IMA) which is in line with the FSA regulation.

d. Operational and CREM

Danamon will provide simplified services, that are fast and unique to improve customer service, and encouraging customers to utilize alternatives to the branch network. In addition, Danamon will continue to conduct its centralization process to improve efficiency, and seeks to create a dynamic situation for the convenience and satisfaction of both customers and employees.

e. Technology

Developing Digital Innovation for Electronic Channel products (E-Channel) and integrated customer data information to facilitate banking services to customers.

PROVISION OF FUNDS FOR POLITICAL ACTIVITIES

During 2015, there were no funds given for any political activities. Danamon has a policy prohibiting the Bank's involvement in political activities, including donation of any kind for political purposes.

COMPANY INFORMATION ACCESS

Danamon provides convenient access to information for its stakeholders on Danamon through communication media such as Press Releases, Investor Newsletter and Analyst Briefing Booklet. Danamon also provides information about the Bank's products and services, investors, office networks, financial statements, annual reports, GCG report and implementation and social events, corporate actions and other information through the website http://www.danamon.co.id both in Indonesian and English.

To improve services and consumer protection, fulfill the need of customer for information on products and services, and handle complaints filed by customers and/or potential customers, Danamon has established communication media called Hello Danamon. Hello Danamon can be accessed 24/7 via phone number 1-500-090 and via email: hellodanamon@danamon.co.id

The public may also contact:

1. Public Affairs Division at telephone number (021) 57991001-03 or email access: public.affairs@danamon.co.id.
2. Or other email:
   a. hellodanamon@danamon.co.id;
   b. corpsec@danamon.co.id; and
   c. investor.relation@danamon.co.id.

INVESTOR RELATIONS

The Investor Relations Division is directly responsible to the Finance Director. The role of the Investor Relation Division covers the financial and strategy aspects with the following responsibilities:

- Conduct periodical activities, such as: quarterly performance report, meetings, conferences and other meetings aimed to inform about performance/strategy of Danamon to investors/analysts, other stakeholders (the rating agencies, lenders, regulators).
- Provide adequate access to information for every stakeholder regarding the Bank's financial situation and corporate actions.
- Be involved in the Bank's strategic projects, including those related to independent consultants.

In implementing the activities above, Investor Relations cooperates with Management, Head of each Business Division, Financial Planning and Project Division, Public Affairs Division, and Corporate Secretary.

Information on the performance and strategy updates of the Bank can be accessed through the website www.danamon.co.id.

The following are details of information disclosures by Investor Relations Team during 2015:

Forum	Frequency	Description
Analyst Gathering/Public Expose	4 times	Public expose for media, analyst and senior management to provide latest information regarding financial and non financial conditions.
Financial Report	4 times	Publication of Quarterly Financial Statement in accordance to regulation of Bapepam - LK for listed company
Annual Report	1 time	Comprehensive Report for public and stakeholders regarding performance, business and other activities of Danamon.
Roadshow and conference	7 days	Participation in various deal and non deal roadshows held by reputable securities company to provide latest information of performance and strategy, challenges and opportunities of Danamon to investors, analysts, and other stakeholders
One on One and conference call	120 face to face meetings and 15 conference calls	Meeting with analyst/domestic investor/foreign investor to provide information regarding strategy and performance of Danamon.

Roadshows/conferences in 2015:

Event Name	Organizer	Location	Date	Number of Company
ASEAN Financials 1x1 Forum	J.P. Morgan	Singapore	January 6-7, 2015	15
Nomura Indonesia All Access 2015	Nomura	Jakarta	January 20, 2015	8
Mandiri Investment Forum 2015	Mandiri Sekuritas UBS	Jakarta	January 27-28, 2015	18
BAML 2015 ASEAN Conference	BAML	Singapore	August 24, 2015	23
UBS Conference 2015	UBS	Jakarta	March 4-5, 2015	6
Macquarie ASEAN Conference 2015	Macquarie	Singapore	August 24, 2015	21
Investor Summit & Capital Market Expo 2015	FSA & IDX	Jakarta	November 13, 2015	50

PUBLIC AFFAIRS

The Public Affairs Division is responsible for managing relations between Danamon and its stakeholders, mass media, institutions and related associations, as well as other parties. Public Affairs contributes to establish effective communication which is clear, concise, and reliable.

The Public Affairs organizational structure consists of five departments namely, External Affairs, Event Management, Brand Management, and Planning and Control which cover the following responsibilities:

- Building and managing the image of Danamon in public through its public relations function.
- Managing its internal communications function, from Danamon management to employees and vice versa.
- Managing external communications, including formulating messages and form of communicating so as to reach external parties.
- To coordinate the activity agenda of the Board of Directors and Board of Commissioners as well as organizing corporate events involving internal as well as external parties.
- To serve as the first communications gateway for employees and the public who require any information regarding Danamon.
- To act as a brand custodian for internal stakeholders, in order to ensure that all employees understand and develop a consistent perception regarding Danamon's brand use.
- To ensure that all operational activities within the Public Affairs Division are in compliance with Good Corporate Governance, that operational risks that may adversely impact Danamon's business continuity may be avoided and to maintain Danamon's reputation and business is sustainable.
- To manage the website and corporate social media accounts.

Implementation of duties and responsibilities in 2015

External Affairs

The activities of External Affairs in disseminating information on Danamon throughout 2015 are as follows: Press Conferences (16 times), publishing of Quarterly Financial Statements in national newspapers (3 times), Annual Report 1 time, Public Exposes (3 times), Press Release (26 times), Media Coverage (Photos and Articles) (836 times), Media Visits(4 times).

Media Workshop Danamon and Adira

Danamon consistently monitors news coverage of the Bank through mass and electronics media. Throughout 2015, Danamon generated 54.9% positive tone coverage, 38.88% neutral tone coverage, 2.15% non letter to editors negative tone coverage and 4.07% letter to editors negative tone coverage. Coverage about Danamon in the social media (Facebook) were grouped based on topics, namely corporation (67.98%), employees (15.95%), marketing/promo (1.31%), complaint (1.58%), and others (13.18%). Meanwhile, on Twitter, corporation (64.59%), employees (11.81%), marketing/promo (18.22%) and others (5.38%).

Internal Communication

The Internal Communication Unit is responsible for ensuring the availability and cycle of information for the employees and managing all internal publications in Danamon. A number of activities and channels of communication were managed by

Internal Communication in 2015, including: "Bisa! Awards "is a reward for employees of Danamon and its subsidiaries to further the corporate culture values in their daily work as well as running excellent service to customers. The awarding of the Bisa! Awards 2015 was held on 12 November 2015, announcing the three winners of the General category, three winners of Categories Service Excellence and the first winner of Favorite.

Winners of Bisa! Awards 2015

Internal Communication also manages the "Corporate Portal Danamon", i.e. interactive intranet facilities that can be accessed by management and employees to share information, as well as the internal magazine "Spirit" that contains various inspiring articles, current information about the activities of the Bank and Adira, presented in print and digital formats. It also manges the "E-mail Blast" as the media mass communication through email that is divided into four categories, namely Corporate Message, Human Resources, Divisional and Promo Products and Services. A total of 725 e-mail blasts were circulated throughout 2015. Employees are also allowed to interact directly with the Board of Directors of the Bank through program "Live Chat with Our Director". Along the year 2015 five times a Q & A with Directors was conducted via the corporate portal.

Event Management

Danamon organizes events as a means of communicating to external parties such as the media, customers, stakeholders, as well as to its employees as an internal party. In 2015, the Event Management unit organized 51 corporate events, most of which were attended by the Commissioners and/or Directors representing the Management.

Recipient Danamon Social Entrepreneur Awards

Brand Management

Danamon's Brand is a representation of the Bank's Vision and Mission, communicated through TV commercials, print media, radio, outdoor media, and online campaigns. The promise 'We make it happen for you', introduced in 2008, is the core of Danamon's services, products and programs. This promise places Danamon in a unique position compared to its market competitors.

One among the initiatives managed by this unit is Danamon Social Entrepreneur Awards (DSEA), which has been done annually since 2006. Danamon Social Entrepreneur Award has provided the highest appreciation to ordinary individuals who are able to give extraordinary and continuous effort in empowering themselves and their surrounding environment. In 2015 Danamon presented the awards to five Social Entrepreneur winners as follows; Ahmed Tessario - developer of village technology; Fajri Mulya Iresha - empowering garbage pickers and other marginalized people in

the Zero Waste Indonesia program; Ni Kadek Citra Ekawati - proprietor of Bali traditional spa business; Putu Gede Asnawa - developer of salak (snake fruit) agro techno park as a vehicle to empower salak growers in Sibetan Village; Yayah Muslihah - eyelash production.

Education on Banking

Brand Management plays a role in implementing educational activities aligned with strategy and direction of Financial Services Authority (FSA) and coordinating with Danamon internally.

Until the end of 2015, the Bank has realized the implementation of educational activities to consumers and/or community, followed by 41,303 people, including MSMEs, housewives, students, civil servants and employees of the cooperative. The total cost incurred was Rp1,204,225,020.

The implementation of this education initiative emphasized in providing information on:

- Benefits from banking products
- Rights and obligation when purchase/use banking products
- Understand the risk that may occur when purchase/use banking products
- Basic features of the products and services of Danamon.

Educational activities conducted by the Bank in 2015 were as follows:

- Support the activities of the People's Financial Markets organized by FSA in the cities of Solo, Banda Aceh, Makassar, Surabaya and Medan in providing an education officer in the Danamon booth and be a moderator at the main stage. This activity is targeting low-income households, as well as people who do not have access to financial services products. Through these activities, the Bank introduced the financial industry, its products and services, especially low cost products. The Bank also provides information about the risks and benefits of financial products in order to enhance the use of financial products and services
- Conducting "Pojok Bisa" in public markets on Java, among others Surabaya Pasar Kembang, New Market-Probolinggo, Ngasem-Yogyakarta, the Old Market and Market-Tangerang-Bogor Kebon Kembang. The target audience are SME traders and housewives. Danamon teaches the making of the books for the merchant market and household financial management for mothers and housewives. The Bank also invites successful entrepreneurial customers to share their tips for success in building their business.
- Providing books about the introduction of FSA and Financial Institutions to students with a total of 750 books for junior high school students and 750 books for high school students. The books are distributed to Probolinggo, Yogyakarta, Tangerang, and Bogor, in the cities of Pojok Bisa implemented in cooperation with Yayasan Danamon Peduli and the local government.
- Conducting educational activities about the benefits of investing in the capital markets and the risks to the business community and professionals, in collaboration with the Indonesia Stock Exchange and a fund manager in Surabaya
- Organizing "Meet and Greet" with SMEs, entrepreneurs retailers, housewives, and a community market in Pekanbaru. This activity aims to introduce the basic banking products and marketing programs that exist in the Bank, as well as build interaction between the participants and the Bank.

- Through program Prosperous Market (Pasar Sejahtera) and cooperation with Danamon Peduli Foundation in Jakarta, Danamon educates the market traders about the basic banking products and how to perform the separation between business and family finances.
- Through Danamon Peduli, the Bank provides training for cooperative management Tejo Pasar Agung, Kota Metro Lampung in August 2015. Danamon provides understanding of the importance of cooperatives in the market and financial management for the merchant market in order to break the chain of moneylenders and welfare of members who are market traders.
- Conduct "iB Vaganza Expo Islamic Banking" and "iB Blusukan" in Jakarta. This activity allows the general public, employees, and housewives to be more familiar with the basics of Islamic banking products and services.

Banking Education "Pojok Bisa"

Public Affairs' Planning and Control

The Planning and Control Unit aims to ensure that all operational processes and activities managed by the Division of Public Affairs are carried out well and in accordance with the work plan and annual budget. This unit coordinates with ORM Integrated Risk to facilitate and ensure the implementation of operational risk management so that any residual risks will not cause adverse impacts on the continuity of Danamon's business. This unit is also responsible for coordinating Human Resources function covering employee development and training.

CUSTOMER CARE UNIT

In May 2015 the Bank changed the name of Danamon Access Center to Hello Danamon for refreshment. The name change is done in line with the focus of the service unit for closer ties as it is always present to provide the assistance required, ranging from requests for information until the resolution of the complaint. Hello Danamon can be accessed 24-hours-a-day via phone number 1-500-090 and through email: hellodanamon@danamon.co.id

To ensure the service provided is still excellent, Hello Danamon constantly collaborates with other work units, especially the Service Quality Team. This cooperation is not only limited to conducting reviews of the existing problems, but also providing feedback to improve the effectiveness of the handling and settlement of customer complaints.

Customer Complaints Management 2015

Reasons of Customer Complaint	Non –Payment System	Related to Payment System	Total
	(a)	(b)	
1. Customers' knowledge of product characteristics	2080	1662	3742
2. Inadequate information of products	217	37	254
3. Disruption/breakdown of Information technology and equipment	504	2373	2877
4. Disruption/breakdown of ATM/payment point	698	8690	9380
5. Change/termination of agreement/contract	46	25	71
6. Customers' negligence	2128	467	2595
7. Banks' negligence	211	614	825
8. Banking frauds	136	22	158
9. Others	-	-	-

Product Type	Categories of Problems					
	Interest/Profit sharing/Profit Margin	Fine/ Penalty	Administration Fee/Provision/ Transaction	Transaction Failure/Delay	Account Receivable/ Account Balance	Others
	(a)	(b)	(c)	(d)	(e)	(f)
1. Funds Collection						
1.1 Demand Deposits	1				10	5
1.2 Savings Deposits		1			168	247
1.3 Time Deposits				17		
1.4 Inter-Bank	20		566	52	281	3458
1.5 Other						
2. Funds Distribution						
2.1 Credit/Financing						
2.1.1 Investment Credit/ Financing						
2.1.2 Working Capital Credit/ Financing					2	
2.1.3 Consumption Credit/ Financing (non Credit Card)	46	41	22	15	226	537
2.2 Inter-Bank						
2.3 Other						
3. Payment System						
3.1 ATM/Debit Card			523	356	10476	538
3.2 Credit Card	1			17	323	1107
3.3 Pre-Paid Card						
3.4 Direct Debit				30		
3.5 Standing Instruction						
3.6 Travellers Cheque						
3.7 Clearing				33	75	116
3.8 RTGS				30		4
3.9 Electronic Banking			46	1	4	191

Product Type		Categories of Problems					
		Interest/Profit sharing/Profit Margin	Fine/ Penalty	Administration Fee/Provision/ Transaction	Transaction Failure/Delay	Account Receivable/ Account Balance	Others
		(a)	(b)	(c)	(d)	(e)	(f)
3.10	Remittance	9			3		
3.11	Other					3	4
4.	**Joint Products**						
4.1	Bancassurance	1	0	189	35	45	30
4.2	Mutual Funds					1	
4.3	Other						
5.	**Other Products**						
5.1	Bank Guarantee						
5.2	Trade Finance						
5.3	Derivatives						
5.4	Wealth Management			1			
5.5	Safe Deposit			1			
5.6	Other	2					

CONSUMER SERVICE QUALITY

To build the quality of services, Customer Service Quality instills the importance of a service culture for the Bank's business continuity through Danamon's values of: Caring, Honesty, Seek The Best, Disciplined Professionalism and Cooperation. The purpose of quality service is to realize customer satisfaction, loyalty, and engagement with Danamon. This is followed up by the front liners to perform services for Heart to Heart and always put the customer first.

Several initiatives were undertaken to consistently support the implementation of "Service Culture" and "Service Excellence", among others Service Program, Service Competition, Service Measurement, and Service Training & Development.

During 2015, Consumer Service Quality provided frontliners Service Training to Retail Banking, Operations & Small Medium Enterprise (SME) throughout Indonesia.

In addition to improving the quality of service, Danamon simplifies critical processes for its customers. This process improvement aims to eliminate the steps that are not necessary and make improvements to existing processes so as to provide services more quickly and accurately to customers.

In 2015, Danamon received various appreciations in service, among others:

No	Name Of Organizer	Name Of Event	Award Category	Rank
1	Marketing Research Indonesia & Infobank	Bank Service Excellence Monitor (BSEM) 2014/2015	Best Overall Performance Commercial Bank	4
			The Best of Customer Service	3
			The Best of Teller	3
			The Best of Branch telephone	3
			The Best ATM in 10 Banks	3
			Best of Syariah Business Unit	2
			The Best ATM in 10 Bank Syariah	2
			The Best of Customer Service, Syariah	3
			The Best of Teller Bank Syariah	2
			The Best of Telephone Syariah Branch	2

No	Name Of Organizer	Name Of Event	Award Category	Rank
2	MarkPlus Insight & Marketeers	MarkPlus WOW Service Excellence Award 2015 (Survey in 18 Cities, we won 15 cities)	The Best of Banjarmasin	1
			The Best of Bali	1
			The Best of Jakarta	1
			The Best of Balikpapan	1
			The Best of Surabaya	1
			The Champion of Semarang	2
			The Champion of Medan	2
			The Champion of Aceh	2
			The Champion of Pontianak	2
			The Champion of Jayapura	2
			The Champion of Bandung	2
			The Champion of Manado	3
			The Champion of Pekanbaru	3
			The Champion of Padang	3
			The Champion of Makassar	3
3	Institute of Service Management Studies (ISMS) & Infobank	Service Quality Overall 2014	Bandung	2
			Jakarta	3
4	Roy Morgan	Roy Morgan Customer Satisfaction Award 2014/2015	Consumer Banking of The Year 2014/2015	1

CORPORATE CULTURE

Danamon continuously socializes and internalizes its Corporate Culture to ensure that it is understood and is reflected in the day-to-day activities, interaction and decision-making. The corporate culture is a set of values which guide, provide order and manage behavior of employees, Directors and Commissioners in performing their duties and responsibilities to achieve the objectives aligned with the Bank's Vision and Mission.

Corporate Culture Principles

Danamon maintains a corporate culture driven by the Bank's cultural values which consists of Caring, Honesty, Passion to Excel, Teamwork, and Disciplined Professionalism.

Caring

We give a genuine concern for the well-being and advancement of others. This will bring out the best in us.

Honesty

We always hold the truth to ourselves and others without any hidden agenda.

Passion to Excel

We always dare to come up with better ways of doing things to achieve the best result, whilst mitigating the risks involved and without compromising the solidity of our Company.

Teamwork

We leverage the diversity amongst us as the strength of our team to achieve common goals.

Disciplined Professionalism

We deliver our responsibility with the highest standards and ethics and professionalism, through Disciplined People, Disciplined Thoughts, and Disciplined Actions.

CODE OF ETHICS

The Code of Ethics is a basic guideline and an integral part of the Bank's policies, as well as part of its Collective Labour Agreement. Danamon's Code of Ethics is prepared based on the Bank's Vision, Mission, and Core Values, Banking Ethics, regulations, and applicable laws. The Code of Ethics covers compliance policy, or appropriateness, based on the values and moral considerations concerning integrity, conscience, self-awareness, professionalism and a positive image, as well as the Bank's good reputation.

Scope of Code of Ethics Implementation

All parties, including Directors, Commissioners, and Employees, without exception, must understand, comply and implement Danamon's Code of Ethics. Sanctions including termination of employment will be imposed for violating the Code of Ethics.

Code of Ethics Principles

The Code of Ethics was prepared in referring to the Bank's core values. In principle, Danamon's Code of Ethics regulates the following:

Code of Ethics - Conflict of Interest

All parties must avoid situations of conflicting interests between personal interest and interest of the Bank. In relation to Danamon, the following items were governed:

a. Employee Status
   In principle the Bank does not wish its employee to be bound by an agreement with another employer during working hours, and/or having another income outside the Bank.
b. Protection and Utilization of the Bank Property
   In principal, the utilization of the Bank property is intended for carrying out work assignments, which has to not only follow the prevailing procedures but it must be for the Bank's interest. The utilization for purpose other than for work has to be accounted for and requires prior written permission from the Head of the Work Unit.
c. Family Relationships
   In relation to accepting a new employee Party, a candidate of parties who have a direct family relationship with the other Parties (father, mother, wife, husband, brother/sister, or son/daughter) are to be avoided. In case, under special circumstances and for certain reasons retention of the said parties is required, the parties are not allowed to be in a work unit that is related or has influence on one another.

Relationships with Other Parties:

a. Relationship with Other Parties
   Protect the customers', colleagues' and/or vendors' confidentiality in accordance to the prevailing rules and regulations. Avoid making decision on behalf of the Bank, which implies conflict of interests and decisions based on friendship, family ties, and/or others for own benefit or benefits to others. Not using the Bank name for personal interests, among others for political and/or other personal business activities. Not giving to others and causing negative presumption and placing the Bank's reputation at risk.
b. Customer Service Conduct
   Employees should be responsive and make every effort to understand customers needs and provide their best in alternative solutions to solve customer issues, while attending to the interest of the Bank and the prevailing laws and regulation.
c. Relation with Partners (Third Party/Supplier/Vendors)
   All parties must refrain from making decisions for personal interest, family, friendship or based on unprofessional reasons.
d. Giving and Receiving Presents/Gifts
   In principle, the Bank does allow providing or accepting gifts of any kind, presents from other parties in return for favours, service, expressing sympathy with relation to inter-personal businesses.
e. Entertainment
   In principle, business entertainment may only be exercised by Directors, Commissioners and selected Officers for the interests of the Bank and implemented in line with the prevailing regulation and not conflicting with the Bank's values.
f. Protection of Customers', Clients' and Vendors' Property
   Clients and Vendors Property Rights Parties are not allowed to use or accept facilities owned by customers, relations and/or vendors and are prohibited from accepting or requesting loans from them for personal interests.

g. Bribery
The Bank prohibits bribery in any shape or form.

h. Activities outside the Bank
Employees and Directors are prohibited from occupying positions in any political party or political-oriented public organizations, which may potentially consume working hours or concentration, except with the Bank approval.

Inter-Employee Relations:

a. Ethics of Teamwork
Relations between the employees shall not be affected by a threat, violence, or any form of discrimination and abuse based on race, religion, color, gender, age or personal inability either through comments, teasing and or actions, nor shall the inter-employee relations be affected by the interest of an individual employee and the Bank or by groups within the Bank.

b. Marriage between Employees
In case of marriage between employees, they shall not be allowed to work in the same work unit having a direct relation or otherwise can influence each other.

Code of Ethics - Dealing with Information between Parties and Bank

a. Information Security
All information belonging to the Bank as a Bank proprietary right (right which cannot be possessed by another party without consent). Each party shall be responsible for securing and preserving the confidentiality of the information they deal with in accordance with the prevailing regulation.

b. Other Parties' Proprietary Information
The parties concerned must protect all forms of information knowingly belonging to other parties. Accordingly each party does not have the rights to distribute such information without prior consent of the parties involved or based on commitment made with other parties or the prevailing laws and regulation, and must be treated as confidential.

Code of Ethics - Compliance and Ethics

a. Compliance with Related Regulation
The parties concerned must study, understand and comply with any prevailing rules, policies or regulation and/or all directions/instruction relating to their positions/function within the organization hierarchy. In relation to other parties, the prevailing provision, policy or regulation applicable is restricted to the relevant parties. For parties that perform any deviation, negligence or violation of the prevailing Provisions, Policies or Regulations, shall be penalized in accordance with the procedures and applicable regulations.

b. Matters Related to Ethics
The parties should demonstrate their professional values and ethics in maintaining appearance and attire. The parties concerned are prohibited from using harsh or abusive words, alluding to someone's physical defect, ethnic group, race, religion or words that can be classified as foul words, either in Indonesian language or any other languages in an emotional and unprofessional manner, so as to ensure that a harmonious working environment is maintained. The parties concerned are prohibited from smoking in the working environment, either during or outside working hours either individually or in a group, except in a specifically assigned smoking room aimed to ensure healthy environment, clean and free from any fire hazard.

Distribution, Enforcement and Sanctions due to breach of Code of Ethics

The Unit Head socializes the Code of Ethics to the employees under his/her to report to his/her direct superior, or Head of work unit and/or the local Human Resources unit in case of breach, or attempt to breach Code of Ethics.

As part of enforcement, every employee has signed the Code of Ethics Statement submitted to the Human Resources Division (HR), Head Office/ Region at the time of signing the Collective Labour Agreement. In addition, Code of Ethics has become part of performance appraisal process conducted each semester.

Sanctions including termination of employment may be imposed in accordance with Decision No. DIR-SDM-03 dated March 5, 2014 on Regulation of Employment and Sanction.

Throughout 2015, Danamon gave sanctions to 23 employees as described in the table below:

Types of Sanction	Number of Employees
Termination of Employment	439
1st Warning Letter	229
2nd Warning Letter	9
3rd Warning Letter	268
Warning Letter	222
Suspension	4
Total	1.171

WHISTLEBLOWING SYSTEM

The Whistleblowing System is one form of Danamon's commitments in supporting the implementation of good corporate governance and is a good business practice. The Whistleblower System is a communication channel provided by the Bank that allows employees, customers, vendors or other parties to report instances of fraud or other violations without fear.

In providing a sense of security for the whistleblower, the whistleblower is not obligated to provide his/ her identity. If the whistleblower disclosed/state the credentials, then the Bank will protect and maintain the confidentiality of the whistleblower's identity.

Based on the policy of Whistleblowers, each report is received and the results of the investigation will be registered every month and report to management and the Audit Committee periodically. All information coming into the whistleblower or fraud hotline will be reviewed and acted upon by the related parties such as: HR Division, Fraud Investigation Unit of IAU or fraud investigation unit in the Line of Business or subsidiary.

Whistleblower Policy

Danamon supports whistleblowers by publishing Directors Decision No. Kep: DIR-COMP-025 on Whistleblowing policy and Director Decision No. Kep: DIR-CORP.SEC-007 on Fraud Policy and Fraud Committee. This policy has been socialized to all employees through a variety of media such as: email blast, Company Portal, and the Bank website (www.danamon.co.id).

Danamon also provides protection for employees who reported frauds or other violations Act by publishing Director Decision No. Kep: DIR-SDM-060 on Protection of Employees. This is in order to provide support and security for employees who reported the fraudulent act.

Delivering Violation Report

In order to provide the convenience and a sense of security, Danamon provides a range of means for reporting in the Whistleblowers Policy.

Reports of violations related to frauds, breaches of code of ethics, morals, infringement and other threats can be submitted by the whistleblowers (employees or third parties) through email or fax to:

a. Internal Audit Work Unit,
b. Human Resources Division, and
c. Compliance Work Unit

No Fax: +62 21 25505950
Email: whistleblower@danamon.co.id

Specifically, violations related to fraud may also be addressed to the Fraud Investigation unit under IAU via Email: fraud@danamon.co.id.

Each report needs to contain the following:

a. Name involved in the violation or indicative to violation.
b. Chronology of events
c. Time and place of incident.

Violations by Members of the Boards of Commissioners and Directors

Report on a violation or potential violations by a member of the Boards of Commissioners or Directors, other than the above may be reported via communication channels. The whistleblowers can submit their reports in writing sealed and addressed to the Chairman of the Audit Committee (Independent Commissioner).

Protection for Whistleblowers

Danamon is committed to protecting the whistleblowers, building a sense of security and safety and encouraging those who are exposed to file a violation report. The protection is provided in the form of:

a. Protection of the whistleblowers identity, including information used in contacting the whistleblowers.
b. Protection of the whistleblowers from retaliation by those being reported or other affected parties.
c. Protection from pressure, rights as employee, legal lawsuits, assets to physical harm.
d. Protection is extendable to include family members of the whistleblowers.

In addition, Danamon also provides legal protection in line with the provisions of the applicable legislation and regulations. This commitment includes protection from criminal prosecution and/or civil liability, as well as the protection of whistleblowers safety from physical and/or mental threats and/or his/her family's.

Parties Handling Complaints and Sanctions

Reports received by the Internal Audit Unit, Human Resources and/or the Compliance Unit are evaluated for possible escalation toward investigation stage or forwarded to the appropriate parties.

The process of investigation is carried out under presumption of innocence and objectivity. To ensure the investigation is carried out objectively, investigation on potential violation is conducted by the internal and independent investigating team. The investigation report includes the supporting evidence and is reported to the Board of Directors and Audit Committee periodically.

Report on the results of investigation is used as the basis for decision to impose sanction or for further action. Furthermore, the party or individual who is proven as the violator is sanctioned in accordance to the prevailing laws and provision in line with Danamon's internal regulation. To maintain objectivity, sanctions are given by the Fraud Committee at Headquarters and Regional levels.

Report Handling Result 2015

Until the end of 2015, 71 reports were investigated, where 25 reports were proven to be fraud cases while the other 46 reports could not be proven as frauds. Meanwhile, 63 cases are being investigated.

LOB/Subsidiaries	Number of Complaints	Complaints Status			
		Total Closed	Review Completed		Still being investigated
			Fraud Finding	No Fraud Findings	
Danamon	82	40	2	38	42
Subsidiary	52	31	23	8	21
Total	134	71	25	46	63

Implementation of Whistleblower policy as a way to reveal fraudulent activities is considered to be effective.

GOOD CORPORATE GOVERNANCE SELF-ASSESSMENT

Danamon periodically conducts a self-assessment on the implementation of corporate governance, in accordance to the assessment period on Commercial Banks Soundness Level, implemented every semester, at end of June and December.

The assessment is conducted on the quality of Bank's management in implementing comprehensive and structured corporate governance principles integrated into three (3) corporate governance aspects: governance structure, governance processes, and governance outcomes.

Self Assessment Report of Implementation of GCG

Name of Bank : PT Bank Danamon Indonesia, Tbk.
Position : As of December 2015

Self Assessment Result of GCG Implementation		
	Rating	Rating Definition
Individual	2 (good)	Indicates that the Bank Management in general has implemented Good Corporate Government both in individual and consolidated in an appropriate manner. This is reflected from adequate fulfillment of the principles of Good Corporate Governance. Any weakness in the implementation of Good Corporate Governance principles is less significant in general and may be resolved through normal measures by the Bank Management and its subsidiaries.
Consolidation	2 (good)	

Analysis

Implementations of Good Corporate Governance principles in general have proceeded as they are intended to be and have been implemented comprehensively and in a structured manner toward the three aspects of corporate governance namely governance structure, governance processes, and governance outcomes.

Based on the self-assessment undertaken, the Bank maintains a structure and adequate governance infrastructure thus enabling the implementation process of GCG principles to proceed effectively while generating quality outcomes. This is indicated in following variety of indicators:

a. Quantity, composition, criteria, independence of the Board of Commissioner, Board of Directors, Committees, and Business Units have satisfied the conditions and match the scale and complexities of banking business.
b. Adequacy of Policies in Governance, Guidance, and Code of Conduct as well as delegations of duties, responsibilities, and functions of each of Bank organs which support the effectiveness of the implementation.

c. Implementation of compliance department functions, adequate internal and external audits reflected through the satisfactory level of Bank compliances toward the regulation and commitment as well as implementation of internal audit with a coverage which matches the risk level of a Bank.
d. Implementation of risk management and adequacy of internal control supported by policies, procedures, and adequate management information system supporting the Bank's operational activities.
e. Implementation of functions, duties, and responsibilities of Bank's organs have proceeded accordingly thus enable the optimum level of supervisory and control functions.
f. Implementation of strategic plan and business in a consistent manner.
g. Disclosures of financial and non-financial conditions, product information, annual report as well as implementation of Bank GCG transparently and easily accessible by Stakeholders.

Consolidated GCG

In order to strengthen the implementation of consolidated GCG, the Bank maintains consolidation and alignment in a sustainable manner over the principles of Bank GCG for further implementation in the Subsidiaries by taking into account the characteristics and complexities of each subsidiary. Each subsidiary has been supplied with guidance and GCG policies as references and joint commitment of all corporate organs. During the self-assessment on the implementation of consolidated GCG, the assessment toward the implementation of GCG were conducted both at the Bank individually and in each of its subsidiaries.

The results of the assessment produced a "Good" rating as reflected in several following indicators:

a. Each of the subsidiaries maintains a structure and adequate corporate governance in accordance with characteristics and existing conditions for each subsidiary.
b. All processes have been implemented based on the framework and conditions stipulated in the policies and internal procedures supported by the availability of comprehensive corporate governance structures and duties and responsibilities have been performed accordingly.
c. The outcome quality and sufficient implementation of GCG principles as well as satisfying the principles of GCG and expectations of the stakeholder.

GCG-RELATED AWARDS

In 2015, Danamon received the following awards:

2015
7th IICD Award
Indonesian Institute for Corporate Directorship
The Best overall

2015
ASEAN Corporate Governance Conference and Awards
Top 50 Publicity Listed Companies from ASEAN

2015
Asean Corporate Governance Conference and Awards
Top 3 Publicity Listed Companies from Indonesia

STATEMENT OF THE IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE PRINCIPLES

All members of the Board of Commissioners, Board of Directors, and employees of the Bank have implemented the principles of Good Corporate Governance and there are no material breaches toward the prevailing laws and regulations.

Ng Kee Choe
President Commissioner

Sng Seow Wah
President Director

Integrated Corporate Governance

Sub Contents

409 Integrated Good Corporate Governance Implementation Report
409 The Implementation Principles of Integrated Governance at Danamon Group
411 The Structure of Danamon Group Financial Conglomeration
411 Structure of Share Ownership
412 Majority and Controlling Shareholders
412 Danamon Group Management Structure
413 Intragroup Transaction Policy
414 Board of Commissioners of The Main Entity
415 The Board of Directors of Main Entity
416 Integrated Governance Committee
420 Integrated Compliances Work Unit
421 Integrated Internal Audit Work Unit
422 Implementation of Integrated Risk Management
424 Self-Assessment of ICG Implementation Report

Integrated Corporate Governance

INTEGRATED GOOD CORPORATE GOVERNANCE IMPLEMENTATION REPORT

The report on the implementation of Integrated Corporate Governance is a form of responsibility and transparency in carrying out the principles of integrated corporate governance performed by Danamon as the Main Entity.

The implementation of Integrated corporate governance is performed in an integrated framework covering three specific corporate governance aspects namely the structure, process, and outcome thus ensuring the adequacy of the governance structure and infrastructure, effectiveness of its implementation, and quality of the outcome to meet the expectation of the stakeholders. Implementation of Integrated Corporate Governance in the Danamon Group is intended to cover the following aspects:

1. Optimizing the values of Danamon Group entity for the stakeholders through the improvement of transparency, accountability, responsibility, integrity, and fairness. The purpose is to support the Bank to attain a higher level of competitiveness both at national and international levels, and by creating an environment conducive for investment;
2. Improving the organizational management to be more professional, transparent, and efficient, as well as enhancing all functions while promoting impartiality of the Board of Commissioners, the Board of Directors, and General Meeting of Shareholders.
3. Encouraging shareholders, Board of Commissioners and Board of Directors in their decision making process and actions, applying high moral values and compliance toward all prevailing laws and regulations as well as the awareness on the Bank social duties toward its stakeholders;
4. Promoting the improvement of integrated corporate governance quality to create a financial conglomeration with greater prudence in its governance, enabling the stability of the financial system with a role at an optimum level within the national economy.
5. Implementing the integrated corporate governance in consistent and sustainable manners is expected to transform Danamon Group into a Financial Conglomeration which is fundamentally healthy, able to maintain sustainable growth, high level of competitiveness, protect the interests of the stakeholders, acknowledged as a financial institution both at national level and within the ASEAN economic community, as well as contribute positively toward the financial industry and national economy.

IMPLEMENTATION PRINCIPLES OF INTEGRATED CORPORATE GOVERNANCE AT DANAMON GROUP

Implementation of integrated corporate governance in Danamon Group is based on the fundamental principles of good corporate governance, specifically:

Principle of Transparency

Entities within Danamon Group is required to disclose information in sufficient, clear, accurate, and timely manners, as well as comparable and easily accessible by shareholders and stakeholders. The principle of transparency adopted by Danamon Group does not reduce the obligation to fulfill the regulations on bank secrecy and/or company confidentiality in line with the prevailing laws and regulations, confidentiality, and privacy.

Principle of Accountability

a. Entities within Danamon Group shall clearly define the responsibilities of each organization organ in alignment with the vision, mission, business objectives, and company strategies, as well as belief that all organization organs of Danamon Group maintain the competencies in line with the responsibilities and understand their roles in implementing GCG.
b. Entities within Danamon Group shall ensure the presence of a check and balance system in the Company management. Additionally, it should also maintain the performance standard of all

ranks at Danamon Group based on the agreed standards consistent to the corporate values, business objectives, and Company strategies.

Principle of Responsibility

a. To maintain its business sustainability, Danamon Group should adhere to the principles of prudence and ensure the implementation of laws and regulations as well as established internal policies.
b. All entities in Danamon Group shall behave as good corporate citizens including showing concerns toward the environment and carry out their social responsibilities.

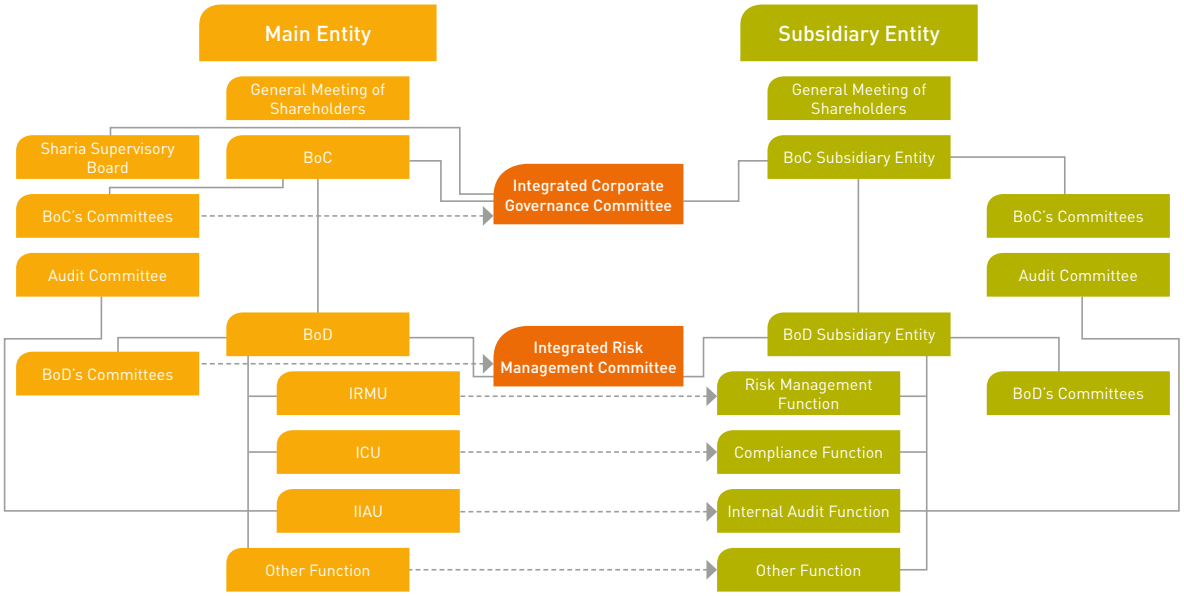
Principle of Independency

a. Danamon Group should avoid unfair domination by any stakeholder and shall not be affected by unilateral interest as well as be free from conflict of interests.
b. Decision making shall be objective and free from any duress from any party, as well as showing commitment to operate the business by prioritizing professionalism.

Principle of Fairness

a. All entities in Danamon Group shall always pay attention to the interests of all stakeholders based on the principles of equality and fairness (equal treatment).
b. Danamon Group shall provide opportunities to all stakeholders to provide feedback and express their opinions for the interests of the Company as well as grant access to information in line with the principle of transparency.

ORGANS OF INTEGRATED CORPORATE GOVERNANCE DANAMON GROUP



Coordination and monitoring function

Notes:
- IRMU : Integrated Risk Management Unit
- ICU : Integrated Compliance Unit
- IIAU : Integrated internal Audit Unit

THE STRUCTURE OF DANAMON GROUP FINANCIAL CONGLOMERATION

The regulations of the Financial Services Authority on the Implementation of Integrated corporate governance and Implementation of Integrated Risk for the Financial Conglomeration are effective as of 2015. The presence of the regulations has made Danamon and its subsidiaries a Financial Group. Danamon as parent company is the Main Entity in the Financial Conglomeration, while its subsidiaries PT Adira Dinamika Multi Finance, Tbk., PT Adira Quantum Multifinance, and PT Asuransi Adira Dinamika become members of Danamon Financial Group.

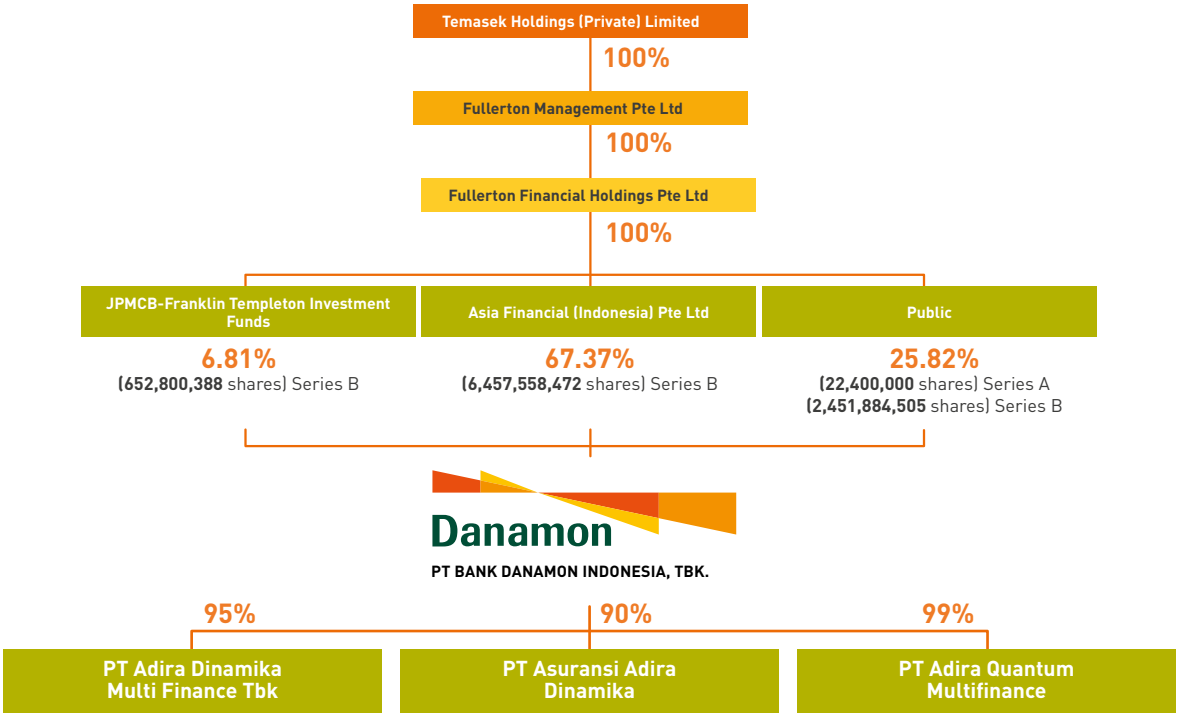
Danamon Group Financial Conglomeration has been registered and administered by the Financial Services Authority in line with the Financial Services Authority's Letter No. SR-82/PB.32/2015 dated 29 April 2015 on the Fulfillment of Obligations as the Main Entity of Danamon Group.

Structure of Danamon Group Financial Conglomeration

STRUCTURE OF SHARE OWNERSHIP

Shareholders of each member of the group up to the ultimate shareholders are as follows:

Structure of Share Ownership



Subsidiary	Business Activities	% Ownership
PT Adira Dinamika Multi Finance Tbk (Adira Finance)	Financing	95%
PT Asuransi Adira Dinamika (Adira Insurance)	Insurance	90%
PT Adira Quantum Multifinance (Adira Kredit)	Financing	99%

Notes:
Indonesia Stock Exchange (IDX) Regulation No.I-A on "Listing of Shares and Equity Securities Other Than Shares Issued by Listed Companies" stipulates that the amount of shares owned by non-controlling shareholders or non-majority shareholders is at least 50,000,000 shares and at least 7.5% of the number of shares in the issued and fully paid capital. To comply with the regulation, Danamon as the controlling shareholder of PT Adira Dinamika Multi Finance Tbk has conducted a share divestment through private placement of 2.93% on January 25, 2016, leaving Danamon with 92.07% shareholding.

MAJORITY AND CONTROLLING SHAREHOLDERS

The ultimate shareholder of Danamon is Asia Financial (Indonesia) Private Ltd ("AFI"). AFI is a Singapore-based legal entity established on November 10, 1990 as an investment holding company under the name ENV Corporation (Private) Limited.

The controlling shareholder of Danamon is Temasek Holding Private Limited ("Temasek"), through Fullerton Management Private Limited and Fullerton Financial Holdings Private Limited. Temasek is an investment company domiciled in Singapore and owned by the Singaporean Ministry of Finance.

Detailed information about shareholders include the structure, composition, shareholders above 5% and the 20 largest shareholders, as well as the profile group of shareholders below 5% can be viewed on the Company Profile in the Annual Report of the Bank.

DANAMON GROUP MANAGEMENT STRUCTURE

Management Structure of Financial Conglomeration's Main Entity (Bank Danamon)

PT Bank Danamon Indonesia, Tbk.	
Board of Commissioners	**Board of Directors**
1. Ng Kee Choe (President Commissioner) 2. J.B. Kristiadi (Vice President Commissioner/Independent Commissioner) 3. Gan Chee Yen (Commissioner) 4. Manggi T. Habir (Independent Commissioner) 5. Ernest Wong Yuen Weng (Commissioner) 6. Made Sukada (Independent Commissioner) 7. Emirsyah Satar (Independent Commmissioner)	1. Sng Seow Wah (President Director) 2. Muliadi Rahardja (Vice President Director) 3. Vera Eve Lim (Director) 4. Herry Hykmanto (Director) 5. Fransiska Oei Lan Siem (Director) 6. Michellina L. Triwardhanny (Director) 7. Satinder Pal Singh Ahluwalia (Director)

Note
1 Emirsyah Satar was effectively appointed as an Independent Commissioner on the 15th October 2015 (Financial Services Authority Letter No. SR 192/d.03/2015)
2 Kanchan Keshav Nijasure submitted his resignation letter on 27th April 2015, whereas his resignation became effective on 30th June 2015;
3 Pradip Chhadva submitted his resignation letter on 9th April 2015, whereas his resignation became effective on 1st July 2015

Management Structure of the Members of Financial Group (Subsidiaries)

PT Adira Dinamika Multi Finance, Tbk. (Adira Finance)	
Board of Commissioners	**Board of Directors**
1. Sng Seow Wah (President Commissioner) 2. Djoko Sudyatmiko (Independent Commissioner) 3. Eng Heng Nee Philip (Independent Commissioner) 4. Vera Eve Lim (Commissioner) 5. Loh Niap Juan (Commissioner)	1. Ir. Willy Suwandi Dharma (President Director) 2. Marwoto Soebiakno (Vice President Director) 3. Hafid Hadeli (Director) 4. Ho Lioeng Min (Director) 5. I Dewa Made Susila (Director) 6. Cornel Hugroseno (Director) 7. Swandajani Gunadi (Director/Independent)

PT Adira Quantum Multifinance (Adira Kredit)	
Board of Commissioners	**Board of Directors**
1. Marwoto Soebiakno (President Commissioner)	1. Reza Pely Rusli (President Director)*
2. Satinder Pal Singh Ahluwalia (Commissioner)	2. Handy Widiya (Director)

*) Reza Pely Rusli has been honorably discharged effectively on the 31st December 2015 with Erdyan Lazuardy appointed as the President Director, officiating effectively upon passing the fit and proper test on 12 February 2016.

PT Asuransi Adira Dinamika (Adira Asuransi)/(Adira Insurance)	
Board of Commissioners	**Board of Directors**
1. Manggi Taruna Habir (President Commissioner)	1. Indra Baruna (President Director)
2. Ir. Willy Suwandi Dharma (Commissioner)	2. Dedi Nathan (Director)
3. Suhandoko Tjondromuljo (Commissioner)	3. Donni Gandamana (Director)
4. Julian Noor (Independent Commissioner)	4. Wayan Pariama (Director)

INTRAGROUP TRANSACTION POLICY

Intragroup Transaction Risk is a risk due to the dependency of an entity both directly or indirectly on another entity within a Financial Conglomeration in line with the fulfillment of obligations both in the form of written or oral agreements followed by either fund transfers or not.

Implementation of Risk Management

Implementation of Intragroup Transaction Risk Management is carried out by taking into account transaction activities among entities within the Financial Conglomeration.

Policies, Procedures, and Limit Setting

The Bank as the Main Entity has managed the implementation of risk management on intragroup transaction based on the integrated risk management policy, reviewed periodically.

Intragroup transaction limits are set through coordination between the Bank as the Main Entity and the Subsidiary as the Member of the Financial Conglomeration.

Identifying, Measuring, Monitoring, and Risk Controlling as well as Risk Management Information System

Implementation of risk management on Intragroup Transactions is performed through identifying, measuring, monitoring, and risk controlling processes as well as Management Information System. Identification on the types of intragroup transactions which may expose the Financial Conglomeration to various risks. Intragroup Transaction Risks may arise, among others due to:

- Cross-ownership among entities within the Financial Conglomeration.
- Short-term centralized liquidity management.
- Guarantee, loans, and commitment made or received by an entity from another entity within the Financial Conglomeration.
- Exposures to the controlling shareholders, including loan exposures and off-balance sheet such as warranty and commitment.
- Purchase or sales of assets to other entities within the Financial Conglomeration.
- Transfer of risks through reinsurance; and/or
- Transaction to transfer risk exposures to the third party among entities within a Financial Conglomeration.

Risk measurement and monitoring of intragroup transactions within the Financial Conglomeration are performed periodically. Risk control is conducted based on outcome from the monitoring of intragroup transactions among entities within the Financial Conglomeration. Support for intragroup transactions among entities within the Financial Group.

BOARD OF COMMISSIONERS OF THE MAIN ENTITY

As the Main Entity, members of Danamon's Board of Commissioners possess the knowledge required on the core business activities and the main risks on the Main Entity and Subsidiaries to support the Board of Commissioners responsibility in monitoring the implementation of corporate governance on the entity of the Financial Conglomeration. Requirements for members of the Board of Commissioners of the Main Entity (Danamon) are regulated in the Danamon Group's Integrated Corporate Governance Policies.

The Board of Commissioners of the Main Entity as of 31 December 2015 consisted of 7 (seven) members. All members of the Board of Commissioners have passed the fit and proper test and are approved by Bank Indonesia/Financial Services Authority. Each member of the Board of Commissioners has the appropriate educational background, expertise, and sufficient experience in line with their duties and responsibilities.

Board of Commissioners of the Main Entity	Date of Approval by BI/FSA
Ng Kee Choe (President Commissioner)	May 24, 2006
J.B. Kristiadi (Vice President Commissioner/ Independent Commissioner)	December 5, 2005
Gan Chee Yen (Commissioner)	October 21, 2003
Manggi T. Habir (Independent Commissioner)	July 22, 2005
Ernest Wong Yuen Weng (Commissioner)	September 14, 2010
Made Sukada (Independent Commissioner)	August 8, 2014
Emirsyah Satar (Independent Commissioner)	October 15, 2015

Duties and Responsibilities of the Board of Commissioners of the Main Entity

Duties and responsibilities of the Board of Commissioners of the Main Entity in Danamon Group Financial Conglomeration are governed in the Integrated Corporate Governance Policies and Charter of the Board of Commissioners.

In line with the monitoring on the implementation of Integrated Governance, duties and responsibilities of the Board of Commissioners include to:

a. Supervise implementation of the Corporate Governance of each Entity to conform to the Integrated Corporate Governance Policies;
b. Supervise implementation of duties and responsibilities of the Board of Directors of Main Entity, as well as provide guidance or advise to the Board of Directors of the Main Entity on implementating Integrated Corporate Governance Policies; and
c. Evaluate the Integrated Corporate Governance Policies and provide directions in line with their refinements;
d. Establish the Integrated Corporate Governance Committee;
e. Organize periodic meetings at least once every semester, which may be carried out through video conference.

Implementation of Duties and Responsibilities in 2015

With respect to the integrated governance, the Board of Commissioners organized a meeting during the 2nd semester of 2015, attended in person by members of the Board of Commissioners. Meeting agenda included among others reviews and approvals of Integrated Corporate Governance Policies and Establishment of Integrated Corporate Governance Committee.

Implementation of duties of the Board of Commissioners of the Main Entity include supervision on implementing integrated corporate governance arranged in the Integrated Corporate Governance Policies. In performing their duties, the Board of Commissioners of the Main Entity is supported by the Integrated Corporate Governance Committee.

BOARD OF DIRECTORS OF MAIN ENTITY

As the Main Entity, members of the Board of Directors possess the required knowledge on core business activities and main risks to the Main Entity and Subsidiaries to support Board of Directors responsibilities in managing entities in the Financial Conglomeration. Requirements for members of the Board of Directors of Main Entity (Danamon) are governed in Danamon Group's Integrated Corporate Governance Policies.

The Board of Directors, as of 31 December 2015, are made up of 7 (seven) members. All members of the Board of Directors have passed the fit and proper test and received approval from Bank Indonesia/Financial Services Authority. Each member of the Board of Directors has at least 5 (five) years of experience and sufficient understanding on the core business activities and main risks of the Company in the Financial Conglomeration.

No	Name	Job Title	Date of Approval (AGMS)	Date of Approval (Bank Indonesia/Financial Services Authority)
1.	Sng Seow Wah	President Director	April 7, 2015	November 20, 2014
2.	Muliadi Rahardja	Vice President Director	August 31, 1999	December 21, 1999
3.	Vera Eve Lim	Director	May 22, 2006	June 26, 2006
4.	Herry Hykmanto	Director	April 3, 2008	May 13, 2008
5.	Fransiska Oei Lan Siem	Director	May 25, 2009	June 11, 2009
6.	Michellina L. Triwardhany	Director	April 29, 2010	May 27, 2010
7.	Satinder Pal Singh Ahluwalia	Director	April 29, 2010	June 24, 2010

Note:
- Kanchan Keshav Nijasure submitted his resignation letter on 27th April 2015, whereas his resignation became effective on 30th June 2015;
- Pradip Chhadva submitted his resignation letter on 9th April 2015, whereas his resignation became effective on the 1st July 2015.

Duties and Responsibilities of the Board of Directors of the Main Entity

Duties and responsibilities of the Board of Directors of the Main Entity in Danamon Group Financial Conglomeration are governed in the Integrated Corporate Governance Policies and the Board of Directors Charter. To ensure implementation of Integrated Governance, the Board of Directors of the Main Entity assume the following roles and responsibilities:

a. to prepare the Integrated Corporate Governance Policies;
b. to direct, monitor, and evaluate implementation of the Integrated Corporate Governance Policies;
c. to follow-up guidance or advice provided by the Board of Commissioners of the Main Entity in line with the refinement of Integrated Corporate Governance Policies;
d. to ensure that all audit findings and recommendations of the Integrated Internal Audit, External Auditor, monitoring outcome from the Financial Services Authority and/or monitoring outcome from other authorities have been followed up by entities in the Financial Conglomeration.

The President Director of Danamon as the Main Entity is responsible to perform supervisory functions toward Entities within the Financial Conglomeration.

Implementation of Duties and Responsibilities in 2015

During 2015, the Board of Directors of Danamon as the Main Entity has prepared and established the Integrated Corporate Governance Policies through the Board of Director's Letter No. Kep. Dir-Comp-020 on the Integrated Corporate Governance Policies to serve as a guideline for implementing good corporate governance throughout the entities within the Danamon Group. In formulating and stipulating the Integrated Corporate Governance Policy, the Board of Directors follows up on insights and feedback from the Board of Commissioners as well as recommendations from the Integrated Corporate Governance Committee. Subsequently the Board of Directors will monitor and evaluate the implementation of integrated corporate governance policies.

The Board of Directors has presented the Integrated Corporate Governance Policies of the Danamon Group to each of the Board of Directors of the Subsidiaries within the Financial Conglomeration for further implementation and follow-up, specifically:

- PT Adira Dinamika Multi Finance, Tbk. (Letter No.B.01.78-Comp, dated December 10, 2015).
- PT Adira Quantum Multifinance (Letter No. B.01.80-Comp, dated December 10, 2015).
- PT Asuransi Adira Dinamika (Letter No.B.01.79-Comp, dated December 10, 2015).

The Board of Directors follows up on the audit findings and recommendations made by the Integrated Internal Audit, external auditors, and monitoring outcome from the Financial Services Authority supervision and/or other relevant authorities. Follow up and improvement activities based on the recommendations and findings are continually monitored within a committed timetable.

In addition, in line with the implementation of supervisory duties over the capital shares at non-bank subsidiaries controlled by Danamon (Subsidiaries within the Financial Conglomeration), there are member(s) of the Board of Directors who have the positions as members of the Board of Commissioners of non-bank subsidiaries, as follows:

No.	Name	Position at the Main Entity (Danamon)	Position at the Subsidiary – Member of the Financial Conglomeration
1.	Sng Seow Wah	President Director	President Commissioner at PT Adira Dinamika Multi Finance, Tbk.
2.	Vera Eve Lim	Director	Commissioner at PT Adira Dinamika Multi Finance, Tbk.
3.	Satinder Pal Singh Ahluwalia	Director	Commissioner at PT Adira Quantum Multifinance

INTEGRATED CORPORATE GOVERNANCE COMMITTEE

The Integrated Corporate Governance Committee established by Danamon's Board of Commissioners to support the effectiveness of its duties with respect to the implementation of integrated corporate governance within Danamon's Financial Conglomeration. As the Main Entity, Danamon established an Integrated Corporate Governance Committee based on the Resolution of the Board of Commissioners' Meeting No. R-KOM.Corp.Sec-001 dated 29 July 2015 on the Integrated Corporate Governance and the Board of Directors' Letter No. Kep: Dir-Corp.Sec-009 dated 12 August 2015 on the Establishment of Integrated Corporate Governance Committee.

The Integrated Corporate Governance Committee evaluates the implementation of Integrated Corporate Governance at least through the assessment of the adequacy of internal control and implementation of compliance function in an integrated manner.

Structure of Membership and Composition of Integrated Corporate Governance Committee

The composition of the Integrated Corporate Governance Committee in line with the Circular Decision Letter

on the Resolution of the Board of Commissioners No. KSR-KOM.Corp.Sec.013 dated 26 November 2015 and the Board of Directors' Letter No. Kep-Dir-Corp.Sec-018 dated 26 November 2015, is as follow:

Integrated Corporate Governance Committee			
No.	**Name**	**Position**	**Title**
1.	Made Sukada	Chairman	Independent Commissioner of the Main Entity
2.	Ernest Wong Yuen Weng	Member	Commissioner of the Main Entity
3.	Manggi T. Habir	Member	Independent Commissioner of the Main Entity
4.	Djoko Sudyatmiko	Member	Independent Commissioner Representing and Appointed by PT Adira Dinamika Multi Finance, Tbk.
5.	Julian Noor	Member	Independent Commissioner Representing and Appointed by PT Asuransi Adira Dinamika
6.	M. Din Syamsuddin	Member	Chairman of Syariah Supervisory Board of the Main Entity
7.	Angela Simatupang	Member	Independent Party of the Main Entity

The composition of Independent Commissioners within the Independent Corporate Governance Committee meets regulation and is in line with the Financial Conglomeration requirement taking into account efficiency and effectiveness in implementing the Integrated Corporate Governance Committee's duties. Membership composition of the Integrated Corporate Governance Committee considers representation of each financial services sector in the Financial Conglomeration namely banking, financing, insurance and representation of Syariah Supervisory Board and independent parties. The Integrated Corporate Governance Committee is chaired by Made Sukada who also chairs Danamon Corporate Governance Committee.

Member Profiles of Integrated Corporate Governance Committee

Name	Domicile	Job Title	Term of Office	Expertise	Qualifications/Education Background
Made Sukada	Indonesia	Chairman/ Independent Commissioner	November 2015 –Present	Finance/Risk Management	Bachelor's in Accounting from University of Padjajaran, Bandung (1977) Master in Economic from the University of Pittsburgh, USA, 1984
Professional Experience (Job Title, Organization, Term of Office) • Member of Board of Supervision, Yayasan Danamon Peduli, 2014-present • Advisor to the Board of Governor, Bank Indonesia, 2010-2014 • Member of Risk Monitoring Committee, PT Bank Permata, Tbk. 2010-2014. • Director-level positions at various departments in Bank Indonesia, 1998-2010					
Ernest Wong Yuen Weng	Singapore	Member/ Commissioner	November 2015 –Present	Finance/Risk Management	First Class Honours Degree in Chemical Engineering, the University of Surrey, United Kingdom (1967)
Professional Experience (Job Title, Organization, Term of Office) • The Board of Commissioner, Danamon 2010 - present • Board Trustee Nanyang Technological University 2006 - present • Board Member Pavilion Capital Holding Pte. Ltd. • Chairman, A. Menarini Asia-Pasific Holdings Pte. Ltd., 2012-present • Chairman, Fullerton Financial Holdings Pte. Ltd., 2011-present • Board Member, Singapore Health Services Pte. Ltd. ("SingHealth"), 2006 - 2015 • Board member, Singbridge Holdings Pte. Ltd., 2011-2015 • Board member, Pavilion Capital Holdings Pte. Ltd., 2012-2015 • Board member, Economic Development Board and The Ministry of Finance, 1989-1993. • Group CEO, MediaCorp Pte. Ltd., 2000-2005 • Board member, United Overseas Bank Group, 1990-2005 • Chairman, the Association of Banks in Singapore, 1991-1993 and 1999-2000					

Name	Domicile	Job Title	Term of Office	Expertise	Qualifications/Education Background
Manggi T. Habir	Indonesia	Member/ Independent Commissioner	November 2015 –Present	Finance/Risk Management	BA Degree in Economics Mc. Gill University, 1977 Master in Business Administration, University of Michigan, (1979) and Master in Public Administration, Harvard University, (2002)

Professional Experience (Job Title, Organization, Term of Office)

- Independent Commissioner, Danamon, 2005-present.
- Chairperson of Board of Supervisor, Yayasan Danamon Peduli, 2006-present.
- Advisor, PT Avrist Life Insurance, 2014-present.
- President Commissioner, PT Asuransi Adira Dinamika, 2013-present.
- Director, Standard & Poor's, Singapore, 2002-2005.
- President Director, PT Pefindo, 1998-2001.
- Research Director, PT Bahana Securities, 1995-1998.
- Business and Economic Correspondent, Far Eastern Economic Review, 198201985.
- Assume various key positions, Citibank N.A. Jakarta, 1985-1991

Djoko Sudyatmiko	Indonesia	Member/ Independent Commissioner PT Adira Dinamika Multi Finance, Tbk	November 2015- Present	Economy and Corporate Governance	Bachelor's degree in Electrical Engineering from Institut Teknologi Bandung in 1968

Professional Experience (Job Title, Organization, Term of Office)

- Commissioner at ASCO Group, 2012-present
- Commissioner cum Corporate Independent Commissioner, 2011-present
- Corporate Independent Commissioner, 2004-2011
- Commissioner at PT Pakoakuina-Automotive Wheel Rim Manufacturer, 2003-present
- Commissioner at PT Inkoasku-Automotive Wheel Rim Manufacturer, 2003-2010
- Commissioner at PT Palingda-Automotive Wheel Rim Manufacturer, 2003-2010
- Commissioner at PT Adira Sarana Armada, 2003-2009
- Commissioner at PT Asuransi Adira Dinamika, 2003-2008
- Corporate President Commissioner, 2002-2004
- Commissioner ati PT Kharaba Unggul/PT Makro Indonesia, 1990-2000
- Commissioner at PT Dharma Sarana Perdana, 1989-1995
- Commissioner at PT Astra Graphia Tbk, 1986-1989
- Member of People Consultative Assembly (MPR RI), 1992-1997
- Member of People Representative Assembly (DPR) and People Consultative Assembly (MPR-RI), 1971-1992

Julian Noor	Indonesia	Member/ Independent Commissioner PT Asuransi Adira Dinamika	November 2015 –Present	Insurance	- Institut Pertanian Bogor, 1985 - Indonesia Associate Insurance Expert, 1994 - Insurance School of Japan (basic), 1995 - Insurance School of Japan (advance), 1999 - Master's degree in Management from STIE Dharma Bumiputera, 2004

Professional Experience (Job Title, Organization, Term of Office)

- Marketing Supervisor at PT Pyridam, Jakarta (1985-1988)
- Several positions from Livestock Insurance Project, Assistant Manager to Manager Underwriting at PT Asuransi Timur Jauh (1988-1993)
- Several positions from Head of Underwriting Bureau, Division Head of Technical, Division Head of Marketing, Division Head of Human Resources & Logistics to Director at PT Asuransi Umum Bumiputera Muda (1994-2010)
- Served as Managing Director at PT Asuransi Himalaya Pelindung (2010-2011)
- Serves as Executive Director at Asosiasi Asuransi Umum Indonesia (2011-now)

Name	Domicile	Job Title	Term of Office	Expertise	Qualifications/Education Background
M. Din Syamsuddin	Indonesia	Member/ Chairman of Syariah Supervisory Board	November 2015 –Present	Islam Law Science (Syariah), Islamic Political Science, and Interfaith/Interculture Communication	- Bachelor degree for the Discipline of Ushuluddin awarded by UIN Syarif Hidayatullah, Jakarta, 1980 – Master degree, UCLA, USA, 1988 – Ph.D, UCLA, USA, 1991

Professional Experience (Job Title, Organization, Term of Office)

- Head of Research and Development of Golkar Party, 1993-1998
- Deputy Secretary General of Golkar Party (1998-2000)
- Member of People Consultative Assembly (MPR RI), 1998-1999
- Director General of Workers' Placement of the Ministry of Manpower of the Republic of Indonesia (1998-2000)
- Professor for Islamic Political Thought at UIN Jakarta (1982-present)
- Lecturer at various universities (1982-2000)

Angela Simatupang	Indonesia	Member/ Independent Party	November 2015 – Present	Internal Audit, Risk Management and Corporate Governance	Master of Commerce in International Business and Management of Technology, The University of Sydney (2002)

Professional Experience (Job Title, Organization, Term of Office)

- Managing Partner, Governance Risk Control Practice at RSM AAJ, 2012-present.
- Member of RSM International Network Limited in Indonesia, RSM global organization, 2009-2012.
- Member of RSM Asia Pacific, Risk Advisory Sub Committee, International Contact Partner for Indonesia, 2008-present.
- Governor, Institute Internal Auditors-Chapter Indonesia, 2014-2017.
- Course instructor for internal audit and risk management at Magister of Accounting and Accounting Professional Training Program, University of Indonesia, 2008-2010.
- Written various articles to socialize and encourage public awareness on good governance, 2007-2011.
- Supervisor, RSM Australia, 2005

Working Guidelines and Code of Conduct

The Integrated Corporate Governance Committee maintains guidelines and code of conduct which regulates matters relevant to the objective, accountability, structure and membership, office terms, duties and responsibilities, authorities, meeting organization, disclosure and reporting, and prohibitions. The Committee's Guidelines and code of conduct are periodically reviewed.

Duties and Responsibilities of Integrated Corporate Governance Committee

Duties and Responsibilities of the Integrated Corporate Governance Committee cover among others:

1. Evaluating the implementation of Integrated Corporate Governance through assessment on the internal control sufficiency and implementation of compliance functions in an integrated manner; and
2. Providing recommendations to Danamon's Board of Commissioners as the Main Entity on the refinement of Integrated Corporate Governance Policies.

When evaluating, the Integrated Corporate Governance Committee receives reports in the form of evaluation outcomes of the implementation of internal audit and compliance functions of each Entity. The reports are submitted the boards of commissioners of each Entity as members on the Integrated Corporate Governance Committee.

Implementation of Duties and Responsibilities in 2015

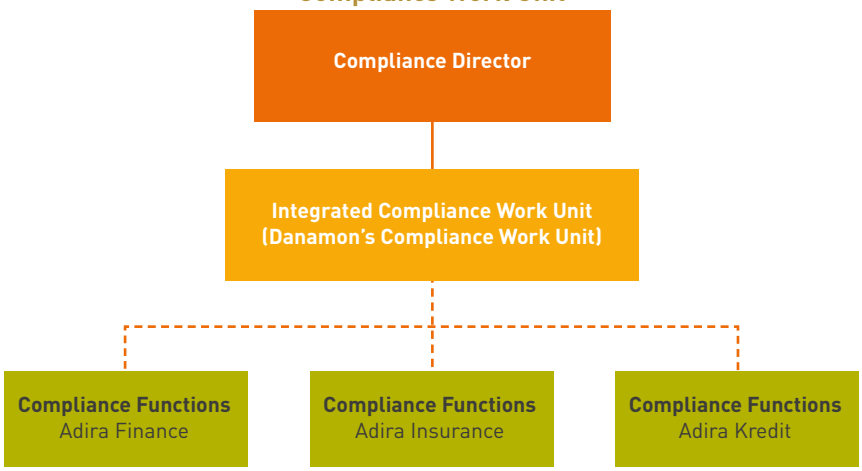
The Integrated Corporate Governance Committee established in the second semester of 2015 organized a meeting on 13th August 2015. It was attended by all of the committee members. The Integrated Corporate Governance Committee carries out reviews and recommendations to Danamon's Board of Commissioners as the Main Entity on the issuance of Integrated Corporate Governance Policies of the Danamon Group. The Integrated Good Government policy also regulates the obligation to carry out business activities in line with Syari'ah principles for Danamon Group companies that carry out Syariah business activities.

INTEGRATED COMPLIANCE WORK UNIT

Danamon as the Main Entity maintans an independent Compliance Work Unit of other operational work units (risk-taking units) and reports directly to the Director who supervises the Compliance Functions (Compliance Director).

The Compliance Work Unit carries out the Integrated Compliance Work Unit functions. Danamon's Compliance Work Unit coordinates and monitors the implementation of compliance function work unit in each entity/ subsidiary.

Structure and Position of Integrated Compliance Work Unit



Duties and Responsibilities of Integrated Compliance Work Unit

Duties of Integrated Compliance Work Unit at least cover the followng:

1. Monitoring and evaluating the implementation of compliance function on each Entity within the Financial Conglomeration.
2. Preparing and submitting reports on the implementation of duties and responsibilities to the Compliance Director of the Main Entity or a Director appointed to perform the supervisory functions on the Entity within the Financial Conglomeration.

Danamon's Compliance Director, prepares and submits reports on the implementation of duties and responsibilities of integrated compliances as the Main Entity to Danamon's Board of Directors, Board of Commissioners as the Main Entity.

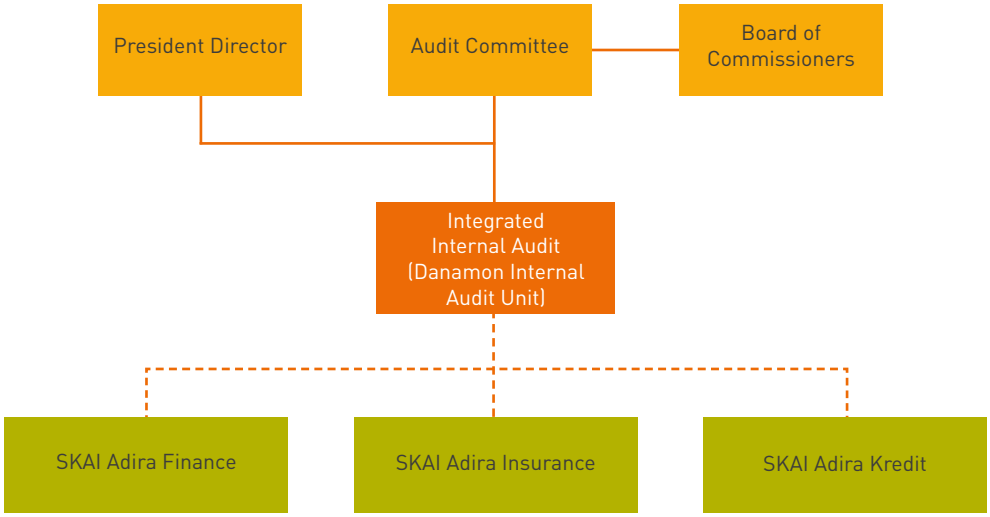
Implementation of Duties and Responsibilities in 2015

Danamon's Compliance Work Unit has expanded the scope of duties and responsibilities with regard to the implementation of integrated compliance functions. Danamon's Compliance Work Unit coordinates with the subsidiaries to review the implementation of compliance functions in the subsidiaries. The Compliance Work Unit analyzes the Bank's and subsidiaries' compliance as well as discusses other matters related to the compliance issues, mitigation, and follow-up of corrective actions.

Implementation of the Compliance Work Unit duties has been reported to the Compliance Director and is part of the duty implementation report of the Compliance Director to the President Director covering the entire compliance function implementation activities, fulfillment of regulatory parameters, and outcome of compliance monitoring.

INTEGRATED INTERNAL AUDIT WORK UNIT

Structure and Position of Integrated Internal Audit Work Unit



In the Danamon Group Financial Conglomeration structure, there are Internal Audit Work Unit of the Main Entity/Danamon and at the member entity level as follows:

- Internal Audit Work Unit of PT Adira Dinamika Multi Finance, Tbk.
- Internal Audit Work Unit of PT Asuransi Adira Dinamika.
- Internal Audit Work Unit of PT Adira Quantum Multifinance.

Danamon Internal Audit is directly responsible to the President Director, and to support the independency of the Internal Audit Work Unit and ensure unobstructed audit process as well as the authority to monitor the follow-ups of activities. Therefore the Head of Internal Audit Work Unit is also responsible directly to the Board of Commissioners through the Audit Committee.

Duties and Responsibilities of Integrated Internal Audit Work Unit

The Charter of Integrated Internal Audit in 2015 governs the duties and responsibilities of Integrated Internal Audit and corresponding Units of Subsidiaries, which expands its current scope of work of the Integrated

Internal Audit Work Unit duties and responsibilities, covering among others:

a. Reviewing and providing recommendations on annual audit plan from the Internal Audit Work Unit of the member of Financial Conglomeration (Internal Audit Work Unit of Subsidiaries).
b. Monitoring and reviewing the implementation of internal audit of the Financial Conglomeration (Internal Audit Work Unit of Subsidiaries).
c. Organizing regular meetings with the Internal Audit Work Unit of the entities of members of the Financial Conglomeration (Internal Audit Work Unit of Subsidiaries' entities) at the minimum of once every quarter.
d. Submiting integrated internal audit report to the President Director, Board of Commissioners through the Audit Committee as well as Compliance Director at least once every semester.
e. Preparing program to evaluate the quality of internal audit activities performed.

Implementation of Duties and Responsibilities of Integrated Internal Audit Work Unit

Implementation of the duties and responsibilities of integrated internal audit is performed by the current Danamon's Internal Audit Work Unit referred as Integrated Internal Audit Work Unit, guided by the principles of good corporate governance covering transparency, accountability, responsibility, independency, professionalism, and fairness.

IMPLEMENTATION OF INTEGRATED RISK MANAGEMENT

Integrated Risk Management Policies and Their Implementation

Danamon as the Main Entity maintains Integrated Risk Management Policies prepared based on Bank Indonesia and FSA prevailing regulations and other existing and related regulations. Integrated Risk Management Policies cover the risk management framework serves as the guideline for implementing Financial Conglomeration's risk management which is subject to periodic review.

Integrated Risk Management Policies are prepared to guide the Bank and/or Subsidiaries both individually as well as in integrated manner in maintaining risk exposures consistent with the policies and internal procedures as well as relevant external regulations. It is also prepared to ensure that risks are managed by officials who have the knowledge, skills, and expertise in risk management in line with the level of business complexities.

Integrated Risk coordinates all policies and implementation of risk management in the Bank and/or Subsidiaries in a centralized manner both as an individual as well as in integrated manner within a Financial Conglomeration.

The Bank and/or Subsidiaries both individually or in in integrated manner have identified, measured, monitored, and controlled all material risks through risk management processes, using suitable technology and models. Such processes are supported by a Management Information System for accurate and timely reporting.

Supervision by the Board of Directors and Board of Commissioners of the Main Entity

As the main entity, implementation of Integrated Risk Management involve monitoring and active supervision by the Board of Directors and Board of Commissioners. The Board of Directors and the Board of Commissioners understand the risks and ensure the risk culture is embedded, and that the implementation of Risk Management to the Financial Conglomeration as part of the support implementing Integrated Risk Management is performed effectively.

On the implementation, committees are established as required, which include among others Risk Monitoring Committee at the Board of Commissioners' level, Risk Management Committee at the Board of Directors' level, and Integrated Risk Management Committee in the Financial Conglomeration.

Integrated Risk Management Organization

In line with the implementation of comprehensive and effective Integrated Risk Management, the Main Entity established the Integrated Risk Management Committee and Integrated Risk Management Work Unit.

Integrated Risk Management Committee

1. The Bank as the Main Entity has established the Integrated Risk Management Committee in line with the implementation of integrated risk management. Members of Integrated Risk Management Committee are the Bank's Board of Directors, Board of Directors representing the subsidiaries, as well as appointed relevant Executive Officials. The chairperson is the Bank's Integrated Risk Director.

   The primary duties of the Integrated Risk Management Committee are to provide recommendations to the Bank's Board of Directors as the Main Entity on the implementation of the Integrated Risk Management in the Financial Conglomeration. Duties and responsibilities, include among others:
   - Preparing Integrated Risk Management Policies.
   - Revising and refining the Integrated Risk Management Policies based on the outcome of the evaluation of implementation.

2. Integrated Risk Management Work Unit
   The Bank as the Main Entity has established Integrated Risk which is a Risk Management Work Unit with the roles and responsibilities of risk management to the Bank individually, as well as an Integrated Risk Management Work Unit in the implementation of risk management in an integrated manner in the Financial Conglomeration.

   Integrated Risk of the Main Entity is an independent unit of the risk taking unit and reports to the Bank's Director of Integrated Risk, who subsequently reports directly to the President Director.

   In performing the functions as the Integrated Risk Management Work Unit on the Financial Conglomeration, Integrated Risk also coordinates with the Risk Management Work Unit at each entity in the Financial Conglomeration. Authorities and responsibilities of Integrated Risk as the Integrated Risk Management Work Unit include among others:
   - Providing feedback to the Board of Directors of the Bank and Integrated Risk Management Committee in preparing and refining the Integrated Risk Management Policies.
   - Monitoring the implementation of Integrated Risk Management Policies including the development of procedures and tools to identify, measure, monitor, and risk control.
   - Performing risk monitoring on the Financial Conglomeration by monitoring the risk profile of each entity in the Financial Conglomeration, both individually as well as jointly.
   - Performing stress tests on the Financial Conglomeration.
   - Periodically reviewing the risk assessment methods, sufficiency of management information system implementation, and the appropriateness of policies, procedures, and risk limits in integrated manner.
   - Reviewing proposals of new strategic business lines with significant impact toward the risk exposure.
   - Providing information to the Integrated Risk Management Committee on issues which need further follow-up actions relevant to the evaluation of Integrated Risk Management implementation.

SELF-ASSESSMENT OF ICG IMPLEMENTATION REPORT

A summary report based on analysis of indicators covering the full assessment factors in the implementation of Integrated Corporate Governance is as follows:

Indicators	Assessment Summary
Board of Directors and Board of Commissioners (Main Entity)	• Requirements for sufficient integrity, competences, financial reputation of the Danamon's Board of Directors and Board of Commissioners as the Main Entity and in line with the Financial Services Authority regulations. • Danamon's Board of Directors and Board of Commissioners' sufficient understanding on the core business activities and main risks of the entities within the Financial Conglomeration and in line with their duties and responsibilities. • Implementation of functions, duties, and responsibilities of the Board of Directors and Board of Commissioners have proceeded sufficiently thus may optimize the monitoring and controlling functions.
Integrated Corporate Governance Committee	• Number, composition, and structure of Integrated Corporate Governance Committee membership are in line with the requirements of Financial Conglomeration and have taken into account the representation of each sector of financial services including the representation of Syariah Supervisory Board. • The Integrated Corporate Governance Committee has reviewed and recommended the Integrated Corporate Governance Policies.
Integrated Compliance Work Unit and Integrated Internal Audit Work Unit	• Implementation of Integrated Compliance Work Unit and Integrated Internal Audit Work Unit have been performed by Compliance Work Unit and Internal Audit Work Unit existing in Danamon and have been established independently in a number and with a sufficient quality of human resources. • Implementation of duties and responsibilities have proceeded accordingly.
Implementation of Integrated Risk Management	• Organization structure supports the implementation of integrated risk management properly and has established the Integrated Risk Management Committee and Integrated Risk Management Work Unit, as well as supported by comprehensive Risk Management Policies. • Implementation of integrated risk management has been applied reasonably comprehensively and sufficiently.
Integrated Corporate Governance Policies	• Integrated Corporate Governance Policies are available comprehensively and in line with the Financial Services Authority regulations. • Integrated Corporate Governance Policies serve as the minimum references for the implementation of integrated governance for all entities in the Danamon Group.

Summary of Assessment Results

Rank	Indicator
2	The Financial Conglomeration is considered to have implemented the Integrated Corporate Governance which in general is considered satisfactory. This is reflected by the sufficient fulfillment on the implementation of Integrated Corporate Governance principles. In case of weaknesses in the implementation of Integrated Corporate Governance, those weaknesses are less significant and may be resolved through normal actions by the Main Entity and/or Financial Services Institutions.

PT Bank Danamon Indonesia, Tbk.
Board of Directors

Sng Seow Wah
President Director

Fransiska Oei Lan Siem
Compliance Director

Syariah Corporate Governance

Sub Contents

426 Syariah Corporate Governance Implementation Report
432 General Summary

Syariah Corporate Governance

FOREWORD

The Implementation of Good Corporate Governance (GCG) by Danamon Syariah Business Unit has been consistently improved from time to time in line with supporting the annual Bank's performance improvement as well as protecting the interests of the stakeholders.

The Bank's compliance on the regulatory requirements and implementation of risk management as well as improvement on internal control in all work units in line with the implementation of Good Corporate Governance is accomplished by prioritizing GCG principles, specifically: Transparency, Accountability, Responsibility, Professionalism, and Fairness.

GCG implementation may only be possible through the presence of synergy and commitments from all Company organs specifically General Shareholders' Meeting, the Board of Commissioners, the Board of Directors, the Syariah Supervisory Board, senior officials, and all Company staff, to apply the principles of GCG Implementation and principles of prudence in conducting Company's business operations.

The benefit of effective GCG implementation for the Bank may be observed through the Bank performance achievements, both quantitatively and qualitatively covering financial and non-financial elements, as well as appreciation showed by external parties.

Danamon's Syariah Business Unit Initiatives

Throughout 2015, the Bank remains committed to consistently apply GCG principles on the implementation of its business strategies. Meanwhile strategies which are to be implemented this year will include among others:

a. Optimizing functions of Syariah Branch Office networks and Syariah Services (office channeling) especially to increase third party funds;
b. Develop unique Syariah products which may be developed and marketed through head office networks;
c. Continue consolidation on the branch offices as part of business transformation. Therefore, at the end of 2015, Danamon maintains 12 Syariah Branch Offices, 2 Syariah Sub Branch Offices, and 117 Syariah Services/Office Channeling (LS/OC);
d. Focus on the growth of small and medium enterprises portfolio especially financing of Employee Cooperatives and financing for Syariah-based Rural Banks;
e. Focus on the growth of commercial segment through the financing of heavy equipment and trade finance (including structured trade & commodity finance);
f. Optimizing cash in circulation from the financing activities through cash management;
g. Focus on productivity enhancement of human resources.

In line with business development during 2015, Danamon Syariah Business Unit conducted several activities including:

Launch of two new products namely Tabungan BISA Umroh iB, which is a saving product designed to prepare customers in line with their Umrah (Lesser Pilgrimage) travel to Mecca Holy Land by depositing on a monthly basis, and Proteksi Prima Amanah which is a Collaboration Program between Danamon Syariah Business Unit and Manulife Indonesia Life Insurance in line with the improvement of fee-based income.

Activities associated with Danamon's Syariah Business Unit iB Vaganza in 2015 in line with educating the Consumers to enhance their Financial Literacy as promoted by the Financial Services Authority. Meanwhile those programs are composed of several programs in which the purposes are:

Financial Literacy Program	Objective(s)
Education on Syariah-based funding products	Introduction to basic syariah banking products and services
Mini Public Financial Market	Improve financial access by educating the public regarding products/services of Financial Services Institutions required by micro business entrepreneurs
Education on the benefits of investment and their risks	Learn about the Benefits of Investment in the Capital Market and its Risks as well as Socialization on Financial Services Authority

SYARIAH SUPERVISORY BOARD

Number and Composition of Syariah Supervisory Board

Throughout 2015, there was no alteration in the composition of the Syariah Supervisory Board. Therefore, the composition of Syariah Supervisory Board is as follows:

a. Prof Dr. H.M. Din Syamsuddin (Chairman)
b. Drs H. Karnaen A. Perwataatmadja, MPA, FIIS (Member)
c. Dr. Hasanudin, M.Ag (Member)

Concurrent Positions of the Members of Syariah Supervisory Board in Other Syariah Financial Institutions

All of Syariah Supervisory Board members have met the requirements of PBI no.11/10/PBI/2009 on Syariah Business Unit jo PBI no.15/14/PBI/2013 on the Amendment of PBI no. 11/10/PBI/2009 on Syariah Business Unit. Throughout 2015, the concurrent positions of Syariah Supervisory Board remain unchanged as it was in 2014, as illustrated below:

Name	Position at Other Company	Name of Company
Prof. Dr. H.M. Din Syamsuddin (Chairman)	SSB	Bank Bukopin
Drs H. Karnaen A. Perwataatmadja, MPA, FIIS (Anggota)	SSB SSB SSB	a) Syariah Business Unit of Bintang Insurance b) Syariah Unit of Manulife Insurance c) Harta Insan Karimah (Syariah-based Rural Bank)
Dr. Hasanudin, M.Ag (Anggota)	SSB SSB SSB	a) BNI Syariah b) Tugu Pratama Insurance c) ReIndo Reinsurance d) Toyota Asuransi Finance Services

Syariah Supervisory Board 2015 Work Program

a. A minimum of 12 (twelve) Syariah Supervisory Board meetings within one year to discuss sharia principle issues, proposing new products as well as request for opinion over several conditions encountered in the field;
b. Conduct periodic reviews including supervision on the fulfillment of Syariah Principles against the mechanism of fund amassment and fund disbursement as well as Syariah Business Unit services through sampling processes on several customers both funding customers as well as financing customers;
c. Establish communication with Syariah Assurance Division & Operations – in line with all Syariah Supervisory Board activities of Danamon Syariah Business Unit (including request of Opinion to Syariah Supervisory Board), examining, and requesting clarification from the authorized Danamon Syariah Business Unit regarding all necessary matters;
d. Prepare a Bi-annual Report of the Monitoring Outcome of the Syariah Supervisory Board to be submitted to the Finanaical Services Authority with copies forwarded to the National Syariah Board – Indonesian Council of Ulama, the Board of Commissioners, the Director of Danamon Syariah Business Unit, Internal Audit Work Unit, and Compliance Division.
e. Consistenly adding more information/expanding knowledge to optimize the potential of Syariah Supervisory Board through various training and workshops for the development and progress of the Danamon Syariah Business Unit;

f. Giving advice and recommendations to the Director of Danamon Syariah Business Unit in particular and the Management of Bank Danamon in general in line with the improvement, fulfillment of Syariah principles as well as development and growth of Danamon Syariah Business Unit.

Achievements of Syariah Supervisory Board in 2015

a. The Syariah Supervisory Board has organized 13 (thirteen) meetings throughout 2015. Details of time, venues, meeting agenda, and attendance are illustrated on Appendix 1 on page 434 Meanwhile the attendance level of members of the Syariah Supervisory Board are as follows:

Name	Total Attendance
1. Prof. Dr. H.M. Din Syamsuddin	5
2. Drs H. Karnaen A. Perwataatmadja,MPA, FIIS	10
3. Dr. Hasanudin, M.Ag	13

Meetings conducted by the Syariah Supervisory Board throughout 2015 have met Bank Indonesia's regulations. Decisions made during the meetings of the Syariah Supervisory Board were on a consultative basis. The decisions made during the meetings have been recorded in the Meeting Summary, fully documented and submitted to the Director and/or the Bank's Management for further implementation.

b. In conjunction with the evaluation of Syariah principles fulfillment, the Syariah Supervisory Board has periodically conducted sampling throughout 2015 by sampling 130 funding customers and 36 financing customers, in which the criteria of financing is a large amount/value of financing, and new Customers in which are made up of:

Funding Products' Customers	Sampling of Customer Data
- 40 Funding Products' Customers; - 61 Employee Cooperative's customers; - 17 Small to Medium Enterprises' Customers; - 12 Syariah-based Rural Banks' Customers;	- 16 funding customers; - 9 employee cooperative customers; - 7 SMEC customers; - 3 BPRS customers

c. Throughout 2015, the Syariah Supervisory Board has coordinated with the Syariah Assurance Division & Operations to support Syariah Supervisory Board's functions, including the issuance of 3 (three) opinions of Syariah Supervisory Board, with the following details:

No	Problems/Topics
1	Seek the Opinion of Syariah Supervisory Board on the Collaboration between PT Bank Danamon Indonesia and Manulife Indonesia Life Insurance in launching "Proteksi Prima Amanah" Product
2	Seek the Opinion of Syariah Supervisory Board over House Ownership Financing Product through Musyarakah Mutanaqisan (MMQ)/Diminishing Partnership Contract
3	Seek the Opinion of Syariah Supervisory Board over Syariah Financing Collaboration between Danamon Syariah Business Unit and Non-Syariah (Conventional) Financial Institution

d. Report the supervision outcome of Syariah Supervisory Board every 6 months to the Financial Services Authority, with copies forwarded to the National Syariah Council – Indonesian Council of Ulama, Board of Commissioners, the Director of Danamon's Syariah Business Unit, Internal Audit Work Unit, and Compliance Division of Bank Danamon.

e. The Syariah Supervisory Board of Danamon's Syariah Business Unit throughout 2015 has participated in training/workshops to develop/optimize Syariah Supervisory Board's potentials in line with the following table:

No	Training/Workshop
1	Workshop on Syariah-compliant Insurance, from 16-18 November 2015
2	Training organized by AASI (Association of Indonesian Syariah-compliant Insurance) in collaboration with National Syariah Council-Indonesian Council of Ulama between 25-26 November 2015
3	Ijtima Sanawi (Annual Meeting of Syariah Supervisory Board throughout Indonesia), between 16-18 December 2015 at Hotel Ibis Trans Studio, Bandung

f. Give advice and recommendations to the Director of Danamon's Syariah Business Unit during Syariah Supervisory Board's meetings every month or during certain occassions in line with improvements, fulfillment of Syariah principles, as well as development and growth of Danamon's Syariah Business Unit.

Supervision of Syariah Supervisory Board

The outcome of Syariah Supervisory Board supervision is reported to the Financial Services Authority, with copies forwarded to the Compliance Division, Internal Audit Work Unit, the Board of Directors & Board of Commissioners of PT Bank Danamon Indonesia, Tbk as well as National Syariah Council, Indonesian Council of Ulama through the Report of Supervisory Outcome of the Syariah Supervisory Board for 2 (two) periods, that is between January 2015-June 2015 through a letter no. S.004/BDI-UUS/0216/EL dated August 19, 2015 and for the period between July 2015-December 2015 through a letter no. S.034/BDI-UUS/0815/EL dated February 19, 2016. The Report of Supervisory Outcome consisting of:

- Financial report as well as development of branch network, products & human resources during the supervision period.
- Working paper on the supervision of product development.
- Working paper on the supervision of the Bank's activities.
- The opinion of Syariah Supervisory Board issued during the supervisory period.

In addition to conducting supervision, the Syariah Supervision Board also provides recommendations, suggestions, and advice both to the Board of Directors of PT Bank Danamon Indonesia, Tbk. as well as to the Management of Syariah Business Unit in the form of Opinions of Syariah Supervisory Board issued in line with the periodic needs of the Management.

Guidelines and Work Rules of Syariah Supervisory Board

During 2015, a review was carried out, however, Guidelines and Work Rules of Syariah Supervisory Board established on 11 November 2011 have not been updated. Danamon Syariah Business Unit will always conform the Guidelines and Work Rules of Syariah Supervisory Board with prevailing regulations in case of the introduction of new regulations by Bank Indonesia, Financial Services Authority, as well as other relevant agencies.

Remuneration for Syariah Supervisory Board

Remuneration and other facilities for members of Syariah Supervisory Board of Danamon's Syariah Business Unit is proposed by the Remuneration Committee and Nomination by Bank Danamon as well as established during Danamon's Shareholder General Meeting. Total remuneration and other facilities during 2015 period are as follow:

Total Remuneration and Other Facilities	Amount Received Within 1 Year Period (Gross)	
	Person	Rupiah
1. Remuneration	3	731,488,006
2. Other facilities	3	Health Insurance Program (including family members)
Total Remuneration*) per person within 1 year	Total Members of Syariah Supervisory Board	
More than Rp 2 billion	-	
Between 1 billion and up to Rp 2 billion	-	
More than Rp 500 millions and up to Rp 1 billion	-	
Less than Rp 500 million	3	

DIRECTOR OF SHARIA BUSINESS UNIT

a. The Director of Danamon's Syariah Business Unit performs coordination with the whole ranks within organization of Danamon's Syariah Business Unit to carry out recommendations or feedback from the Syariah Supervisory Board as the outcome of regular meetings and Reports of the Syariah Supervisory Board's Supervision Outcome.
b. The Director of Danamon's Syariah Business Unit performs coordination with all ranks at the Parent Bank's directorate to develop and promote Danamon's Syariah Business Unit businesses;

c. The Director of Danamon's Syariah Business Unit maintains the health level of Danamon's Syariah Business Unit;
d. The Director of Danamon's Syariah Business Unit performs coordination with Bank Indonesia and Financial Services Authority (FSA);
e. The Director of Danamon's Syariah Business Unit is a member of Risk Management Committee and permanent member at Operational Risk Management Committee.

LIST OF CONSULTANTS AND LEGAL COUNSELLORS

During 2015, Danamon's Syariah Business Unit did not consult either consultant services or legal counsellors.

INTERNAL FRAUD

During 2015, no Internal Fraud case was reported at Danamon's Syariah Business Unit. Following is the table:

Internal Fraud within 1 Year	Total Cases Committed By					
	Board of Directors		Permanent Employees		Contract Employees	
	2014	2015	2014	2015	2014	2015
Total internal fraud	Null	Null	Null	Null	Null	Null
Case resolved	Null	Null	Null	Null	Null	Null
Being resolved by Syariah Business Unit internally	Null	Null	Null	Null	Null	Null
Cases which remain unresolved	Null	Null	Null	Null	Null	Null
Cases followed up by legal action	Null	Null	Null	Null	Null	Null

LEGAL CASES

During 2015, no legal cases were filed involving Danamon's Syariah Business Unit, as illustrated in the following table:

Legal Cases	Total Number	
	Civil	Penal
Cases resolved (have attained permanent legal force)	Null	Null
Cases being resolved	Null	Null
Total	Null	Null

DANAMON'S SHARIA BUSINESS UNIT ACTIVITIES

Distribution of Interest-free Loans for Social Activities

Referring to Law No. 21 of 2008 on Chapter II of Syariah Banking on the Foundation, Purpose, and Function, the Bank also carries out social functions as specified on Article 4 Section 2 which reads: "Syariah Banking and Syariah Business Unit may carry out social functions in the form of Bait-ul-Maal (Public Treasury), that is accepting funds in the form of Wealth Purification (Zakah), Good Deed (Shodaqoh), Wealth Spending (Infaq) and Grant (Hibah) or other social funds as well as distributing the to fund organizing managers 69 times throughout 2015 with a total amount of Rp1,208,393,375. The dates, nominal, and purpose of the distribution are illustrated on a table on page 435.

Achievements of Danamon Syariah Business Unit

Following are the awards received by Danamon Syariah Business Unit throughout 2015:

- Rank First on Financial Institution Digital Brand for the category of Syariah Business Unit and Rank Second on Product Brand for the category of Syariah Business Unit Saving Category by 2015 Infobank Digital Award.
- Rank Second on Best Overall Performance Unit of Syariah Business Unit based on the Survey Outcome of 2014/2015 Bank Service Excellence Monitoring (BSEM) organized by MRI. Survey outcome is based on the measurement of quality of the services delivered by frontliners such as Customer Service, Teller, Security

Personnel, and Telephone Services. Additionally, building conditions as well as provisions of various facilities incluidng restrooms and ATM.

NON-HALAL REVENUES AND THEIR DISBURSEMENTS

For 2015 period, none of the Non-Halal Revenues in Danamon Syariah Business Unit are identified.

OUTCOME ON 2015 BANK DANAMON SHARIA BUSINESS UNIT GOOD CORPORATE GOVERNANCE SELF-ASSESSMENT

	Factor	Rank (a)	Weight (b)	Score (a) x (b	Predicate
1	Implementation of duties and responsibilities of the Director of Syariah Business Unit • The Director of Danamon Syariah Business Unit passes Bank Indonesia's fit & proper test, free from any conflict of interest, and his/her appointment has been reported to Bank Indonesia. • Director of Danamon Syariah Business Unit is responsible in managing Danamon Syariah Business Unit, follow-up Syariah Supervisory Board recommendations, and supply data for Syariah Supervisory Board supervision.	1	35 %	0.35	Very Good
2	Implementation of Syariah Supervisory Board's duties and responsibilities) • Syariah Supervisory Board is composed of 3 members, in which all of them maintain their integrities, competences, and sufficient financial reputation. They are appointed through General Shareholder Meeting based on the recommendation of Remuneration Committee and Nomination as well as recommendation of National Syariah Council – Indonesian Council of Ulama. Their terms in the office shall not exceed those of the Board of Directors/Board of Commissioners. Dual positions hold by members of Syariah Supervisory Board have met Bank Indonesia's requirements • Syariah Supervisory Board has assessed and ensure the fulfillment of Syariah principles on the products and operational guidelines of Danamon's Syariah Supervisory Board as well as submitting the supervisory report in accordance with Bank Indonesia's regulations • Syariah Supervisory Board organizes 13 meetings throughout 2015. Decisions made during the meetings are based on the consultation and agreement, documented properly and submitted as recommendation for further follow-up by the management of Danamon's Syariah Business Unit • Dual positions as members of Syariah Supervisory Board at other Syariah Financial Institutions as well as other remuneration/facilities received by Syariah Supervisory Board have been reported on the Implementation Report of Good Corporate Governance. Members of Syariah Supervisory Board shall not hold dual positions as consultants in the entire Danamon's Syariah Business Unit. In line with the Syariah Supervisory Board Work Rules, members of Syariah Supervisory Board shall not exploit Danamon's Syariah Business unit for his/her personal interests	1	20%	0.20	Very Good
3	Implementation of Syariah principles in fund amassment activities and distribution of funds as well as service delivery • Each product launch by Danamon's Syariah Business Unit shall initially be reviewed by Syariah Assurance and Operation Division, Bank Danamon's Compliance Division, and seek Syariah Supervisory Board's opinion to ensure that they conform to the Opinion of National Syariah Council – Indonesian Council of Ulama. • Danamon's Syariah Business Unit strives that fund amassment product, fund distribution, and service delivery comply with the Opinion of National Syariah Council – Indonesian Council of Ulama and regulations of Bank Indonesia/Financial Services Authority, which cover periodic reviews over product policy and conduct internal audit process	2	10%	0.20	Good

	Factor	Rank (a)	Weight (b)	Score (a) x (b	Predicate
4	Funds distribution to the key financing customers and funds deposited by key depositors • Danamon's Syariah Business Unit has implemented principles of prudence in delivering fund distribution, especially to the key Customers and consistently refers to the regulations of Bank Indonesia/Financial Services Authority • Danamon Syariah Business Unit does not give special treatment to Key Financing Customers and Key Depositors thus treatment to key customers follow Danamon's Syariah Business Unit general policies • Danamon Syariah Business Unit's Products for fund distribution programs have been periodically reviewed in line with the Bank's regulations • Lists of Key Financing Customers and Key Depositor Customers have been forwarded to Bank Indonesia in line with the prevailing regulations	2	10%	0.20	Good
5	Transparency on financial and non-financial conditions, reports on the implementation of Good Corporate Governance, and internal reporting • Danamon Syariah Business Unit has reported Trimonthly Financial Report Publication and announced it in national newspapers in line with Bank Indonesia/Financial Services Authority regulations. • Danamon Syariah Business Unit has presented the Danamon Syariah Business' objectives, strategies, and policies in the Bank Business plan and present the information on Syariah Business Unit business development in Bank Business Plan's Realization Report as well as the Bank's Annual Report • Danamon Syariah Business Unit has performed the GCG Self-Assessment, prepare GCG Implementation Report in line with Bank Indonesia/Financial Services Authority regulations • Danamon Syariah Business Unit maintains good internal reporting and is capable to present data/information of the core system as well as supporting system. Reporting system is supported by trained and experienced human resources as well as sufficient IT security system in line with Bank Danamon' IT Security procedures	1	25%	0.25	Very Good
	Composite Number		100%	1.20	Very Good
Predicate: Very Good					

GENERAL SUMMARY

Based on the outcome of GCG self-assessment for the position of 2015, Danamon's Syariah Business Unit receives a Composite Score of 1.20 or a Very Good predicate.

The GCG implementation in Danamon Syariah Business Unit in 2015 has fulfilled several regulations which stipulate the GCG namely:

1. The Director of Danamon Syariah Business Unit has met the criteria required, which include having competences in Syariah field, demonstrating full commitments in developing Danamon's Syariah Business Unit, as well as taking follow-up actions of Syariah Supervisory Board's recommendations. In addition he/she has to consistently supply data relevant to Danamon's Syariah Business Unit growth and conditions on monthly basis during Syariah Supervisory Board's regular meetings.
2. The Syariah Supervisory Board of Danamon Syariah Business Unit has performed their duties and responsibilities, including maintaining proper reputation and competences throughout the Syariah Supervisory Board, routine Syariah Supervisory Board meetings as well as provide opinions, recommendations, and reviews on Danamon Syariah Business Unit products. Additionally, it also prepares the Report of Syariah Supervisory Board (Supervisory Outcome) biannually;

3. Consistently maintain compliances against all prevailing regulations and implementation of Syariah Principles in amassment activities and fund distribution as well as service delivery of the Syariah Business;
4. Fund distribution to financing customers and fund deposit by depositors remain consistent by applying the principles of prudence and independency based on the Syariah principles;
5. Transparencies on Financial and Non-Financial Conditions, GCG Implementation Report, and periodic and transparent internal reporting in line with the existing regulations.

Danamon Syariah Business Unit continuously performs refinements in line with the quality development and improvement of human resources, provisioning of a more effective management information system, improvement of process and work procedures. Additionally, optimization of the whole potentials existing in the entire Danamon Syariah Business Unit office network is performed to attain the targeted performance level and ultimately providing benefits to all stakeholders.

These improvements are carried out within the corridor of sharia principles and optimum DPS performance with the support of effective communications between DPS and the Director of Danamon UUS as well as enhancement to compliance, risk management and internal audit functions.

In closing, the support of Bank Danamon with its solid infrastructure, extensive service network and excellent brand awareness, will have a positive impact on the ability of Danamon UUS to remain competitive in the domestic syariah banking industry.

Syariah Business Unit,
PT Bank Danamon Indonesia, Tbk.

Herry Hykmanto
Syariah Director

List 1

Details of date, place, agenda and attendance record of meetings of the Syariah Supervisory Board (DPS)

No	Day and Date	Agenda	Participant(s)
1.	Monday 26 January 2015, at Gedung Plaza Kuningan, 2nd Floor	1. Update on Danamon Syariah Business Unit and Financing Composition by Contracts and Products. 2. Update on the existing issues in Syariah Business Unit, and issues relevant to Syariah Business Unit activities and Danamon (Discussion)	Dr. Hasanudin. M.Ag
2.	Tuesday 3 February 2015, at BDS Tebet Lapangan Roos	Dress Code Standardization for FrontLiners at Syariah Branch Offices	Dr. Hasanudin. M.Ag
3.	Monday 23 February 2015, at Gedung Plaza Kuningan, 2nd Floor	1. Update on Danamon Syariah Business Unit performance and Financing Composition based on Contracts and Products 2. Collaboration with Partner Conventional Banks	1. Prof.Dr. HM Din Syamsuddin 2. Hasanudin. M.Ag. 3. Drs. Karnaen A Perwataatmadja MPA., FIIS
4.	Tuesday 24 March 2015, at Gedung Plaza Kuningan, 2nd Floor	1. Update on the performance of Danamon Syariah Business Unit and Financing Composition based on Contracts and Products 2. Update over the Existing Issues in Syariah Business Unit, and Issues Relevant to Syariah Business Unit and Danamon (Discussion)	1. Dr. Hasanudin. M.Ag. 2. Drs. Karnaen A Perwataatmadja MPA., FIIS
5.	Tuesday 21 April 2015, at Gedung Plaza Kuningan, 2nd Floor	1. Update on Bank Danamon's Syariah Business Unit Performance and Financing Composition by Contracts and Products 2. Hedging transactions	1. Dr. Hasanudin. M.Ag. 2. Drs. Karnaen A Perwataatmadja MPA., FIIS
6.	Tuesday 19 May 2015, at Gedung Plaza Kuningan, 2nd Floor	1. Update on the Performance of Danamon Syariah Business Unit and Financing Composition Based on Contracts and Products 2. Update on Issues Existing in the Syariah Business Unit, and Issues Relevant to Syariah Business Unit Activities and Danamon.	1. Hasanudin. M.Ag. 2. Drs. Karnaen A Perwataatmadja MPA., FIIS
7.	Friday 19 June 2015, at Gedung Plaza Kuningan, 2nd Floor	Update on the Performance of Danamon Syariah Business Unit and Financing Composition Based on Contracts and Products	1. Dr. Hasanudin. M.Ag. 2. Drs. Karnaen A Perwataatmadja MPA., FIIS
8.	Wednesday 12 August 2015, at BDS Tebet Lapangan Roos	1. Discussion on Financial Report as of 30 June 2015 2. Discussion on Outcome Report of Syariah Supervisory Board Supervision.	Drs. Karnaen A Perwataatmadja MPA., FIIS
9.	Thusday 13 August 2015, at BDS Tebet Lapangan Roos	Discussion on Trimonthly Financial Report as of 30 June 2015	Dr.Hasanudin, M.Ag
10.	Thusday 13 August 2015, at MBD, 5th Floor	1. Update on Bank Danamon Syariah Business Unit and Financial Composition Based on Contracts and Products 2. Update on Issues Existing in the Syariah Business Unit Relevant to Syariah Business Unit and Danamon Activities	1. Prof.Dr. HM Din Syamsuddin 2. Hasanudin. M.Ag. 3. Drs. Karnaen A Perwataatmadja MPA., FIIS
11.	Friday 4 September 2015, at Gedung Plaza Kuningan, 2nd Floor	1. Update on the Performance of Danamon Syariah Business Unit and Financing Composition based on Contracts and Products 2. Syariah-compliant Treasury	1. Prof.Dr.HM Din Syamsuddin 2. Dr. Hasanudin. M.Ag. 3. Drs.Karnaen A Perwataatmadja MPA, FIIS
12.	Friday 16 October 2015, at Gedung Plaza Kuningan, 2nd Floor	1. Update on the Performance of Bank Danamon Syariah Business Unit and Financing Composition Based on Contracts and Products 2. Update on Issues Existing in Syariah Business Unit and Issues Relevant to Syariah Business Unit and Danamon Activities	1. Prof.Dr.HM Din Syamsuddin 2. Dr. Hasanudin. M.Ag. 3. Drs.Karnaen A Perwataatmadja MPA, FIIS

No	Day and Date	Agenda	Participant(s)
13.	Monday 14 December 2015 di Gedung Plaza Kuningan Lt.2,	1. Update on the Performance of Bank Danamon Syariah Business Unit and Financing Composition Based on Contracts and Products 2. Update on Issues Existing in Syariah Business Unit and Issues Relevant to Syariah Business Unit and Danamon Activities 3. Joint Financing	1. Prof.Dr.HM Din Syamsuddin 2. Dr. Hasanudin. M.Ag. 3. Drs.Karnaen A Perwataatmadja MPA, FIIS

List 2

Below is the Table of Danamon's Syariah Business Unit Interest-free Fund Distribution throughout 2015:

No	Date	Amount (Rupiah)	Recipient or Purpose
1	January 6, 2015	50,000,000	Danamon Foundation for Victims of Natural Disasters
2	January 22, 2015	30,000,000	Home Renovations (literally Home Surgery) in Bali
3	January 21, 2015	3,000,000	Thariq Bin Ziyad Foundation
4	January 21, 2015	3,000,000	Masjid Jami Al Makmur Foundation
5	January 27, 2015	5,000,000	Victims of Flood
6	February 6, 2015	10,000,000	The Construction of Musholla (small Masjid) Al Hikmah, at the Jatiasih Complex Danamon
7	February 6, 2015	5,000,000	Tahfidz Sulaimaniyah Foundation
8	February 6, 2015	10,000,000	The Construction of Madrasah Diniyah (Islamic Elementary School) Darul Muta'alimin
9	February 6, 2015	25,000,000	AlAzhar Peduli Umat – Pesantren-based Sheep Breeding
10	February 6, 2015	7,000,000	The Renovation of Masjid Raodatul Jannah
11	February 13, 2015	5,000,000	Assistance to Employees who were victims of Flood
12	February 26, 2015	25,000,000	The Construction of Mushola (small Masjid) and Madrasah (Islamic School) of Husni Sinulingga Foundation
13	March 3, 2015	5,000,000	The Construction of Babul Jannah Islamic Boarding School
14	March 4, 2015	10,000,000	The Renovation of Masjid Jami Darussalam, Banten
15	March 16, 2015	2,000,000	The Quran-Reciting Community of Musicians, Bandung
16	March 16, 2015	1,000,000	The Construction of Sport Facility in Bukit Duri, South Jakarta
17	March 16, 2015	2,000,000	Scholarship for Underprivileged Children
18	April 6, 2015	5,000,000	Assistance of Condolence for the loss of twin children of one of the Bank's employees
19	April 10, 2015	5,000,000	Donation for Victims of Flood
20	April 13, 2015	3,000,000	Donation for Orphaned Children and the Less Fortunate through Al Muhajirin Wakaf Foundation
21	April 28, 2015	30,000,000	The Construction of Musholl (small Masjid) Al Hikmah at the Jatiasih Comlex Danamon
22	May 4, 2015	30,243,375	Donation for School Need for Orphaned Children
23	May 29, 2015	40,000,000	ZIS (donation to the Orphan House Ihsan Gemilang and Al Amanah)
24	June 5, 2015	10,000,000	The Construction of Masjid Al Hidayah Depok Beji
25	June 8, 2015	14,350,000	Scholarship for Orphaned Children and The Less Fortunate through Al Kahfi Foundation, Bekasi
26	June 8, 2015	9,950,000	Ramadhan Activities at Daruttaqwa Foundation, Berlan
27	June 5, 2015	2,000,000	Donation for Orphaned Children for the Commemoration of Isra Mi'raj organized by the Employee Cooperative of PT Sanoh
28	June 8, 2015	3,750,000	Ramadhan Activity at the Sulaimaniyah Islamic Boarding School
29	June 12, 2015	9,800,000	Ramadhan Activity organized by the Islamic Spiritual Activity at the Laparngan Ros Danamon
30	June 18, 2015	5,000,000	Caring for VEH Indriati
31	June 16, 2015	6,000,000	Donation to the contruction of Ulul Albab Mosque, Surabaya
32	June 22, 2015	5,000,000	Compensation to the orphanage and Dhuafa of Jami Nurul Lathif Mosque, West Jakarta

No	Date	Amount (Rupiah)	Recipient or Purpose
33	June 18, 2015	40,000,000	Ramadhan activity and compensation to the orphanage and the underprivileged Rohis Plaza Kuningan
34	June 26, 2015	5,000,000	Compensation to the orphanage of Plaza Kuningan Syariah
35	June 29, 2015	10,000,000	Provide capital and entrepeneurship training for under-privileged families in Aceh
36	June 29, 2015	2,000,000	Renovation of Ar Rohmat Mosque, Pondok Cabe
37	June 26, 2015	7,500,000	Echo of Ramadhan for Quran recital, Daarul Quran Nusantara foundation
38	June 29, 2015	30,000,000	Scholarship to the underprivileged but performing students of University of Pajajaran.
39	June 29, 2015	4,000,000	Donation to construction of Al Muhtadin Islamic boarding school
40	June 29, 2015	2,000,000	Renovation of Nurul Iman Mosque
41	June 29, 2015	135,000,000	Umroh package to Dhuafa high performer scholars/hafidz quran through Al Zahar care, Duafa wallet and Zakat house
42	June 29, 2015	2,000,000	Compensaton for the orphanage and underprivileged in Kampung Rawa area
43	June 30, 2015	2,000,000	Social service to the youth of Tebet Mosque
44	July 7, 2015	10,000,000	Donation to construction of SDIT Insan Kamil school building, Tangerang
45	August 10, 2015	20,600,000	Donation to construction of integrated Islamic elementary school Al Raudhan Foundation Bekasi
46	August 20, 2015	20,000,000	Donation to construction of Madrasah Aliyah building by Nurul Huda Foundation Cirebon
47	August 20, 2015	3,000,000	Operational funds for Sulaimaniyah Islamic boarding school
48	August 20, 2015	5,000,000	Benefit event for the community of Danamon Jatiasih complex
49	August 20, 2015	5,000,000	Free education for the orphans and Madinatur Duahfa foundation of Rahmah Hidayah
50	August 24, 2015	50,000,000	Assistance to chemotherapy treatment of Ahmad Fauzi
51	September 16, 2015	6,000,000	Renovation of Syaikhona Kholil Mosque, Madura
52	September 25, 2015	45,500,000	Channeling of sacrificial animals in 2015 of Al Azhar Islamic boarding school care for community
53	September 29, 2015	4,500,000	Donation for activities of Thariq Bin Ziyad school
54	October 5, 2015	9,000,000	Scholarship for underprivileged but performing student of STIKES Muhamaddiyah Kudus
55	October 12, 2015	6,000,000	Purchase of speakers for the monthly Islamic recitals in Danamon Syariah head office
56	October 13, 2015	20,000,000	Renovation of Baiturrahim Mosque
57	October 21, 2015	23,600,000	Muharram activity of Kebon Sirih Islamic spiritual group in the form of compensation to orphans
58	October 22, 2015	20,000,000	Donation for building Tahfiz Anak Al Azka
59	October 22, 2015	20,000,000	Al Khorid mosque renovation
60	October 22, 2015	500,000	Assistance to activity of Sumpah Pemuda Bukit Duri, Tebet
61	November 10, 2015	5,000,000	Assistance for post operation of Mr Hardy
62	November 10, 2015	25,000,000	Assistance to treatment of Emma Vanijanti
63	November 11, 2015	6,000,000	General hospital Fastabiq Sehat PKU Muhammadiyah clean river program
64	November 30, 2015	4,100,000	Dhuafa scholarship in Malingping Banten
65	November 30, 2015	3,000,000	Sulaimaniyah Islamic Boarding School
66	November 30, 2015	250,000,000	Danamon Peduli Foundation
67	November 30, 2015	8,000,000	Donation to construction of Madrasah Aliyah Nurul Huda building Cirebon
68	December 10, 2015	2,000,000	Donation to construction of Al Muttaqin Mosque
69	December 16, 2015	20,000,000	Donation for a Mosque near Danamon Ciawi Campus
	Total	**1,208,393,375**	

Corporate Social Responsibility

Sub Contents

439 Governance Structure
439 Programs Implemented In 2015
443 Care For The Environment
444 Danamon Carbon Footprint
444 Regional Icon Preservation
445 Rapid Disaster Response
448 Programs Planned For 2016

Danamon and its subsidiaries, Adira Finance and Adira Insurance, have a strong commitment to Corporate Social Responsibility (CSR) driven by the value of 'CARING' which is deeply entrenched within Danamon.

Corporate Social Responsibility

The CSR program of Danamon and its subsidiaries is implemented by Yayasan Danamon Peduli (Danamon Peduli) reflecting Danamon's strong commitment and focus toward social causes. The program implementation mechanism is aligned with with corporate resources to ensure compliance with good governance principles and regulations based on the GCG Guidelines for Indonesian Banking 2012.

Danamon and its subsidiaries, Adira Finance and Adira Insurance, have a strong commitment in Corporate Social Responsibility (CSR) driven by driven by the value of 'CARING' which is deeply entrenched. The establishment of Danamon Peduli indicates the commitment of Danamon to implement CSR in an integrated fashion. "A long term view of social investment" is the preferred reference. Since its establishment, Danamon Peduli has been recognized as the leading organization for Wet Market Revitalization by consistently providing support through the Rapid Disaster Response.

Danamon Peduli's vision "We care and enable millions to prosper" is shared with its founder. Danamon Peduli demonstrates the shared vision in every aspect of its programs and operations while keep its stakeholders engaged. The mission of YDP is:

"Become a trusted development partner offering sustainable change to improve quality of life improve the quality of life through aligbment and utilization of resources.

Danamon Peduli's operating platform adopts the following roles:

1. Development partner
   In understanding the context of development in the regions in which it operates, Danamon Peduli realizes the need to position itself as a development partner which focuses on the development and implementation of programs that provide a meaningful contribution to the development priorities at the national and/or regional level. Such an approach is not a one-time contribution based on courtesy, but also but also input for development in line with local/regional priorities.

2. Catalyst
   To design and develop programs adaptable by others. This catalytic approach aims to accelerate and expand the benefits to cover the needs cover the needs of various stakeholders

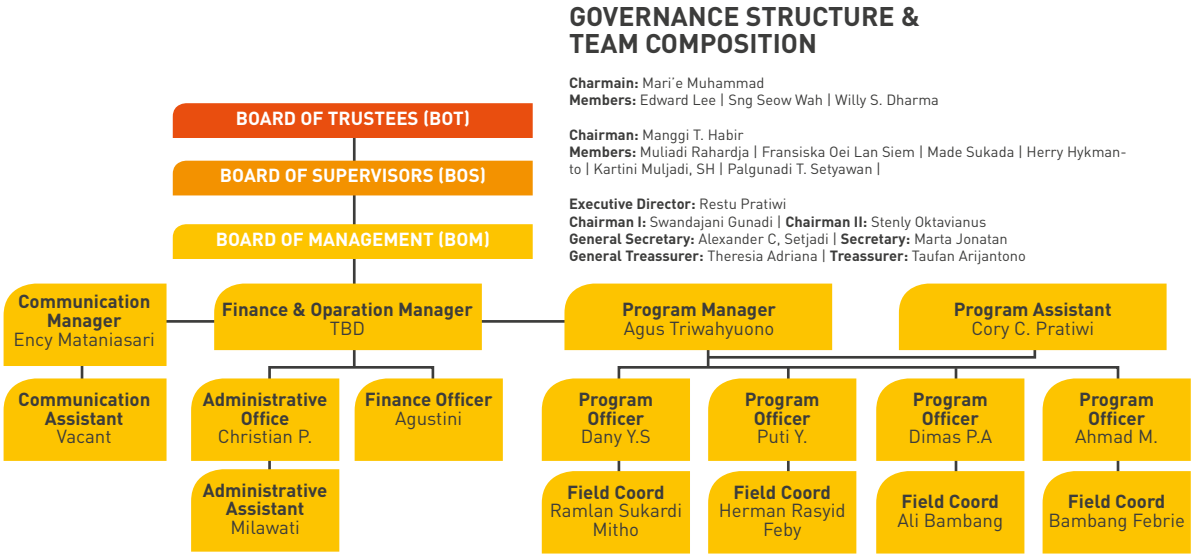
3. Knowledge Hub
   Pioneered the mechanism of exchanging information and consultation by positioning itself as one of the Liaison Learning Resources. Working closely with other partners to foster broader understanding of social investment programs and providing benefits to a wider public which enhances Danamon Peduli credibility.

Governance Structure

As shown below, the structure of Danamon Peduli is governed by three levels of Boards, Trustees, Supervisory, and Management to ensure accountability reporting. The Chair of the Board also assumes the role of Executive Director, who manages the day to day operation of the Foundation.

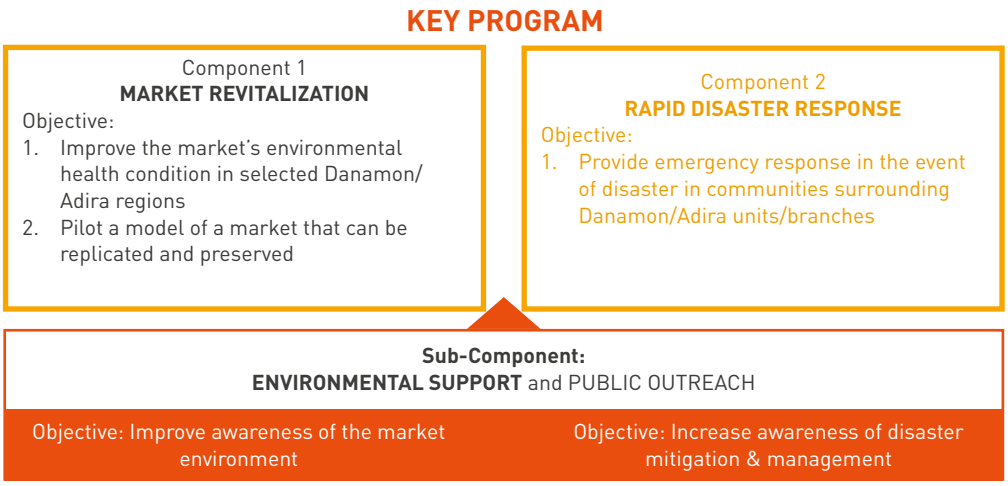
The Board of Management meets monthly with the Supervisory Board to report on the implementation of the program, the budget used, and the implementation of the work plan. The Board of Management also meets with the Board of Trustees at least once a year.

To ensure accuracy and consistency in the use of funds, Danamon Peduli is audited regularly both by internal and external auditor, and audited financial statements are published in the national media.



Programs Implemented in 2015

The 2015 programs were organized into two streams as illustrated below.



Component 1 – Market Revitalization (PASAR SEJAHTERA)

Pasar Sejahtera

The traditional markets, based on Law No.7/2014 has changed its name to the Market which plays an important and pivotal in economic activity in Indonesia has a pivotal role in economic activities in Indonesia.

According to the data from the of Trade, in the year 2012 there were 9,599 traditional markets registered, catering to 60% of people's basic needs, and is also able to provide jobs to more than 30 million people in Indonesia who make their living as traders.

As a catalyst and a development partner, Danamon Peduli has been actively participating in the market revitalization program since 2010 with the following objectives of:

1. Increasing and improving the environmental health of markets
2. Developing pilot units as a form of support from the private sector that can be applied widely.

The focus of implementing this program are (i) the physical revitalization of the market and (ii) an increase in awareness and behaviorial changes of those who engage in activities of the public market, especially amongst the market traders and other market participants.

Since 2010, there have been eleven Pasar Sejahtera pilot markets:

Name of Traditional Market	Location
Pasar Ibuh	Payakumbuh, West Sumatera
Pasar Sindangkasih	Majalengka, West Java
Pasar Bunder	Sragen, Central Java
Pasar Grogolan	Pekalongan, Central Java
Pasar Semampir-Kraksaan	Probolinggo, East Java
Pasar Baru	Probolinggo, East Java
Pasar Kemuning	Pontianak, West Kalimantan
Pasar Tejoagung	Metro, Lampung
Pasar Lambocca	Bantaeng, South Sulawesi
Pasar Karangwaru	Yogyakarta
Pasar Pandansari	Balikpapan, East Kalimantan.

Program Components:

1. The Development of Pasar Sejahtera Demonstration Units.
   - Regulation and physical repair of wet units (vegetable, fruit, meat, poultry), referring to the standard of Kemenkes No. 519/2008 and SNI 8152:2015 (Indonesian National Standard Certification)
   - Instillation of Waste Water Disposal units .
   - The provision of multi-purpose wash basins.

Pasar Tejoagung, Metro Lampung

before (above) – after (below)

No	Name of Traditional Market	Physical Repair
1	Pasar Kemuning-Pontianak, Kalimatan Barat	1. Toilet Repair 2. Gutter Repair
2	Pasar Tedjoagung-Metro, Lampung	1. Separate Garbage Container 2. Wallboard for Newsletter
3	Pasar Ibuh-payahkumbuh, Sumatra Barat	Canopy Repair
4	Pasar Bunder-Sragen, Jawa Tengah	Washbasin Repairs
5	Pasar Baru-Probolinggo, Jawa Timur	Separate Garbage Container
6	Pasar Lambocca-Banteng, Sulawesi	Washbasin repairs

2. Integrated Planning and Budgeting
   - Inter-sectoral Meeting (Department/Agency), tasks and functions in the managing and supervising markets.
   - Inter-sectoral SKPD of integrated planning and budgeting.
   - The development of an integrated planning mechanism such as the establishment of the Working Group (WG) of the Market.

Location	# Cross-Sector Participants
Pasar Ibuh	15
Pasar Tejoagung	20
Pasar Grogolan	20
Pasar Bunder	20
Pasar Baru	15
Pasar Kemuning	10
Pasar Lambocca	60
Total	160

3. Campaign and Promotion
   - National campaigns aimed at making all stakeholders of the people's market more sympathetic towards their involvement.
   - The "Jelajah Pasar Rakyat Nusantara" Campaign & Festival Pasar Rakyat activities.
   - A series of local radio talkshows.

People's Market Festival held in 2015

NO	Name of People's Market	Location	Public Engagement
1	Pasar Tejoagung	Metro, Lampung	500
2	Pasar Lambocca	Bantaeng, South Sulawesi	1000
3	Pasar Rau	Serang, Banten	300
4	Pasar Kembang	Surabaya, East Java	500
5	Pasar Baru	Probolinggo, East Java	2,000
6	Pasar Ngasem	Yogyakarta	2,000
7	Pasar Lama	Tangerang	500
8	Pasar Kebon Kembang	Bogor, West Java	1,000

Talkshow "Local Radio"

No	Pasar Sejahtera	Frequency
1	Pasar Ibuh	9
2	Pasar Grogolan	10
3	Pasar Bunder	9
4	Pasar Baru	3
5	Pasar Kemuning	3
	Total	34

4. Community-Based Scheme
   - Trader cooperatives development.
   - Cooperatives basic training.
   - Cooperatives business strategic development management training.
   - Revolving capital for business development.
   - Radio Community development as a facility to deliver information to and from the community.
   - Foundation and management formation of the radio community.
   - Community radio management training.
   - Radio Community management technical assistant.

Location	Participant - Trader Discussion	Participant - Communal Work
Pasar Ibuh	97	40
Pasar Tejoagung	143	53
Pasar Grogolan	164	73
Pasar Bunder	186	489
Pasar Baru	85	46
Pasar Kemuning	150	320
Pasar Lambocca	74	300
Total	899	1321

Participants of Cooperative, Eco-Mapping and Radioland Trainings in 2015

No	Prosperous Market	Participant
1	Pasar Ibuh	108
2	Pasar Tejoagung	80
3	Pasar Grogolan	106
4	Pasar Bunder	132
5	Pasar Baru	60
6	Pasar Kemuning	100
7	Pasar Lambocca	27
	Total	613

5. Market community education and communicating about changes in behavior through:
   - Focus Group Discussion/FGD
   - Communication media
   - Mutual aid activities and cleanliness competition
   - Care for market environment activity together with volunteers

Financial Literacy of People's Market

No	Regency/City	Activity	Number of Participant	
		Pojok Bisa Classes	Planned	Actual
1	Surabaya	Fest. Pasar Rakyat Kembang	50	39
2	Probolinggo	Fest. Pasar Rakyat Baru	50	40
3	Yogyakarta	Fest. Pasar Rakyat Ngasem	50	40
4	Tangerang	Fest. Pasar Rakyat Lama	50	35
5	Bogor	Fest. Pasar Rakyat Kebon Kembang	50	76
6	Pontianak	Pasar Sejahtera	100	68
7	Probolinggo	Pasar Sejahtera	200	200
8	Yogyakarta	Pasar Sejahtera	100	85
9	Payakumbuh	Pasar Sejahtera	100	100
10	Balikpapan	Pasar Sejahtera	50	43
	Total	Pasar Sejahtera	800	726

In 2015 Danamon Peduli started a national campaign dubbed "Jelajah Pasar Rakyat Nusantara". The objective was to promote and conserve people's markets whose existence kept dropping significantly in number over the past seven years. The market festival stressed the importance of the market as a public area that is creative, educational and cultural.

Various programs included micro and small business bazaars, creative competitions, and financial literacy workshop and talk shows. In 2015, the campaign focused on JavaIsland, while in 2016 onwards the coverage is expected to expand to Sumatera, and Kalimantan.

CARE FOR THE ENVIRONMENT

Human life can not be separated from the natural environment. Therefore, Danamon Peduli needs to do something in order to sustain life in the future. Danamon Peduli has actively participated towards environmental health to sustain human life in the future.

Activity Environmental Care is one of the important components in Pasar Sejahtera Program, where Danamon Peduli manages and mobilizes all available resources of Bank that exist throughout Bank Danamon and Adira to carry out carry out environmental health activities in environmental health, particularly in the public market and surrounding areas. The activities include reforestation, making holes biopori, manufacture of clean water, repair of public facilities that exist in the markets and provide assistance in the form of cleaning tools. Meanwhile, in Jakarta the 3R Movement, Reduce, Recycle and Reuse of paper waste generated from operations still continues. The paper waste is processed and re-used to be marketing collateral from companies such as paper bags or the cover of the company's annual report & sustainability report.

In 2015, Danamon Peduli Peduli invested Rp. 2.5 billion for Environmental Care throughout Indonesia. In practice, this program involved 2,134 Danamon and Adira branches and 3,612 employees as volunteers.

Old Scheme (2012-2014)

1. The period of implementation is limited
2. No focus on the market

Learning Outcomes

1. Implementation accumulates at the end of the period
2. Less attention on sustainability
3. Short-term partnership

New Scheme (2015-Present)

1. activity period throughout the year.
2. Directs activities to market
3. Long-term Partnership

PARTNERS

1. The Ministry of Public Works
2. Green City Development Program (P2KH)
3. Green Community

Danamon Carbon Footprint

Activities	Item	2014		2015	
		Amount	CO2 Reduction (gram/Year)	Amount	CO2 Reduction (gram/ Year)
Tree Planting	Tree	20.583	15.220.509.057	2.636	1.845.200.000
Integrated Waste Management Facilities: Organic Waste	Gram	111.346	41.754.750	247.643	92.866.125
Waste Bank Facilities: Paper Waste	Kilogram	7023.5	364.419.314	10.167	774.601.826
Office Non-Organic Waste Management: Paper Waste and R4R Event	Kilogram	553	28692800	3.120	161.883.428,57
TOTAL CO2 Emission Reduction			**15,656,674,064**		**3,146,001,671**

REGIONAL ICON PRESERVATION

Regional Icon Preservation (PIR) is one of CSR programs from Danamon Peduli consisting of three components, environmental conservation, community empowerment, and maintenance & promotion of local culture. The program is participatory and encourages is participatory by encouraging of all related stakeholders to be aware of existing problems. Through partnership and vigorous communication with various stakeholders, the expectation is that each party can help solve the problem independently. The continuity of the program will be the responsibility of the government and the local communities.

Started in 2012 the Regional Icon Preservation (PIR) program was implemented in Marunda, North Jakarta, in cooperation with the provincial Government of North Jakarta Components included as ; improving the health of the environment through greening, mutual cooperation, repairing public facilities, and helping with cleanliness, preservation of local culture and the promotion of tourism by training local art (pencak

silat, marawis) and procurement of equipment, repair and/or improvement of facilities supporting cultural heritage, providing support to community-based tourism and heighten cooperation to introduce tourism and cultural events; community empowerment through economic and social discussions in the form of a monthly discussion group, the formation of business and management skills training and the granting of venture capital funds and cooperatives schemes and a revolving fund.

The icons Regional Conservation program implementation in Kampung Marunda wound up in in December 2015, with the following achievements:

- Improvements to communications and the multi-purpose hall, Posyandu building, playground and taklim assembly room. Until recently the third facility is still being used and cared for by local residents. According to reports, special Posyandu activities were conducted once a month and in the same place there is also an activities of providing a highly nutritious food for the elderly.
- Economic empowerment activities conducted was the establishment of savings and credit cooperatives (koperasi simpan pinjam). The number of members is 50 person and assets of Rp80,000,000, - Currently the cooperative also received a grant of Rp50,000,000, - from Program Sejuta Berdaya Al-Azhar Peduli Umat used as a revolving loan.
- On the community development side, until the end of 2015 Danamon Peduli had established the Padepokan Pencak Silat Kandeka Lima and the Dance Group. Both groups regularly showcase their skills in the House of Si Pitung to give an entertainment for the tourists. More over the group also sells the creations of local youth group such as t-shirts, key chains of Si Pitung, etc.

RAPID DISASTER RESPONSE

Indonesia, according to the Center for Information and Public Relations of the National Agency for Disaster Management, ranked highest for the danger of tsunamis, landslides, and volcanoes. Indonesia also ranked third for the threat of earthquakes and sixth for flooding.

can have an adverse impac on the economic, social, and environmental sectors. Natural disasters and disasters caused by human negligence can occur at any time and always afflict members of the local community.

Through the Disaster Quick Response (Cepat Tanggap Bencana), Danamon Peduli mobilizes Danamon and Adira employees thus becoming one of one of the First Private Institution to effectively respond to disasters that occur. Supported by an extensive network of over 2,500 branches and more than 60,000 employees throughout Indonesia, assistance can be quickly dispersed to the affected area. Moreover, Danamon Peduli continually strives to improve the ability of volunteers to provide assistance in accordance with the disaster and held a variety of training related to disaster mitigation.

Throughout 2015, around 1,117 employees of Danamon and Adira volunteered to participate in the Rapid Disaster Response program.

In addition handling things internally, Danamon we also collaborates with relevant institutions, such as the Indonesian Red Cross, Badan Nasional Penanggulan Bencana (BNPB), and Aksi Cepat Tanggap (ACT). In 2015, total aid distributed through Danamon Peduli reached Rp383,509,527 which is exclude the resources of volunteers involved. Danamon volunteers have been mobilized for 38 disaster occurrences, including flooding, smoke and fire disasters in markets. In Around 38,302 persons benefited from Danamon's activities in 2015.

Type of disaster	Occurrence Throughout 2015	Amount of assistance (Rp.)
Fire	10	Rp165,999,498
Floods	0	0
Volcanic Eruption	0	0
Tsunami/Landslide	1	Rp29,998,250
Bush Fire	31	Rp125,015,000
TOTAL	42	Rp321,012,748

Rapid Disaster Response Target:

1. External

- Responding to disasters around Danamon/Adira branch through mobilization of internal volunteers.
- Internal volunteers response to big scale disasters that are beyond the Danamon/Adira branch coverage by partnering with third parties (PMI, ACT, BPBD, etc.)
- Teaming up with the National Disaster Mitigation Agency and the Regional Disaster Mitigation Agency in form of people's market fire disaster mitigation training.

2. Internal

- Increase active paticipation from all units of Danamon and Adira throughout the country;
- Enhance employees involvement as volunteers in the Disaster Quick Response program.

Fund Disbursement | Period January-November 2015

		Type Of Disaster					
No	Region	Fire	Flood	Fog	Landslide	# Volunteer	#Donatee
1	Region I	1	0	0	0	3	1.000
2	Region II	0	0	0	0	0	0
3	Region III	1	0	0	0	15	5.000
4	Region IV	1	0	0	1	20	700
5	Region V	4	0	14	0	1009	25.402
6	Region VI	1	0	14	0	388	4.200
7	Region VII	1	0	0	0	43	700
	Total	9	0	28	1	1478	26.850

Disaster Mitigation and Fire Training | Period November 2015

No	Region	#Partcipant	Number Of Fire Extinguisher
1	Pasar Ibuh	80	12
2	Pasar Tejoagung	50	8
3	Pasar Grogolan	50	12
4	Pasar Bunder	60	12
5	Pasar Baru	-	-
6	Pasar Kemuning	50	8
7	Pasar Lambocca	-	-
	TOTAL	**290**	**52**

Fire Disaster Mitigation Training

No	Cost Breakdown	Total Expenses 2015
1	Total Pasar Sejahtera	7,617,632,344
2	Total Rapid Disaster Response	383,509,527
3	Total Opex	4,303,690,876
	Grand Total	12,304,832,747

Danamon engages in educational activities. The objective is to enhance consumer or general public financial literacy.

As of the 4th quarter of 2015, the Bank had educated up to 41,303 persons. They include: MSME entrepreneurs, housewives, students, civil servants, and cooperative staff. Total costs expended came to Rp1,204,225,020.

Danamon's 2015 educational activities were as follows:
The Financial Market organized by the Financial Services Authority in Solo, Banda Aceh, Makassar, Surabaya, and Medan. The target market was the to low income population. Additionally, the target includes those without access to the products of financial services.

Organized Pojok BISA in public markets of 9 regencies/cities. Participants comprised merchants from 19 community markets scattered throughout East Java, Yogyakarta, Central Java, West Java, West Kalimantan, West Sumatra, and East Kalimantan.

The intended targets of these educational activities are MSME businesses and housewives. Pojok Bisa is an educational corner for financial management for businesses at the community market.

The Bank provides a total of 150 books on the introduction of the Services Authority and Financial Institutions. 15 Junior High Schools and 15 Senior High Schools in the cities where Pojok Bisa is organized have received these books. Pojok Bisa is made possible by the collaboration between Yayasan Danamon Peduli and Local Governments.

Organized educational activities on the benefits of investment in the stock market and the risks involved. Target audiences were business societies and professionals in collaboration with the Stock Exchange and Fund Managers in Surabaya.

Organized "Meet and Greet" sessions with MSME entrepreneurs, retailers, housewives, and market communities in Pekanbaru.

Organized Pasar Sejahtera (Prosperity Market) in Probolinggo, Yogyakarta, Tangerang, Sragen, Payakumbuh, Balikpapan, and Pontianak. These activities provided basic banking education for small businesses in the market.

Through Yayasan Danamon Peduli, the Bank organized training for cooperative managements in Central Java, Lampung, East Java, and South Sulawesi. The objective was to cut off the loansharkers' lifecycle and improve the prosperity of small businesses in the market.

Organized an "Expo Perbankan Syariah iB Vaganza" and "iB Blusukan" in Jakarta, Bogor, and Batam.

Literasi keuangan Pojok BISA

Bantuan alat-alat kebersihan pasar

Programs Planned for 2016

In 2016 the Danamon Peduli CSR Program will continue to focus on People's Market revitalization, Rapid Disaster Response and integrating two components where market revitalization will include elements, such as disaster prevention, mitigation, management and training that are all directed toward building disaster resilient markets. Furthermore, in 2016 Danamon Peduli plans to:

1. Facilitate development of the-people-market model based on Indonesia's National Standard (SNI).
2. Continue to promote the people's market through "Jelajah Pasar Nusantara" and "Festival Pasar Rakyat" campaigns in order to raise awareness of society.
3. Prepare steps on disaster mitigation, especially for forest and market fire disasters.

Data Training New Agent 2015

No	Training - New Agent Banking	Date	Location	Participant	Number of Participants	Duration (day)	Total Hour
1	New Agent Banking Training	9-Feb-15	Lt 4	Inbound service + new agent banking	11	10	80
2	New Agent Banking Training	10-Mar-15	Lt 2	Inbound Service + QA	4	10	80
3	New Agent Banking Training	08-Apr-15	Lt 2	new agent banking + QA	3	10	80
4	New Agent Banking Training	04-May-15	lt 2	new agent banking + QA	4	10	80
5	New Agent Banking Training	09-Jul-15	Lt 2	Inbound Service	4	10	80
6	New Agent Banking Training	09-Sep-15	Lt 2	Inbound Service	4	10	80
7	New Agent Banking Training	16-Nov-15	Lt 4	Inboud service + Corro	3	10	80
8	New Agent Banking Training	11-Dec-15	Lt 4	inbound service	5	10	80
	TOTAL				**38**		**640**

Data Training New Agent - Card

No	Training - New Agent Banking	Date	Location	Participant	Number of Participants	Duration (day)	Total Hour
1	New Agent Card Training	2-Jan-15	Lt 2	New Agent	7	15	120
2	New Agent Card Training	09-Jan-15	Lt 2	Inbound Service	9	5	40
3	New Agent Card Training	05-Feb-15	Lt 2	Inbound Service, New Agent	4	15	120
4	New Agent Card Training	23-Mar-15	Lt 2	New Agent	1	15	120
5	New Agent Card Training	01-Apr-15	Lt 2	Inbound Service	4	5	40
6	New Agent Card Training	10-Apr-15	Lt 2	New Agent	1	15	120
7	New Agent Card Training	08-May-15	Lt 2	New Agent	3	15	120
8	New Agent Card Training	05-Jun-15	Lt 2	Inbound Service	8	5	40
9	New Agent Card Training	28-Jul-15	Lt 2	New Agent	4	15	120
10	New Agent Card Training	07-Aug-15	Lt 2	Inbound Service	9	5	40
11	New Agent Card Training	21-Sep-15	Lt 2	Inbound Service, New Agent	9	15	120
12	New Agent Card Training	06-Oct-15	Lt 2	New Agent	3	15	120
13	New Agent Card Training	16-Nov-15	Lt 2	Inbound Service, New Agent	13	15	120
14	New Agent Card Training	04-Dec-15	Lt 2	New Agent	1	15	120
	TOTAL				**76**		**1360**

Data Training - Hard Skill

No	Data Training - Hard Skill Banking	Date	Location	Participant	Number of Participants	Duration (day)	Total Hour
1	Proses Dana Instant	8-Jan-15	Lt 4	Agent Banking	1	1	3
2	Asuransi kredit Dana Instant	8-Jan-15	Lt 2	Agent Banking	10	1	2
3	Asuransi kredit Dana Instant	9-Jan-15	LT 3	Agent Banking	6	1	2
4	KPI 2015	02-Feb-15	Lt 2	Agent Banking	3	1	2

Data Training - Hard Skill

No	Data Training - Hard Skill Banking	Tanggal	Lokasi	Peserta	Jumlah Peserta	Durasi (hari)	Jumlah Jam
5	Tabungan Umroh	17-Feb-15	lt 4	Agent Banking	19	1	2
6	SUKUK SR 007	20-Feb-15	Lt 2	Agent Banking	13	1	2
7	Promo Dmobile-Alfamart	25-Feb-15	Lt 2	Agent Banking	25	1	1
8	Card Acquisition	26-Feb-15	Lt 2	Agent Banking	21	1	1
9	Proteksi Prima Harapan	04-Mar-15	Lt 2	Agent Banking	21	1	3
10	DL Top Up 5	9-Mar-15	Lt 2	Agent Banking	18	1	2
11	Unsecured Loans System	20-Mar-15	Lt 2	Agent Banking	1	1	3
12	Unsecured Loans System	31-Mar-15	Lt 2	Agent Banking	2	1	3
13	Danamon Digital Form	08-Apr-15	Lt 2	Agent Banking	19	1	2
14	ATM Financial Complaint	09-Apr-15	Lt 2	Agent Banking	4	1	2
15	BI Checking & Debit Card Dispute	10-Apr-15	Lt 2	Agent Banking	4	1	2
16	Unsecured Loans Repayment	10-Apr-15	Lt 2	Agent Banking	1	1	3
17	Payment Complaint	13-Apr-15	Lt 2	Agent Banking	4	1	3
18	Unsecured Loans System & Repayment	28-May-15	Lt 2	Agent Banking	2	1	3
19	E Channel(MRI preparation)	02-Jun-15	Lt 2	Agent Banking	2	1	2
20	Unsecured Loans	04-Jun-15	Lt 2	Agent Banking	4	1	2
21	ATM & BI Checking Complaint	05-Jun-15	Lt 2	Agent Banking	4	1	2
22	Debit Card Dispute	09-Jun-15	Lt 2	Agent Banking	3	1	2
23	Payment Complaint	12-Jun-15	Lt 2	Agent Banking	3	1	3
24	Unsecured Loans System & Repayment	16-Jun-15	Lt 2	Agent Banking	5	1	3
25	Unsecured Loans Process	19-Jun-15	Lt 4	Agent Banking	2	1	3
26	E Channel (MRI preparation)	06-Jul-15	Lt 2	Agent Banking	2	1	2
27	E Channel (MRI preparation)	07-Jul-15	Lt 2	Agent Banking	2	1	2
28	Shophouse Credit	29-Jul-15	Lt 2	Agent Banking	16	1	2
29	Savings Product Change	06-Agt-15	Lt 2	Agent Banking	20	1	2
30	Primajaga Advance Payment	28-Agt-15	Lt 2	Agent Banking	23	1	2
31	New Process of Unsecured Loans	31-Agt-15	Lt 2	Agent Banking	5	1	2
32	New Process of Unsecured Loans	01-Sep-15	Lt 2	Agent Banking	4	1	2
33	Danamon Adira	04-Sep-15	Lt 2	Agent Banking	11	1	2
34	ATM & BI Checking Complaint	07-Sep-15	Lt 2	Agent Banking	2	1	2
35	ATM Complaint	8-Sep-15	Lt 2	Agent Banking	2	1	2
36	Unsecured Loans Process	14-Sep-15	Lt 4	Agent Banking	3	1	2
37	Cross Sell Savings to CC Base	16-Sep-15	Lt 2	Agent Banking	17	1	1
38	Trade Finance	29-Sep-15	Lt 4	Agent Banking	20	1	3
39	E channel Fraud Complaint	06-Okt-15	Lt 2	Agent Banking	2	1	2
40	Promo ATM BDI- BERSAMA	7-Oct-15	Lt 2	Agent Banking	20	1	2
41	Bid n Win @ PIM	08-Okt-15	Lt 2	Agent Banking	23	1	1
42	Bid n Win @ PIM	08-Okt-15	Lt 2	Agent Banking	8	1	1
43	Handling Complaint	15-Okt-15	Lt 4	Agent Banking	3	1	3
44	Proteksi Prima Amanah	29-Okt-15	Lt 2	Agent Banking	20	1	3
45	Mortgage Services	03-Nov-15	Lt 2	Agent Banking	3	1	3

Data Training Soft Skill

No	Training - Hard Skill Banking	Date	Location	Participant	Number of Participants	Duration (day)	Total Hour
1	Greeting, Closing & Verification - series	Mar - 2015	Lt 4	Agent Card + Banking	45		18
2	Listening & Problem Handling - series	May - Jun - 2015	Lt 4	Agent Card + Banking	60		20
3	KPI For Call Center HD	26-Nov-15	Lt 2	Agent Card + Banking	20	1	8
4	Mind Mapping	2-Dec-15	Lt 2	Agent Card + Banking	23	1	8
	TOTAL				**148**		**54**

Data Training New Agent 2015

No	Training - New Agent Banking	Date	Location	Participant	Number of Participants	Duration (day)	Total Hour
1	New Agent Banking Training	9-Feb-15	Lt 4	Inbound service + new agent banking	11	10	80
2	New Agent Banking Training	10-Mar-15	Lt 2	Inbound Service + QA	4	10	80
3	New Agent Banking Training	08-Apr-15	Lt 2	new agent banking + QA	3	10	80
4	New Agent Banking Training	04-Mei-15	lt 2	new agent banking + QA	4	10	80
5	New Agent Banking Training	09-Jul-15	Lt 2	Inbound Service	4	10	80
6	New Agent Banking Training	09-Sep-15	Lt 2	Inbound Service	4	10	80
7	New Agent Banking Training	16-Nov-15	Lt 4	Inboud service + Corro	3	10	80
8	New Agent Banking Training	11-Des-15	Lt 4	inbound service	5	10	80
	TOTAL				**38**		**640**

CSR Budget 2015

No	Training - Hard Skill Banking	Tanggal	Lokasi	Peserta	Jumlah Peserta	Durasi (hari)	Jumlah Jam
1	Greeting, Closing & Verification - series	Mar	Lt 4	Agent Card + Banking	45		18
2	Listening & Problem Handling - series	May - Jun	Lt 4	Agent Card + Banking	60		20
3	KPI For Call Center HD	26-Nov-15	Lt 2	Agent Card + Banking	20	1	8
4	Mind Mapping	2-Dec-15	Lt 2	Agent Card + Banking	23	1	8
	TOTAL				**148**		**54**

Corporate Data

Sub Contents

454 Products and Services
465 Executive Leaders
466 Office Address
475 Cross Reference of Financial Services Authority-FSA (formerly Bapepam-LK) No. X.K.6
481 Cross Reference of Annual Report Award Criteria
493 Cross Reference of Financial Services Authority-OJK

Products and Services

WHOLESALE BANKING

Current Account Loan
Cash loan facilities for working capital needs. A short-term loan with an option to extend the loan terms automatically and uses a cheque to withdraw the loan. This product offers flexibilities in withdrawing the loan and loan repayments.

Termed Loan
Cash loan facility for seasonal working capital needs. This is a short-term loan for with an option to automatically extend the loan terms and uses a promissory note to withdraw the funds. Funds withdrawal and repayment may be suited to customer's request as specified in the promissory note.

Termed Installment Loan
This is a cash loan for investment needs. Various types of investment are available covering land and building, equipment, and industrial machinery, and so forth. Loan terms vary starting from short-term (< 1 year), or long term (> 1 year, with a maximum term of 10 years), depending on the types of project or investment terms. Loan repayment is based on installment schedule.

Buyer Financing Program
Financing facilities for distributors/buyers, where Danamon establishes collaboration with principles/ anchors of those distributors/buyers, thus enabling access to transaction facilities to increase business volumes for both parties.

Termed Installment Loan – Asset Based Financing (KAB-ABF)
Cash loan facilities to fund purchases of various categories of assets through differentiation of credit approaches. Loan repayment is carried out through a scheduled installment method.

- **TIL-ABF HE (Heavy Equipment)**
  Cash loan facilities for investment purposes with heavy equipment as collateral.
- **TIL-ABF CTV (Commercial Transportation Vehicle)**
  Cash loan facilities for investment purpose with commercial trucks as collateral.
- **TIL-ABF GAF (General Asset Finance)**
  Cash loan facilities for investment purposes. This loan product is divided into 3 categories based on the types of collateral: printing equipment & packaging, material transporter, and equipment machineries.
- **TIL-ABF TBB (Tugboat and Barge)**
  Cash loan facilities for investment purposes, with tugboats and barges as collateral. Loan repayment is arranged through scheduled installments.

Giro Bisa
Leading Current Account which provides more benefits in comparison to ordinary Current Account.

INVESTMENTS & RETAIL TREASURY SERVICES

Investment Gallery
Unified Services for a variety of selected investment products, Open Mutual Fund, Protected Mutual Fund, Government Bond of the Republic of Indonesia in Rupiah & USD denomination as well as Indonesian Retail Government Bond and Indonesian Retail Syariah Government Bond (Sukuk) supported by experienced Investment Manager business partners with the best performance records in the industry (Schroeder Investment Management Indonesia, BNP Paribas-IP, Manulife Aset Manajemen Indonesia, Danareksa Investment Management, Batavia Prosperindo Aset Manajemen and Bahana TCW Investment Management).

Retail Treasury Services
Foreign currency trade services in various major global currencies aimed for fulfilling the financial needs of retail customers, supported by a wide distribution network and prime service quality.

TRADE FINANCE

Letter of Credit
Based on a Letter of Credit (L/C), the Bank will provide a payment guarantee to the seller (exporter) while at the same time providing guarantee to the buyer (importer) that the payment will only be made after the delivery of the goods as specified in the L/C and the documents in accordance with the terms and conditions presented in the L/C.

Incoming Collection Services
A service provided by Danamon to handle documents from documentary collection delivered by the Remitting Bank to Danamon which serves as the Collecting Bank or Presenting Bank.

Incoming Collection Avalization
Facility provided to customers in a combined form between Incoming Collection Service and avalization by Danamon for acceptance by the drawee.

Shipping Guarantee
Shipping Guarantee provides facility to importer (for L/C opened up by Danamon) to obtain proxy over goods from shipping company in the event that the Bill of Lading has not been received by the Bank while the goods have been delivered to the destination port.

Clean L/C Negotiation
A facility for the customers (beneficiary) in the form of a take over (negotiation) of documents in accordance with the terms and conditions specified under the L/C/Domestic Letter of Credit (SKBDN) (clean documents/compliant).

Discrepant L/C Negotiation
A facility for the customers (beneficiary) in the form of a take over (negotiation) of documents which are not in accordance with the terms and conditions determined under the L/C/SKBDN (discrepancy in documents/non-compliant).

Outgoing Collection Services
A service provided by Danamon for handling of documents from documentary collection where Danamon serves as the Remitting Bank.

Transferable L/C
Used to facilitate traders who are acting as intermediary (first beneficiary of the L/C) to gain benefit through the exchange of invoices as basis of transferable L/C. The Transferable L/C may be transferred from the first beneficiary to one or more second beneficiary.

Trade Finance Risk Participation
This product is a transaction where a transfer of counter party risk arising from underlying trade finance in part or whole takes place in the form of incoming or outgoing risk; funded or unfunded; silent or disclosed; with or without recourse; made through the signing of an offer letter between the seller bank and the buyer bank, which is preceded by the signing of a Framework Agreement.

Trade Commodity Financing (TCF)
TCF is a combination between the Trade Financing scheme and the Commodity Financing scheme (hybrid scheme). TCF is designed as a special financing scheme where the structure is adjusted with the nature of business of the client and its commodity. TCF is financing where the payments are obtained from funds originating from the buyer when the funded goods have been delivered (self-liquidating). The funded goods/document of ownership/receivables is used as collateral for the bank under the Fiduciary Transfer of Ownership (FTO).

Import L/C Financing
There are two types of Import L/C Financing (ILF) owned by Danamon: (1) Import L/C Financing Sight and (2) Import L/C Financing Usance.

Import L/C Financing Sight
A facility provided to the customers which is a combination between L/C Import Sight provided altogether with the financing. Automatic financing is provided upon due date of the L/C Sight payment.

Import L/C Financing Usance
A facility provided to the customers which is a combination between L/C Import Usance and the payable at sight clause provided altogether with the financing. Automatic financing is provided by means of at sight by the Financing Bank.

Financing Against TR
Short term financing for importer customers for their needs of working capital and settlement of obligations to the supplier which are due based on L/C or Collection. Financing will be provided upon delivery of Trust Receipt and Promissory Note as a legal documentation.

Pre-shipment Financing under L/C/PO
Short term financing provided for exporters for their needs of working capital (purchase of raw materials, production activity and others) before shipment related to the exporting schedule and can be provided either based on L/C or Purchase Order.

Outgoing Collection Financing
Financing by Danamon provided upon receivables owned by the seller (customers) invoiced through Danamon based on Outgoing Collection Services transaction.

Trade Supplier Financing
Financing provided to the seller based on Invoice and draft agreed by the buyer using the buyer's facility limit (Buyer's Credit).

Open Account Financing
Financing provided to buyer/importer or seller/exporter for underlying Open Account transaction either domestic or international.

Bank-on-Bank Banker's Acceptances Financing (BoBBAF)
A trade product which enables Danamon to obtain short term funds from other financial institutions based on acceptance from the Opening Bank for underlying trade finance transaction which may be an export or import transaction which has not been funded and has a remaining period of 30 to 180 days.

Bank Guarantee/SBLC
A written guarantee provided by Danamon for the interest of the customers to the Principal based on certain agreements. Payments are made for claims issued by the Principal due to the guaranteed party's (the customers) failure to fulfill its obligations (default).

CASH MANAGEMENT

cash@work
An internet banking service to provide ease in business financial management, where customers may carry out various banking transaction directly, quickly and efficiently from wherever the customers may be through the internet, equipped with encrypted security system.

Cash Pick Up & Delivery Services
A service provided to the customers for withdrawing or sending cash money and/or script. With protection assurance (insured), credited to the customers' account on the same day or the following day and using the choice of calculation method which can be adjusted with the needs of the customers.

Virtual Account
A cash management solution provided by Bank Danamon to provide ease in identifying the sender of the funds and the reconciliation process.

e-Tax
A real time on-line tax payment service through cash@work and the payment receipt can be printed directly through cash@work.

Liquidity Management
Liquidity Management service for customers' operational account to optimize both control functions and the giro services obtained. The Liquidity Management product are as follows: Cash Pooling, Cash Distribution and Range Balance.

Notional Pooling
Creating link with the bank account in the same currency for the purpose of calculating interest and management of liquidity.

ERP (Enterprise Resource Planning) Direct Payment
A service that can be used by the cash@work customers' to upload financial (for example: transfers, auto credit, payroll), non-financial, and other transaction data, directly through the customers' ERP system.

Financial Supply Chain
Intermediary service for collection process and financing between Buyer and Seller to achieve timely and efficient payment and to reduce manual processes in collection/payment.

EDC Mobile Payment
EDC mobile services which may be used to facilitate cashless collection process between the Distributor and Retailer.

RETAIL BANKING

Danamon LEBIH
Savings account that provides 5 advantages, saving up to Rp1 million/year:
- Free administration fee
- Cashback on Purchase
- Lower transfer fee and free cash withdrawal*
- Free Life Insurance worth Rp10 million for the first 6 months
- Latest transaction feature

FlexiMAX
Premium savings which provides 9 advantages amounting to more than Rp10 million per year:
1. Free administration fee of RTGS/NCS/Clearing.
2. Free administration fee.
3. Free cash withdrawal at any ATM worldwide.
4. Attractive interest rate.
5. Free access to executive airport lounge.
6. Free daily report through facsimile (Hello Danamon-IVR).
7. No queueing at branch offices.
8. Business Card with attractive features.
9. Latest transaction feature.

Tabungan MU
Savings account with debit/ATM card with exclusive and prestigious design: the only debit/ATM card in Indonesia displaying Manchester United logo for your daily transactions. This product provides an opportunity to the customers to witness the Manchester United game directly at the Old Trafford (Red Match), win authentic merchandise of Manchester United, shopping voucher, air mileage or other gifts through the point collections (Red Rewards) and enjoy various other attractive offers in selected outlets (Red Hot Deals).

Primadolar
Foreign currencies savings account with 7 options of currencies. Free monthly administration fee (Primadolar USD), daily interest rate of 0.25% p.a. for balances starting from >0, withdrawal of bank notes up to USD 5,000 per day and unlimited bank notes deposits.

SuperCombo
Savings with two benefits: higher interest rate and transaction flexibility. Customer funds are automatically transferred from the transaction account to the savings account which provides higher interest rate.

Tabungan CITA2KU
Time Savings Account with interest rate equivalent to time deposits' interest. Fund placement starts from Rp200 thousand per month, with an option of 1-15 years' terms.

Time Deposits
Fund placement product with attractive interest rate, various tenor and currencies.

Danamon Western Union
A service for sending and receiving money through Western Union, which has a worldwide network. Quick, Easy and Secure, within the count of minutes. The service can be provided on every branch of Danamon (Retail Banking, Syariah and DSP) displaying a Western Union logo.

Hello Danamon
Hello Danamon serves the needs of its customers, among others, to obtain information and perform transactions, and also the means for customers to place complaints related to banking products and credit cards. Hello Danamon is accessible for 24 hours a day.

ATM Services
24 hours online electronic banking services with facilities such as cash withdrawal, balance inquiry, overbooking, interbank transfers, purchases and payments. Customers can access more than 1,400 Danamon ATM spread throughout Indonesia.

CDM Services
24 hour online electronic banking services to do cash deposit (either to personal account or other Danamon accounts) and balance inquiry. This service is available on 70 CDM (Cash Deposit Machine) spread throughout Indonesia.

ELECTRONIC BANKING CHANNEL

Danamon Mobile Banking (D-Mobile)
An application that enables the user to make financial transactions such as fund transfer, payment and purchase from Smartphone. The innovative feature "SosMed D-Cash" will allow you to send money to your Facebook's friends. "Augmented Reality" feature offers new experience to receive any of Danamon's merchant promo information, branches, and ATM location within 5 km radius. Download the application at App Store, Play Store and Blackberry World.

Danamon Online Banking
An internet banking service for banking transactions such as balance inquiry, domestic or international fund transfer (Rp/foreign currency), payments, purchases and online current account. This service is equipped with Token SMS or devices, with SMS and email notifications.

SMS Banking Services
The quickest and most secure online banking service through SMS. With favorite menu, customers are able to carry out routine transactions faster (transfers, purchases or payments). This facility is equipped with a layered security system like mPOD, Access Code, PIN and notification SMS.

BANCASSURANCE

Primajaga
A termed insurance product with coverage for death and disability risk with monthly benefit as a replacement for family income. Return of 50% premium if a claim does not occur during coverage period.

Primajaga 100
A termed insurance product with coverage for death and disability risk with monthly benefit as replacements for the family's income. Return of 100% premium if a claim does not occur during coverage period.

Education Savings Danamon+
An education savings product with an insurance benefit up to 200 times monthly savings for future education of the children.

Proteksi Prima Maxima
An insurance product with investment benefit with single premium payment which offers optimum investment result. Free of initial fees. Choices of various investment instruments adjusted with the customers' risk profile. Coverage for death risk is 150% of the premium and critical illness.

Proteksi Prima Rencana Absolut
This is a combination of lifetime life insurance and investment product (unit link) with periodic premium payment.

This product gives the Policy Holder flexibility to choose Coverage Amount and schedules for Periodic Premium Increase since the beginning of the activation of Insurance Policy.

Additionally, this protection also allows the Policy Holder to maximize the selection of coverage suitable with the customers' affordability and needs.

Proteksi Prima Rencana Optima
Proteksi Prima Rencana Optima is a combination of Endowment and Unit Linked. Proteksi Prima Rencana Optima gives a number of insurance benefits such as Death Benefit, Total Permanent Disability Benefit, Loyalty Bonus and Maturity Benefit, with coverage period up to the Insured's age of 70 years.

Proteksi Prima Medika
Proteksi Prima Medika is a standalone Hospital Benefit product with Return of Premium at the end of contract (5th year).

Proteksi Prima Dinamis
Accident insurance benefit which provides protection to customers involved in an accident. The benefits may be used for the customers' treatment for their physical disability caused by the accident.

Proteksi Prima Sehat
Health insurance product with a benefit of cash payment adjustable with the customers' needs with a premium return feature at the end of the 5th year.

Dengue Fever Insurance
Health insurance product which specifically protects customers suffering a dengue fever with a daily treatment benefit or Rp 500,000 per day up to 10 days, with low premium payment of only Rp 50,000 per year.

Proteksi Prima Emas
Life insurance product designed as a finance planning program for retirement and old age which also provides life protection for accidents and choices for other additional riders. This product provides 5 choices of target ages (40, 45, 50, 55 and 60) with 4 methods of premium payment: 5, 10, 15 or 20 years.

MORTGAGE

Housing Purchasing Loan
Loan provided for the purchase of Houses, Apartment, Shop Houses, Office Houses, Business Houses, Dormitories, SOHO, Condotel, Kiosks, Villa, Land either ready stock or on waiting list.

House Development and Renovation Loan
A loan provided to build or renovate houses, shophouses, office houses, apartments.

Multipurpose Loan
A loan provided for cash funds with house, shophouse, office house, apartment owned by the debtor as collateral.

Ready to Build Lots
A loan provided for the purchase of lots, land with Top Tier category in the developer's location.

UNSECURED LOAN

Instant Funding
Instant Funding is a cash loan without any security to fulfill customer needs with a maximum period of 3 years and with a maximum limit of Rp 200 million.

PENSION FUNDS OF FINANCIAL INSTITUTIONS (DPLK) OF MANULIFE INDONESIA

A definite pension fund program designed to prepare financial guarantee for the employee/participant when they have reached pension age.

Participation in this Pension Fund may be as company employees or individuals. Through this program offered by Pension Funds of financial institutions, employee desires to maintain their prosperity during the pension age may be attained more easily. This program may also assist the company/employer to reach their successes in the business as this program helps to promote employees' loyalty and productivity in the workplace.

Group Life and Health
Company Asset Protection Program, a protection program which offers a sense of security for employees in the event that something unexpected occurs.

MANULIFE PROGRAM PESANGON PLUS

Pooled Fund
A "Pooled Fund" program which is an accumulation of unit link insurance with an investment orientation. This program is designed to help companies, in the form of pooled funds under the name of the company, with a purpose to pay severance payment benefits of its employees in the event of an employment termination, passing away, retirement and resignation. Holder of the insurance policy is the company.

Manulife Karyawan Sejahtera Plus
An allocation of funds which is an accumulation of unit link insurance with an orientation to investment programs. This program is designed to help companies, by providing an account under the name of the employee, with a purpose to pay severance payment benefits of the employee in the event of an employment termination, passing away, retirement and resignation. This program is for the interest of the employee but the holder of the insurance policy is the company.

Proteksi Prima Sejahtera
A termed life insurance product with affordable premium which provides optimum life insurance within a certain period.

Typhoid Fever Insurance
A health insurance product specifically designed to protect customers suffering from Typhoid with daily treatment benefit of Rp 500,000 with a maximum of 10 days coverage while at the same time also receive burglary protection while being hospitalized. Affordable premium rate of only Rp 50,000 annually with optimum protection for the customers.

Asuransi Proteku
Insurance product which provides comprehensive protection for Customers and their Spouses in case of personal accidents, fire protection, and residential burglary, as well as Protection of Vehicle Theft.

Dental Insurance
Innovation of insurance product which provides thorough protection for your dental health. With affordable premium, you will have various benefits for your dental treatment.

Crime Guard Plus
Innovation of insurance product that gives you compensation for personal accident, mugging, and robbery.

Travellin
Travellin Insurance's target market are customers who are frequent travellers both for business or holiday purposes, in which they require domestic or international protection covering incidents which may lead to loss of life or permanent disability, medical treatment expenses, travel cancellation and compensation in case of loss of baggages and loss of personal properties.

Credit Protection
Credit Protection for individual customers requiring insurance protection which offers the benefit of credit card bill payment in the event of card holder's loss of life, sustaining Temporary Disability, Total Permanent Disability or Critical Illness.

DANAMON PRIVILEGE

Special services for individual customers with either singular or joint account with average balance of total Asset Under Management (AUM) of Rp 500 million or its equivalent consisting of average balance of current account, savings/CASA and deposits, Investment Products including Mutual Fund and Bancassurance which have investment values. For joint account with "and"/"or", the one entitled to enjoy the facility of Danamon Privilege (including those associated with credit card issuance) will be the first name stated in the account's name (primary account holder). The benefits provided to the customers of Danamon Privilege are as follow:

- "Bank Notes" withdrawal up to USD 10,000/day/ account without any commission fees.
- Special price for Safe Deposit Box (SDB) rent.
- Invitation to attend various events and exclusive seminars with leading economists, financial experts, and health experts.
- VIP Services at Executive Airport Lounge in various cities throughout Indonesia for Danamon Privilege Debit Card holders.
- Queueing-free Service throughout Danamon's branches for Danamon Privilege Debit Card holders.
- Annual Fee Waivers of Danamon Platinum Visa or Mastercard Credit Cards, Danamon World Credit Card, or Bank Danamon's Gold American Express Card for Danamon Privilege customers.
- A Selection of Easy to Remember Account Number for Current Account and Savings Account (CASA).
- Business Center Facility in a number of Danamon Privilege Center supported by Privilege Customer Service Officer.
- 24 Hour-Phone Banking Service through Danamon Premium Service.
- Birthday gift and gifts during festive seasons for Danamon Privilege Customers.

DANAMON CARDS

Danamon Credit Card
A special credit card which provides convenience in shopping and fulfilling your modern lifestyle. This card also offers various interesting and unique programs throughout the year.

Danamon Manchester United Credit Card
An official credit card from the most favorite football club, Manchester United, dedicated for its fans in Indonesia. This card provides exclusive benefits for its holders a chance to witness Manchester United's live match in Old Trafford (Red Match), an opportunity to get authentic Manchester United merchandise, shopping voucher through accumulation of points (Red Rewards) and various interesting offers in selected outlets (Red Hot Deals).

Danamon World Credit Card
One of the most premium cards in the MasterCard network for those who have an exclusive lifestyle and are frequent travellers. This card's features provide ease in transactions for its holder, such as faster point accumulation for rewards program (every Rp1,000 transaction will earn a1.5 points), free access to Airport Lounge at major cities in Indonesia, special offer at various hotels and restaurants, points to mileage conversion program.

World Elite Danamon Credit Card
Prestigious credit card available in Indonesia today, presented exclusively to classy and premium customer with a desire to turn every moment of their life experience into memorable ones. The benefits offered include better rewards than other credit cards, that is every Rp 1,000 transaction will earn 3x Elite Points (for transactions abroad) and 2x Elite Points (for domestic transaction), Priority Pass to access in 700 airport lounges throughout the world, Danamon Shangri-La Privilege as well as World Elite Golf Access for your lifestyle, up to travel insurance and premium protection which allow you to enjoy all the conveniences in travel and shopping.

Danamon American Express® Corporate Card
The card which offers efficiency and saving solutions for medium scale company as well as multinational company to manage your daily business expenses.

Danamon American Express® Gold Credit Card
For those who wish to enjoy the flexibility in payment while at the same time save you financially, this card offers a world class Membership Rewards® program as well as convenience in your monthly bill payments and access to American Express Selects program.

The Platinum Card®
The Exclusive Danamon American Express® Platinum is presented to select individuals. The Platinum Card® offers a variety of special treatments and world-class privileges, such as the best Membership Rewards® program, Concierge Service, convenience in travelling with access to Saphire and access to various airport lounges throughout the world with Priority Pass, staying at starred hotels, access to exclusive and prominent golf clubs as well as exclusive access to prestigious world class events.

DANAMON SAVINGS AND LOANS

Dana Pinter 50 (DP50)
Financing facilities (secured) for small and micro entrepreneurs, merchants and individuals, with hassle-free credit approval process with the receipt of complete documents. Maximum financing is Rp100 million.

Dana Pinter 200 (DP200)
Credit facilities (secured) for small and micro entrepreneurs, merchants and individuals, with hassle-free credit approval process with the receipt of complete documents. Maximum financing is Rp 500 million.

Current Account Loan
A cash loan facility for working capital needs of small and micro entrepreneurs. This facility is a 1-year loan with an automatic period extension feature. The loan amount ranges between Rp 25-500 million.

Termed Dana Pinter
Financing facilities (secured) for small entrepreneurs, merchants, and individuals with the purpose of financing working capital for a maximum period of 24 months. This product offers conveniences in loan installments as the loan principal is payable at the end of the period, while the borrowers pay only the loan interest monthly.

Si Pinter Savings
This savings product offers an affordable initial deposit. Customers with certain criteria will receive benefits which include the benefit of insurance protection and free premium expenses, ATM and transfer facilities, free electricity and telephone bill payment facilities as well as Cash Deposit Pickup Services.

DSP Deposit
Termed savings product for DSP customers, with affordable initial deposit and may only be withdrawn at certain time periods.

TabunganKU
Low cost affordable savings, without monthly administration fees and low initial deposit and easily accessible by the public.

Capital Solution
Credit facilities (unsecured) for small and micro entrepreneurs, merchants, and individuals with hassle-free approval process to expand their businesses. Maximum financing is Rp 50 million.

Special Capital Solution
Loan facility (unsecured) for small and micro entrepreneurs, merchants and individuals with hassle-free approval process for business expansion under a condition of at least 12 months of loan history. The maximum financing offered is Rp 50 million.

DP500
Loan facility (secured) for small and micro entrepreneurs, merchants and individuals with hassle-free approval process for business expansion upon receipt of complete documents. The maximum financing offered is Rp 1.5 billion.

DANAMON SYARIAH

iB Savings
A savings product based on Syariah principles in the form of Mudharabah (profit sharing) contract or Wadiah (deposit) with flexibilities to perform transactions at any time.

BISA iB Savings
A savings product based on Syariah principles in the form of Mudharabah (profit sharing) contract which offers customer transaction benefits such as: free balance inquiry, cash withdrawal, interbank transfers at ATM Bersama, Alto, Danamon ATM network with tiered profit sharing.

BISA QURBAN iB Savings
A savings plan product based on Syariah principles of Mudharabah contract (profit sharing) to assist customer in the funding preparation of Qurban worship. Customer have the flexibilities to set your own amount of deposits and savings tenor in accordance with your preferences.

BISA UMROH iB Savings
A savings plan product based on Syariah principles of Mudharabah contract (profit sharing) to assist customer in the preparation of funding the Umroh (lesser pilgrimage) Worship supplemented with life insurance. Customer have the flexibility to set the deposit amount and savings tenor in accordance to your preferences.

iB Giro
A current account product based on Syariah principles in the forms of Wadiah (deposit) or Mudharabah (profit sharing) both for individual customers as well as corporate customers, in which transactions may be performed at any time using Bilyet Giro (non-cash payment instrument) or cheques to support business activities.

BISA iB Giro
A current account product based on Syariah principles in the form of Mudharabah (profit sharing) contract which offers customer transaction benefits such as free monthly administration fee, free LLG transfer fee, free RTGS transfer fee, free scripless deposit, free scripless purchases, and higher profit sharing.

iB Cash Management
A service solution to manage your company cash flow and its liquidity in effective and efficient manners thus generating an optimum level of profitability.

iB Deposit
An investment product based on Syariah principles of Mudharabah (profit sharing) contract with tenor options of 1, 3, 6, or 12 months as well as on call (daily) basis with 7, 14, and 21 days options.

Proteksi Prima Amanah
Termed Syariah-based life insurance protection program which offers life protection and total permanent disability and benefits at the end of contract.

iB House Ownership Financing
A house ownership with fixed installments financing solution for a tenor of up to 10 years with a Murabaha scheme (sales and purchase).

iB Employee Cooperatives Financing
Financing with a Mudharabah (profit sharing) scheme for Employee Cooperatives which will be distributed to members of Employee Cooperatives for their needs with member's receivables as its guarantee.

iB Rural Bank Financing
A working capital financing with a Mudharabah (profit sharing) scheme to BPRS (Syariah-based Rural Bank) which will then be distributed to the customers of BPRS for their needs of working capital, investments and other purposes.

iB SME Financing
A working capital and investments financing product with a Mudharabah (profit sharing) scheme, Murabahah (sales and purchase) and trade finance for Small to Medium Enterprises (SME).

iB Commercial Financing
A working capital and investment financing product with a Mudharabah (profit sharing) scheme, Murabahah (sales and purchase) and Trade Finance for commercial customers.

iB Heavy Equipment Financing
A financing solution provided for business actors operating businesses associated with investment in heavy equipment, commercial truck vehicles, general asset finance as well as tug boats & barges under a Murabaha scheme (sales and purchase) and Ijarah Muntahia Bittamleek (lease and purchase) scheme.

iB Trade Finance Financing
A comprehensive trade financing solution which complies with the Syariah principles to fulfill working capital needs and commercial as well as corporate business segment investments.

iB Syariah Current Account Financing
A financing for the needs of working capital for small and micro entrepreneurs (SME) as well as commercial customers, with a 1 year tenor and option for extension.

TREASURY PRODUCTS

Plain Vanilla FX Tod/Tom/Spot
Foreign currency trading with same day settlement (Tod), one day settlement (Tom) or two working days settlement (Spot) after the transaction date.

FX Forward
Foreign currency trading with more than two days settlement after the transaction date.

FX Swap
A transaction in which one party agrees to simultaneously purchase and sell identical amounts of one currency for another with two different value dates.

Interest Rate Swap
An agreement between two parties to exchange interest rate cash flows, based on a specified notional amount from a fixed rate to a floating rate (or vice versa), based on the conditions and time agreed. Our customers can use it to hedge interest rate risk.

Cross Currency Swap
An agreement between two parties to exchange interest payments and principals denominated in two different currencies, based on the conditions and time agreed. Our customers can use it as a hedge interest rate risk and foreign exchange risk.

Conventional and Syariah State Securities (SBN)
Bonds, conventional and syariah (Sukuk), issued by the Government of Indonesia in Rupiah and USD currency, including ORI and Sukuk Retail. Bank Danamon is one of the Primary Dealers for State Treasury Bills (SUN) designated by the Ministry of Finance. Customers could also conduct bond trading at the secondary market with Bank Danamon.

Conventional and Syariah Government Securities (SBN)
The Government of Indonesia issued conventional and Syariah Bonds in Rupiah and USD, including ORI and Sukuk Retail. Bank Danamon is one of the Primary Dealers of SUN appointed by the Ministry of Finance. Customers also can trade the bonds in the secondary market with Bank Danamon.

ADIRA FINANCE

Motor Vehicle & White Goods (Durables) Financing
One of the financing companies in Indonesia with primary focus on providing motor vehicle financing services for the domestic market, both new and used two-wheeled and four-wheeled. The primary targets are low to middle income classes with special needs for motor vehicles, primarily for productive purposes. Furthermore, since 2015, the company started financing for white goods (durables) as well, as an effort to become a 'one-stop solution' finance company for the customers.

ADIRA INSURANCE

Motor Vehicle Insurance
This protects motor vehicle owners against loss or damage resulting from collisions, own damage, fire and theft. Coverage can be extended if required to include third party liability, personal accident, medical expenses, riot, terrorism and sabotage, flood and earthquake.

Personal Accident Insurance
This covers an insured person if he/she is killed or is permanently disabled as a result of an accident.

Health Insurance
Provides health insurance in the form of inpatient medical treatment as well as outpatient care. Coverage also includes maternity, dental and optical care expenses. Medical check-ups can be included as an additional benefit.

Property Insurance
This covers buildings, machinery, contents and stock against physical loss or damage arising out of fire, lightning, explosion, aircraft and smoke damage. Coverage can also be extended to cover riots and strikes, earthquake, volcanic eruption, windstorm, tempest, flood and water damage. Property All Risks policies are also available.

Heavy Equipment Insurance
This provides comprehensive or total loss only coverage for operational heavy equipment such as tractors, bulldozers, excavators, cranes and other heavy equipment.

Marine Hull Insurance
This provides coverage for loss or damage to a vessel's hull and machinery on either a Total Loss Only basis or on a more comprehensive basis as required.

Engineering Insurance
This provides comprehensive cover for risks whilst being constructed or for machinery, plant and equipment whilst being erected, tested and commissioned. In addition coverage is available for Machinery Breakdown for operational plant and equipment.

Cargo Insurance
This protects goods whilst being transported by land, sea or air, against accidental losses. Comprehensive or more limited coverage can be provided as required.

Autocillin
This branded motor vehicle insurance product is sold through agents and retail channels and protects owners of four wheeled vehicles against loss or damage resulting from collisions, own damage, fire and theft. It includes other features such as STNK (car license) fee renewal and rental car fees to replace destroyed vehicles. Coverage may also be extended to include third party liability, personal accident, medical expenses, riot, terrorism and sabotage, flood and earthquake.

Motopro
This protects motor cycles for Total Loss Only coverage and personal accident for the driver and pillion passenger. If required, coverage can be extended to include earthquake and flood.

Home Insurance
This provides comprehensive coverage for private residences, including physical loss or damage and burglary, third party liability and personal accident for residents.

Medicillin
The Company's group health insurance includes hospitalisation, outpatient, dental and optical care. Medicillin has more than 1080 hospital and clinic partners throughout Indonesia together with a 24 hours Call Centre Adira Care 1500-456.

Arthacillin
Property insurance product that protects business premises against unexpected risks. The product insures not only the business premises but also the owner, employees, and all possessions in the insured building.

Dengure Fever Insurance
This covers inpatient care at a hospital or medical clinic if an insured member contracts dengue fever.

Typhoid Insurance
This covers inpatient care at a hospital or medical clinic if an insured member contracts typhoid.

Travellin
This covers losses whilst travelling both domestically and internationally. Coverage includes personal accident, medical, travel delay, cancellation, loss of baggage, loss of documents and other benefits. In addition international medical assistance is provided by a strategic global partner.

Electronic Insurance
Provides cover for electronic products following burglary, fire, lightning, riot, earthquake, flood, volcanic eruption, water damage, electrical short circuit damage and others.

Sharia Insurance
A number of sharia insurance policies, including motor (Autocillin Ikhlas) property (Sharia Home Insurance) and personal accident (Aqila) are also available. These have a number of benefits including profit sharing.

Executive Leaders

PEY FANG ONG
Compliance Head, Indonesian citizen, age 51. Joined with Danamon since December 1, 2009, Hold a Bachelor's degree in Accounting from Royal Melbourne Institute of Technology (RMIT)

ENTIN ROSTINI
UKPN Head, Indonesian citizen, age 51. Joined with Danamon since July 9, 2012, Hold a Master's degree in Finance from Universitas Gadjah Mada

SURYA KIRANA SULISTIJO
General Legal Counsel, Indonesian citizen, age 50. Joined with Danamon since November 3, 2014. Hold a Master's degree in Law from Universitas Indonesia

M. DARMAWAN
Litigation Group Head, Indonesian citizen, age 47. Joined with Danamon since January 5, 2015. Hold a Bachelor's degree in Civil Law from Universitas Islam Jakarta

ZSA ZSA QUAMILLA YUSHARYAHYA
Public Affairs Head, Indonesia citizen, age 55. Joined with Danamon since March 12, 2015. Hold a Master's degree in Business Administration from Pepperdine University

BUDHI HERNANDI
Syariah Assurance & Operations Head, Indonesian citizen, age 50. Joined with Danamon since October 19, 1990. Hold a Bachelor's degree in Business Administration from Universitas Katolik Parahyangan

REFITA RULLI ARIEF
Syariah Business Plan & Product Dev. Head, Indonesian citizen, age 36. Joined with Danamon since November 30, 2001. Hold a Bachelor's degree in Accounting & Finance from Universitas Trisakti

ARDINO GUSMAN
Syariah Risk Head, Indonesian citizen, age 52. Joined with Danamon since October, 26 2009. Hold a Master's degree in Business Management from Golden Gate Universtiy, San Francisco, California

BAMBANG ATMAJI
Syariah Business Head, Indonesian citizen, age 45. Joined with Danamon since January, 20 2014, Hold a Bachelor's degree in Agro Business from Institut Pertanian Bogor

SUMARTONO
NCBS & Payments Head, Indonesian citizen, age 51. Joined with Danamon since September 10, 1990. Hold a Bachelor's degree in Accounting from STEI Indonesia

VICTOR ERICO KOROMPIS
IT Business Solution & System Integration Head, Indonesian citizen, age 41. Joined with Danamon since November 26, 2001. Hold a Master's degree in Information Technology from Universitas Indonesia

ALEXANDER EKANAYAKE
IT Control Functions Head, Indonesian citizen, age 42. Joined with Danamon since May 10, 2006. Hold a Bachelor's degree in Computer Engineering from Universitas Bina Nusantara

BUDI SURYONO
Infrastructure Systems Head, Indonesian citizen, age 55. Joined with Danamon since April 1, 2015. Hold a Bachelor's degree in Electrical Engineering from Universitas Dharma Sari

SONNY WAHYUBRATA
Retail Banking Head, Indonesian citizen, age 48. Joined with Danamon since March 1, 2001. Hold a Bachelor's degree in Management from California State University

DJOEMINGIN BUDIONO
Adira Finance Leveraging Head, Indonesian citizen, age 45. Joined with Danamon since May 1, 2004. Hold a Master's degree in Marketing from State University of New York

SRI WAHYUNI HADI P.
Customer & Biz. Enablement Head, Indonesian citizen, age 53. Joined with Danamon since June 1, 2010. Hold a Bachelor's degree in Accounting from Universitas Trisakti

DJAMIN EDISON NAINGGOLAN
Consumer Lending Head, Indonesian citizen, age 53. Joined with Danamon since August 2, 2010. Hold a Master's degree in Business Administration from University of Arkansas

SRI SETYANINGSIH
Consumer Service Quality Head, Indonesian citizen, age 50. Joined with Danamon since December 20, 2010. Hold a Bachelor's degree in English Literature from Universitas Kristen Satya Wacana

JUWONO AKUAN ROKANTA
SEMM Internal Control & Fraud Management Head, Indonesian citizen, age 54. Joined with Danamon since May 1, 1984, Hold a Master's degree in Management from STMB

PRISKA M. CAHYA
SEMM Transf. & Implement. Project Head, Indonesian citizen, age 48. Joined with Danamon since July 1990. Hold a Bachelor's degree in Fishery from Institut Pertanian Bogor

STENLY OKTAVIANUS
National Sales Distribution Head, Indonesian citizen, age 50. Joined with Danamon since June 2, 1992. Hold a Master's degree in Economics from Erasmus Universiteit

GUNAWAN TE
SME Business Head, Indonesian citizen, age 44. Joined with Danamon since June 1, 1997. Hold a Bachelor's degree in Economics from Universitas Negeri Surabaya

HARLAN LIGAWIRADY
SMEC Credit Risk Head, Indonesian citizen, age 45. Joined with Danamon since June 27, 1994, Hold a Master's degree in Business Administration from IPMI Business School

ALEXANDER CONSTANTYN SETJADI
Specialized Product Management Head, Indonesian citizen, age 43. Joined with Danamon since March 1, 2006. Hold a Bachelor's degree in Accounting from Universitas Atmajaya Jakarta

LINDA SURYANY WONOSASMITO
Operations & Business Support Head, Indonesian citizen, age 48. Joined with Danamon since August 18, 2008. Hold a Master's degree in Banking from Maastricht School of Management

EMANUEL ANDY HARSANTO
Corporate Real Estate Management Head, Indonesian citizen, age 46. Joined with Danamon since September 5, 2011. Hold a Master's degree in Electrical Engineering from IPMI Business School

HERMAN
Treasury & Capital Market Head, Indonesian citizen, age 46. Joined with Danamon since December 2, 2013. Hold a Bachelor's degree in Electrical Engineering from Universitas Trisakti

YANTO EDY UMAR
Wholesale Banking Head, Indonesian citizen, age 43. Joined with Danamon since October 1, 2009. Hold a Bachelor's degree in Mechanical Engineering from Institut Teknologi Bandung

LISTA IRNA
Risk Management Head, Indonesian citizen, age 48. Joined with Danamon since November 23, 2010. Hold a Master's degree in Business Administration from Swiss German University

SRIRAGHAVAN RAJAMANNAR
Risk Modelling & Quant. Techniques Head, Indian citizen, age 48. Joined with Danamon since May 7, 2012. Hold a Master's degree in Enterprise Management and Economics from University of Madras

IWAN DHARMAWAN
Integrated Risk Management Head (acting), Indonesian citizen, age 43. Joined with Danamon since March 3, 2014. Hold a Master's degree in Business Administration from University of Arkansas

ANTONY KURNIAWAN
Operations Head, Indonesian citizen, age 52. Joined with Danamon since May 1, 2004. Hold a Master's degree in Industrial Technology from Columbia University

SISWO SOEBIANTO IKSAN
Corporate Banking Risk Head, Indonesian citizen, age 49. Joined with Danamon since October 1, 2010. Hold a Bachelor's degree in Economics from Universitas Kristen Satya Wacana

MARTA JONATAN
Human Resources Head, Indonesian citizen, age 47. Joined with Danamon since May 1, 2014. Hold a Bachelor's degree in Statistics from Institut Pertanian Bogor

YO LIAN KIE
Information System Management Head, Indonesian citizen, age 51. Joined with Danamon since April 7, 1986. Hold a Bachelor's degree in Management from Sekolah Tinggi Ilmu Ekonomi Supra

DANTES MORRIS PAKPAHAN
Business Plan & Strategy Head (Mid Size), Indonesian citizen, age 43. Joined with Danamon since January 2, 1996. Hold a Bachelor's degree in Accounting from ABFI Perbanas

TAUFAN ARIJANTONO
Tax Planning & Strategy Head, Indonesian citizen, age 50. Joined with Danamon since November 25, 1996. Hold a Diploma's degree in Taxation from Universitas Airlangga

THERESIA ADRIANA WIDJAJA
Finance Accounting Regulatory & Production Control Head, Indonesian citizen, age 40. Joined with Danamon since July 1, 2004. Hold a Bachelor's degree in Accounting from Universitas Tarumanagara

EVI LANIYANTI
Chief Procurement Officer, Indonesian citizen, age 51. Joined with Danamon since November 1, 2007. Hold a Bachelor's degree in Accounting from Universitas Atmajaya Jakarta

MEILYNDA ADRIANA ADITIANTO
Operational Excellence Head, Indonesian citizen, age 45. Joined with Danamon since May 15, 2008, Hold a Bachelor's degree in Industrial Engineering from Ohio University, Athens

REZA ISKANDAR
Investor Relations Head, Indonesian citizen, age 41. Joined with Danamon since May 25, 2015, Hold a Master's degree in Business Administration from University of California

PAULUS BUDIHARDJA
Bancassurance Business Head, Indonesian citizen, age 48. Joined with Danamon since November 4, 2008. Hold a Master's degree in Business Administration from Garvin School of International Management, Gle

YEN YEN SETIAWAN
Transaction Banking Head, Indonesian citizen, age 43. Joined with Danamon since July 28, 2015. Hold a Master's degree in Business Administration from Loyola Marymount University

ANTONIUS HARTANDYO DANANG SAPUTRO
Business Plan & Strategy Head (Mass Market), Indonesian citizen, age 33. Joined with Danamon since October 2, 2006. Hold a Bachelor's degree in Civil Engeering from Institut Teknologi Bandung

RUDY BASHIR AHMAD
Business Plan & Strategy Head (Treasury, Whole Banking, Syariah), Indonesian citizen, age 35. Joined with Danamon since September 1, 2015. Hold a Master's degree in Business Management from STM Prasetiya Mulya

HENDRY SUNARYO
Business Planning & Strategy Head (SME), Indonesian citizen, age 33. Joined with Danamon since May 3, 2010. Hold a Bachelor's degree in Accounting from Universitas Trisakti

NATHAN TANUWIDJAJA
Chief Internal Auditor (acting), Indonesian citizen, age 50. Joined with Danamon since July 26, 2004. Hold a Master's degree in Engineering Management from Columbia University

RATNA SARI HALIEM
Financial Services Head, Indonesian citizen, age 46. Joined with Danamon since November 16, 1995. Hold a Bachelor's degree in Industrial Engineering from Universitas Trisakti

FARIAWATI JO
Consumer Risk Head (acting), Indonesian citizen, age 39. Joined with Danamon since February 17, 2014. Hold a Master's degree in Industrial Engineering from University of New South Wales

SURYA WIJAYA
Corporate Planning & Strategy Head, Indonesian citizen, age 36. Joined with Danamon since December 14, 2015. Hold a Master's degree from Carnegie Mellon University

Office Address

Head Office*
PT Bank Danamon Indonesia, Tbk.
Menara Bank Danamon, Ground Floor
Jl. Prof. Dr. Satrio Kav.E4 No. 6
Mega Kuningan, Jakarta 12950
Tel. (021) 57991001 - 3
Fax. (021) 57991161

REGION 1

Jakarta-Kebon Sirih*
Jl. Kebon Sirih No. 15
Jakarta Pusat 10340
Tel. 021-2300605 ; D-2301025(BSM)
Fax. 021-2300730

Jakarta-Agus Salim
Jl. H. Agus Salim No. 59 A
Jakarta Pusat 10310
Tel. 021-31935076/83
Fax. 0212300932

Jakarta-Cikini
Jl. Cikini Raya No. 71
Jakarta Pusat 10330
Tel. Direct :021-3107239, Hunting 3904907
Fax. 021 - 3904909

Jakarta-Prapatan
Jl. Prapatan No. 50, Gambir
Jakarta Pusat
Tel. 021-2312488, D-2311410
Fax. 021-3842023

Jakarta-Senen
Pusat Grosir Senen Jaya Lt.3 RTU L3/C9 -9, Jl. Senen Raya, Kel. Senen
Kec. Senen, Jakarta
Tel. 021-29939241, 29939242, 29939246
Fax. 021-29939240

Jakarta-Pasar Baru
Jl. Pasar Baru Selatan No. 16
Jakarta Pusat 10710
Tel. 021-3804441, 3857677
Fax. 021-3440971

Jakarta-Wiryopranoto
Jl. Sukarjo Wiryopranoto No. 63
Jakarta Barat 11160
Tel. 021-2601521-22
Fax. 021-2601516

Jakarta - Ruko Atrium Senen
Ruko Atrium Senen,
Jl. Pasar Senen Blok E , No. 14, Kel. Senen, Kec. Senen, Jakarta Pusat
Tel. 021-3512386 / 2351 / 2386 / 2387 / 3512407
Fax. 021-3512389

Jakarta-Gajah Mada
Jl. Gajah Mada No. 90 A
Jakarta Barat 11140
Tel. 021-6341550 Ext.17 - H.tlr;12,13,15 & 20- BO;19 - BSM ; 6341555, 6341560
Fax. 021-6344135

Jakarta-Jembatan Lima
Jl. Khm. Mansyur No. 255
Jembatan Lima, Jakarta Barat 11255
Tel. 021-6339837, D-6339077
Fax. 6339762

Jakarta-Pecenongan
Jl. Pecenongan Raya No. 5 B-C
Jakarta Pusat 10210
Tel. 021-2311244/652, D-2312722
Fax. 021-2311475

Jakarta-Taman Sari
Jl. Tamansari Raya No. 53 A
Jakarta Barat, 11150
Tel. 021-6120254 Ext.16-BSM;14-Cs;19-H.tlr/6006095/6006093
Fax. 021-6294983

Jakarta-Glodok Plaza I
Jl. Pinang Sia Raya Komplek Ruko Glodok Plaza Blok A No. 26-28 Jakarta
Tel. (021) 2601312 ; Dirc.6255915
Fax. 021-6255914

Jakarta-Rasuna Said*
Graha Aktiva Building, Jl.HR Rasuna Said Blok X-1, Kav.3, Jakarta Selatan
Tel. H.021-5221282
Fax. 021-5221288

Jakarta-Warung Buncit
Jl. Warung Buncit Raya No. 107
Jakarta Selatan 12760
Tel. 021-7982067
Fax. 021-7982041

Jakarta-Supomo
Jl. Prof. Dr. Supomo No. 55, Tebet
Jakarta Selatan 12810
Tel. 021-8350387, 8350389
Fax. 021-8353110

Jakarta-Mt.haryono
Gedung Mugi Griya Lt. I R.102
Jl. MT. Haryono Kav. 10, Jakarta 12820
Tel. 021-8308406-07
Fax. 021-8308409

Jakarta-Menara Danamon*
Menara Bank Danamon Lt.dasar
Jl. Prof.dr. Satrio Kav E 4 No.6 Mega Kuningan Jakarta 12940
Tel. 021-57991001-03/57991010 D-57991452
Fax. 021-57991451/1811

Jakarta-Kalibata*
Kalibata Tengah Blok I F-G
Jakarta Selatan 12740
Tel. 021-7989239/37
Fax. 021-7982171

Bdi Jakarta-Duta Mas Fatmawati
Komplek Pusat Niaga Duta Mas Fatmawati Ruko Blok B1 No. 2
Cipete Utara, Kebayoran Baru
Jakarta Selatan 12150
Tel. 021-7396270/7396278
Fax. 021-7237404

Bdi Jakarta-The East Tower Mega Kuningan
The East Tower Ground Floor - 1.07-A
Jl. Lingkar Mega Kuningan Blok E3.2 Kav. 1, Jakarta Selatan
Tel. 021-57938543/44/45
Fax. 021-57938552

Jakarta-Bej
Gd. BEJ Tower 2, 1st Floor
Jl. Jend. Sudirman Kav.52+53, Jakarta
Tel. 021-5153251-52
Fax. 021-5153254

Jakarta-Abdul Muis
Jl Abdul Muis No. 60, Jakarta Pusat 10160
Tel. 021-3842613,3844693
Fax. 021-3854851

Jakarta-Benhil*
Jl. Bendungan Hilir Raya No. 21
Jakarta Pusat 10210
Tel. 021-5707844, 5727172
Fax. 021-5707843

Jakarta-Wisma Bni
Wisma 46 Kota BNI, Ground Floor
Jl. Jend. Sudirman Kav. 1, Jakarta 10220
Tel. 021-5727484-86
Fax. 021-5727483

Jakarta-Palmerah
Jl. Palmerah Barat No. 38 A, Blok 5-6
Grogol Utara, Jakarta 12210
Tel. 021-5304949
Fax. 021-5329248

Jakarta-Sudirman Plaza
Sudirman Plaza, Indofood Tower
Jl. Jend. Sudirman Kav 76-78, Jakarta
Tel. 021-57954510
Fax. 021-57954509

Jakarta-Allianz Tower
Jl. HR. Rasuna Said, Superblok 2 - Kawasan Kuningan Persada, Kel. Guntur, Kec. Setiabudi, Jakata Selatan, 12980
Tel. 021-29079609 - 11
Fax. (021) 29079609

Jakarta-Menara Jamsostek
Lantai 1 Menara Utara, Gedung Menara Jamsostek, Jl. Jendral Gatot Subroto No.38 Jakarta Selatan
Tel. 021-52963810/11
Fax. (021) 52963812

Jakarta- Kalibata City
Kalibata City Square Lantai LG, Unit E.01 (LG/E.01), Jl. Kalibata Raya No. 1
Jakarta Selatan
Tel. 02171297731
Fax. (021) 29317107

Jakarta - Adira Mt Haryono
Gedung Adira, Jl. MT Haryono Kav. 42
RT 001 RW 005 Cikokol, Pancoran
Jakarta Selatan 12780
Tel. 021-2966 7341, 021-2966 7342
Fax. 021-2966 7340

Jkt- KH. Zainul Arifin
Ketapang Business Center Blok A-15
Jl. KH. Zainul Arifin No. 20, Jakarta Barat
Tel. 021-63852539/63852541/44
Fax. (021) 63852573

Jakarta-Hasyim Ashari
Jl. KH. Hasyim Ashari No. 15 A, Jakarta Pusat 10130
Tel. 6304343 Ext.100/101 D-6304242
Fax. 6304244

Jakarta-Tn.abg Fachrudin
Jl. Fachrudin 36, Blok A No. 56-57
Tanah Abang, Jakarta Pusat 10250
Tel. 021-3156665, 3166670, 2310421
Fax. 021-3156669

Jakarta-Tomang Raya
Jl. Tomang Raya No. 51 C-D, Blok MM Kav. 557, Jakarta Barat 11440
Tel. 021-5607303 - 04, 5664011
Fax. 021-5607309

Jakarta-Kb.jrk Interkom*
Jl. Raya Meruya Ilir, Komplek Intercon Plaza Blok A 1-2, Kebon Jeruk, Jakarta 11630
Tel. 021-5845474
Fax. 021-5846035

Jakarta-Puri Indah
Jl. Puri Indah Raya Blok I No. 41, Pesanggrahan, Jakarta Barat 11610
Tel. 021-5821601 - 04
Fax. 021-5821605

Jakarta-Cideng Timur
Jl. Cideng Timur No. 70 D, Jakarta 10160
Tel. 021-3523538 - 40
Fax. 021-3506457

Jakarta-Duri Kosambi
Jl.komplek Ruko Taman Semanan Indah Blok C - 26 Duri Kosambi Jakarta Barat 11750
Tel. 021-54394498-54394397/98
Fax. 021-54394696

Jakarta-Taman Ratu Indah
Komplek Ruko Taman Ratu Indah Blok Bb 1/1 C , Kedoya Utara, Kebon Jeruk - Jakarta Barat 11510
Tel. Opr.021-56944407, Bisnis.021-56944408/10
Fax. 021-56958193

Jakarta-Taman Anggrek
Mall Taman Anggrek Ground Floor G-42, Jl. S. Parman Kav.21
Jakarta Barat 11450
Tel. 021-5639473-75
Fax. 021-5639053

Jakarta-Bidakara
Komplek Bidakara Lobby Floor,
Jl. Jend. Gatot Subroto Kav. 71-73, Jakarta 12870
Tel. 021-83793427 - 28
Fax. 021-83793426

Jakarta-Roxy Mas
Jl. K.h Hasyim Ashari
Blok C 2 No. 6 & 7 Jakarta
Tel. 021-6327376, 6330158, 6327357, 6333738
Fax. 021-63862041

Jakarta - Tanah Abang Blok A
Pasar Regional Tanah Abang Blok A, Basement 2 No. 67 A-B, Los F
Jakarta Pusat
Tel. 021-23572037/23571604
Fax. 021 - 23571844

Jakarta - Puri Kencana
Ruko Puri Niaga 3 Blok M8 - 1A
Puri Kencana, Jakarta Barat
Tel. 021-58350446 - 450
Fax. 021-58303381

Jakarta - Sentra Niaga Puri Indah
Kompleks Ruko Sentra Niaga Puri Indah Blok T3 No. 15 Jakarta Barat
Tel. 021-44726894/58300399
Fax. (021) 58300497

Jakarta Central Park
Central Park Shop Unit L 220, LG Floor
Jl. S. Parman Kav 28 Kel. Tanjung Duren Selatan, Kec Grogol, Petamburan Jakbar
Tel. -
Fax. (021) 29200255

Jakarta- Suryopranoto 2
Jl. Suryopranoto No.75, Jakarta Pusat
Tel. 021-71297636
Fax. (021)34834649

Jakarta - Jalan Panjang
Jl. Panjang No.28, RT 06/RW 011, Gedung Graha Inovasi Unit 1B, Kel. Kebon Jeruk
Kec. Kebon Jeruk, Jakarta Barat
Tel. 021-71297759
Fax. (021) 71297759

Jakarta-Lippo Mall Puri
Lippo Mall Puri, Jl. Puri Indah Raya Blok UG R-05, Puri Indah CBD
Tel. (021) 29 111 332 S/D 336.
Fax. 90210 29 111 333

Jakarta-Telepon Kota I
Jl. Telepon Kota No. 7
Jakarta Barat 11230
Tel. 021-6904060/67, 6923135-38
Fax. 6923137

Jakarta-Pluit Kencana
Jl. Pluit Kencana Raya 45-47
Jakarta 14450
Tel. 021-6612006-10
Fax. 021-6627920

Jakarta-Muara Karang
Jl. Muara Karang Raya No. 72 Blok Z-3 Selatan, Jakarta
Tel. 021-6682336, 6682338, 6683309, 6683310
Fax. 021-6682335

Jakarta-Pantai Indah Kapuk
Galeria Niaga Mediterania Blok. X-3 Kav. No. A-8M & A-8N, Pantai Indah Kapuk
Jakarta Utara
Tel. 021-5884511/5882177/78
Fax. 021-5884510

* Include Syariah Office Channeling

Jakarta-Kapuk Teluk Gong
Jl. Teluk Gong Raya Komp. TPI II Blok M No. 34 Kampung Gusti
Jakarta Utara 14450
Tel. 021-6611383, 6670803
Fax. 021-6600742

Jakarta-Jelambar
Jl. Jelambar Selatan I No. 1B, Jelambar Baru, Grogol, Petamburan, Jakarta Barat
Tel. 021-5608981/5632430
Fax. 021-5608982

Jakarta-Pangeran Jayakarta
Jl. P. Jayakarta Raya No. 22
Jakarta Pusat 10730
Tel. 021-6285274, 6399272
Fax. 021-6285272

Jakarta-Mangga Besar
Jl. Mangga Besar Raya No. 42 A-B
Jakarta 11150
Tel. 021-6240518/6593337
Fax. 021-6240515

Jakarta-Mangga 2 Raya
Jl. Mangga Dua Raya, Ruko Tekstil Blok E4 No. 6, Jakarta 14430
Tel. 021-6011503-04, 6009874(D BSM) 6258449 (D BM), 6011505 (BM)
Fax. 021-6009875

Jakarta-Itc Mangga Dua
Gedung ITC Mangga Dua 1st Floor Blok D1 No.47 Jl. Mangga Dua, Jakarta Utara
Tel. 021-6016169-70
Fax. 021-6016168

Jakarta-Bandengan
Jl. Bandengan Selatan Komp. Ruko Puri Delta Mas Blok A No. 20-21Jakarta Barat
Tel. 021-66674179, 66674180
Fax. 021-66674701

Jakarta-Taman Duta Mas
Rukan Taman Duta Mas D 9A No.8
Jelambar, Jakarta Barat
Tel. 021-5646775
Fax. 021- 5663959

Jakarta - Cbd Pluit
Jl. Pluit Selatan Raya, Komp. CBD Pluit Blok A 18
Tel. 66675264 Ext.3013 Bsm;3011 Cs, 66675274
Fax. 021-66675358

Jakarta - Perniagaan Timur
Jl Perniagaan Timur No. 55
Tel. 021-6916916, 6917422, 6917419 6917418, 6917279, 6917412
Fax. 021- 6916781

Jakarta - Orion Mangga Dua
Ruko Komp. Orion Mangga Dua
Jl. Raya Mangga Dua, Komp. Rukan Orion Mangga Dua No.3, Jakarta Utara
Tel. 021-62302348/47
Fax. 021-62302351

Jakarta - Duta Indah Square
Komp Ruko Duta Indah Square No. 15 A3
Jl. Teluk Gong, Jakarta Utara
Tel. 021-66670877 Direct Bsm/66670878 - Hunting
Fax. (021) 66670876

Jakarta - Pantai Indah Kapuk 2
Rukan Cordoba B 12 & B 15
Pantai Indah Kapuk , Jakarta Utara
Tel. 021-56983774/784/794
Fax. (021) 56983784

Jakarta-Panglima Polim*
Jl. Panglima Polim Raya No. 47
Kebayoran Baru, Jakarta Selatan 12160
Tel. 7205403-6218-6942-6948-7393655, D-7393014
Fax. 021.7393316

Jakarta-Permata Hijau
Jl. Nikel Blok D No. 23-24 Permata Hijau
Jakarta Selatan
Tel. 021-5357382
Fax. 021-5357384

Jakarta-Ciledug Raya*
Jl. Ciledug Raya No. 5, Cipulir
Kebayoran Lama, Jakarta 12230
Tel. 021-2700080-81
Fax. 021-7251020

Jakarta-Melawai
Jl. Melawai Raya No. 27
Kebayoran Baru, Jakarta Selatan 12160
Tel. 021-2700940-41
Fax. 021-2700742

Jakarta-Pondok Indah
Komplek Pertokoan Pondok Indah Blok UA No. 1, Jl. Metro Duta, Pondok Indah
Jakarta Selatan
Tel. 021-75914888
Fax. 021-75914840

Jakarta-Pd.indah Mall
Pondok Indah Mall 2, Ground Floor No.G 34 B Pondok Indah, Jakarta Selatan 12310
Tel. 021-7506904/5,7512361
Fax. 021-7506885

Jakarta-Fatmawati
Jl. RS. Fatmawati No. 24, Cipete Utara
Jakarta Selatan 12430
Tel. 021-7500522, 7692214-6116
Fax. 021-7500830

Jakarta-Cinere
Jl. Cinere Raya Kav. 48-49 A,
Cinere Depok 16514
Tel. 021-7545756-5065-5759-5760
Fax. 021-7545066

Jakarta-Depok Margonda*
Ruko Graha 99 Jl Margonda Raya RT 008/03 No.99 Kemiri Muka Depok 16423
Tel. 021-77201222-1666, 77202332 , Drc 77202552
Fax. 021-77202662

Jakarta-Radio Dalam
Jl.radio Dalam Raya No. 10A RT/RW 001/002 Kel. Gandaria Utara
Kec. Kebayoran Baru, Jakarta Selatan
Tel. 021- 7248541
Fax. 021-7396168

Jakarta-Kemang
Jl. Kemang Raya 4, Jakarta Selatan
Tel. 021-7198730/7198602
Fax. 021-7198728

Jakarta-Ampera Raya
Jl. Ampera Raya No.11 Ground Floor
Ragunan Ps Minggu, Jakarta Selatan
Tel. 021-7810137,7806056,7810172
Fax. 021-7810137

Jakarta-Wolter Monginsidi
Jl. Wolter Monginsidi No. 60 C
Jakarta Selatan
Tel. 021-72784043,72790284,72799466
Fax. 021-7208570

Depok-Tole Iskandar
Jl. Tole Iskandar No. 50, Kel. Sukmajaya
Kec. Sukmajaya, Depok Jawa Barat
Tel. 021-77830761
Fax. (021) 77830790

Tangerang - Martadinata
Jl. Martadinata Rt. 01/04 Ciputat Tangerang
Tel. 02174708842/43/51/59/62/021747096 05/02127479923
Fax. (021) 74709605

Jakarta- Bona Indah
Jl. Karang Tengah Blok B/1, Bona Indah Bisnis Center 89 RT 007/RW 006
Kel. Lebak Bulus, Kec. Cilandak
Jakarta Selatan
Tel. 02175916027
Fax. (021) 75916039

Jakarta- Pasar Mayestik
Gedung Pasar Mayestik Unit L2 Bks Unit C, Jalan Tebah 3 RT 001/RW 002
Kel. Gunung, Kec. Kebayoran Baru
Jakarta Selatan
Tel. 021-71297721
Fax. (021) 29395421

Jakarta- Arteri Pondok Indah
Jl. Arteri/Jl. Sultan Iskandar Muda Kav. 77-78 No. 6, Rt.03/Rw.05, Kel. Kebayoran Lama Selatan Kec. Keb Lama
Kotamadya Jakarta Selatan
Tel. 0217297756
Fax. (021) 71297756

Jakarta-Kelapa Gading I*
Jl. Bulevar Barat Blok XB No. 8, Kelapa Gading - Jakarta Utara 14240
Tel. 021-4534003-4026 ; Drc. 4534023 Bo- 4534024 Bsm,
Fax. 021-4534025

Jakarta-Kelapa Gading Ii
Jl. Boulevard Raya Blok FY No. 1/9-12,
Jakarta Utara 14240
Tel. 021-4532788-89
Fax. 021-4532791

Jakarta-Pulogadung
Gedung Enseval Iii, Lantai Dasar
Jl.pulo Lentut No.12, Kawasan Industri Pulo Gadung, Jakarta Timur 13920
Tel. 021-4604111/2
Fax. 021-4604114

Jakarta-Pegambiran
Jl. Peggambiran No. 33-D, Rawamangun, Jakarta Timur 13220
Tel. 021-4707443-46, D-4707438
Fax. 021-4703104

Jakarta-Cempaka Putih I
Jl. Cempaka Putih Raya No. 11, Jakarta Pusat 10510
Tel. 021-4210854,65,D-4210865
Fax. 021-42801151

Jakarta-Letjen Suprapto
Komp. Perkantoran Cempaka Putih,
Jl. Letjen. Suprapto Blok A No. 17-18,
Jkt. Pusat 10510
Tel. 021-4203361
Fax. 021-4206715

Jakarta-Enggano
Jl Enggano Raya No 36 Tanjung Priok
Jakarta Utara 14310
Tel. 021-4305101-04
Fax. 021-4358949

Jakarta-Gunung Sahari
Jl. Gunung Sahari Raya No. 49 Jakarta Pusat 10610
Tel. 021-4227844 , 4227845
Fax. 021-4222508

Jakarta-Kenari
Gedung Kenari Baru Lt. 2 Blok E 7-8,
Jl. Salemba Raya No.2, Jakarta Pusat 10430
Tel. 021-3921190/3914331
Fax. 021-3914419

Jakarta-Danau Sunter
Jl. Danau Sunter Utara Blok B.I.B No. 15-16 Sunter Podomoro, Jakarta 14350
Tel. 021-64715835/,6517386-7,6411622-3,
Fax. 021-6411621/64714956

Jakarta-Griya Utama Sunter
Griya Utama Blok A Kav No 43 Sunter
Jak Ut Sunter Agung - Jak Ut 14350
Tel. 021-65837804 - 05
Fax. 021-65831246

Jakarta-Mitra Sunter
Jl. Yos Sudarso, Komplek Mitra Sunter Bulevard Blok B No.7, Sunter, Jakarta 14350
Tel. 021-6520125, 6520061, 6509216
Fax. 021-6520924

Jakarta-Ps.pademangan
Ps. Pademangan Timur Lt.dasar Blok BKS 137, Jakarta 14410
Tel. 021-6415378-80, 6410783-84
Fax. 021-6410785

Jakarta - Itc Cempaka Mas
Graha Rukan Itc Cempaka Mas Blok B No. 7 10640
Tel. 021-42884588
Fax. 021-42883963

Jakarta - Artha Gading
Rukan Artha Gading Blok C No. 18
Jl. Boulevard Artha Gading Kelapa Gading
Jakarta Utara 14240
Tel. 021-45850613
Fax. 021-45850615

Jakarta-Kelapa Gading Square
Komp Ruko Kelapa Gading Square,
Jl. Boulevard Barat Raya Blok D No. 28,
Kel. Kelapa Gading Barat, Kec. Kelapa Gading , Jakarta Uttara
Tel. 021-45876516 -7
Fax. 021-45869860

Jakarta-Boulevard Raya
Ruko Boulevard Raya Blok Pa 11,
Kav. 20-21, Kelapa Gading, Jakarta Utara
Tel. 021-45847572
Fax. (021) 45847449

Jakarta - Pluit Karang Utara
Jl. Pluit Karang Utara No. 34, Blok I-1-Selatan, Kav.no.54, Kel. Pluit,
Kec. Penjaringan, Jakarta Utara
Tel. 021-66690046/66670869
Fax. (021) 66690014

Jakarta - Sunan Derajat
Jl. Sunan Derajat No. 39,
Pulo Gadung, Jakarta Timur
Tel. 021-4723329
Fax. (021) 4723493

Jakarta - Elang Laut Boulevard
Elang Laut Boulevard , Pantai Indah Kapuk, Jalan Pantai Indah Selatan I Blok A No. 25-26, Kel. Kamal Muara,
Kec. Penjaringan Jakut
Tel. 02171297662
Fax. (021) 71297668

Bekasi-Juanda*
Jl. Ir. H. Juanda No. 159, Bekasi 17112
Tel. Dir.-021-8801990 - 8812260
Fax. 021-8808537

Bekasi-Metrop.mall
Metropolitan Mall Lt. Dasar No. 25,
Jl. Raya Kalimalang Ujung, Bekasi 17148
Tel. 021-8848550
Fax. 021-8848030

Bekasi-Kemang Pratama
Komp Perumahan Kemang Pratama
Blok AM No 3 A, Bekasi Timur 17116
Tel. 021-8225347 - 6039
Fax. 021-82413282

Bekasi-Harapan Indah
Komp Ruko Sentra Niaga Boulevard Hijau,Perumahan Harapan Indah Blok SN 2 No 16 -17 Medan Satria - Bekasi 17132
Tel. 021-88866052
Fax. 021-88866053

Bekasi - Taman Galaxy Raya
Jl. Taman Galaxy Raya No. 12 AD
Bekasi Selatan
Tel. 021-82417306/82418017
Fax. (021) 82417386

Bekasi - Ahmad Yani
Komplek Bekasi Mas Kavling No. D-3,
Jl. Ahmad Yani, Bekasi Barat
Tel. 021-8848302/8849314/8848327
Fax. (021) 8848325

Bekasi - Cikarang 2*
Jl. Niaga Raya Kav. AA3, Ruko CBD Blok CD No. 6, Jababeka
Tel. 02129083876-880/02144726905
Fax. (021) 29083876

* Include Syariah Office Channeling

Bekasi - Lippo Cikarang
Ruko Plaza Menteng Blok A No. 25, Rt 03/ Rw.09, Desa Cibatu, Kec. Lemahabang, (Cikarang Selatan), Kab Bekasi Jabar
Tel. 021-89906282
Fax. (021) 71297725

Tangerang-Daan Mogot*
Jl. Daan Mogot No. 48, Tangerang, Kode Pos 15111
Tel. 021-5520781-0782-5570
Fax. 5525516/5586019

Tangerang-Supermall Karawaci
Unit Ff59a Supermall Karawaci
Jl. Bulevar Diponegoro Lippo Karawaci
Tangerang 15811
Tel. 021-5462269-70 ; 5462421-22
Fax. 021-5462271

Tangerang-Alam Sutra*
Jl. Sutera Niaga I/17, Komplek Alam Sutera, Serpong, Tangerang 15326
Tel. 021-5398327/28
Fax. 021-5398331

Tangerang-Taman Cibodas
Komp. Taman Cibodas, Jl. Gatot Subroto, Ruko Blok A No.16, Curug, Tangerang
Tel. 021-5528430-8435
Fax. 021-5527429

Tangerang-Bsd
Jl. Raya Serpong Bsd Commercial I Blok 201 BSD Sektor VI, Tangerang 15310
Tel. 021-5379033-6966-9036
Fax. 021-5376967

Tangerang-Bintaro Iii*
Komp. Rukan Bintaro Jaya Sektor III A, Blok A No. 8-10, Bintaro, Tangerang 15224
Tel. 021-7375160-64
Fax. 021-7375158

Jakarta-Tanjung Duren*
Jl. Tanjung Duren Raya No. 62, Jakarta Barat 11470
Tel. 021-5664188
Fax. 021-5635336

Jakarta-Citraland
Citra Land Mall Lt. LG Unit 5,
Jl. S. Parman, Grogol,
Jakarta Barat 11470
Tel. 021-5666845
Fax. 021-5669754

Jakarta-Citra Garden Ii
Komplek Citra Garden II Blok I-I No. 12A, Jakarta Barat 11830
Tel. 021-5417705,5417720, 5458253,5458254
Fax. 021-5403021

Jakarta-Daan Mogot
Ruko Daan Mogot Km. 6, Komplek Indo Ruko Blok 6 C-D, Jakarta 11460
Tel. 021-5655370-72
Fax. 5654783

Jakarta-Green Garden
Ruko Green Garden Blok I/9 No. 18, Jakarta Barat 11520
Tel. 021-5815328/5331/7420
Fax. 021-5812285

Jakarta-Green Ville
Komplek Green Ville Blok Ay No. 20, Jakarta Barat 11510
Tel. 021-5658160-64, 5658121-7849-7216
Fax. 021-5656030

Jakarta-Grogol Muwardi
Jl. Muwardi Raya No. 7, Grogol, Jakarta Barat 11450
Tel. 5667010,5640121, 5602540-0794-4518/5604518
Fax. 021-5640122

Jakarta-Daan Mogot Baru
Ruko Daan Mogot Baru
Jl.tampak Siring KJ/G15
Tel. 021 -54397168,54397424,54397149,5 4397154,54397105,54397088
Fax. 021-54396816

Serang-A. Yani
Jl.a.yani No.141, Serang Banten
Tel. 0254 - 8241291, 8241292, 217023, 217048,217036,217027
Fax. 0254-8241293

Tangerang-Gading Serpong
Jl. Blv Gading Serpong Alexandrite 3/9
Tel. 021-54213197, 54213198, 54213201-04
Fax. 021-54213199

Jakarta - Taman Palem Lestari
Rukan Taman Palem Lestari Blok A II No. 33 Jl. Kamal Raya Outer Ring Road Cengkareng Jakarta Barat -11730
Tel. 021-55961897/55962458
Fax. 55961897/55962458

Tangerang - Cikupa
Perumahan Citra Raya Blok L1
Cikupa, Tangerang
Tel. 02159401434/1377/1000/0215940098 8/02134664419
Fax. (021) 59401434

Tangerang - Lippo Karawaci
Ruko Pinangsia Blok M No. 10, Lippo Karawaci, Tangerang
Tel. 021-55772507
Fax. (021) 55770825

Tangerang - Bsd 2
Ruko Golden Madrid 1 Blok A No. 6 BSD Tangerang
Tel. 021-53160231/227
Fax. (021) 53160231

Jakarta - Mutiara Taman Palem
Ruko Mutiara Taman Palem Blok A3 No. 20 Cengkareng Timur, Jakarta Barat
Tel. 021-44726896
Fax. -

Tangerang - Cbd Ciledug
Ruko CBD Ciledug Blok D No. 35, Ciledug, Tangerang (Samping Carrefour)
Tel. 0217306979,0217306984,02173069 88,0217306996,0217306998,021730699, 02144726906
Fax. (021) 7306979

Tangerang - Jend. Sudirman
Ruko Tangerang City Blok ANO. 37,
Jl. Jend.sudirman No. 1, Tangerang
Tel. 021-29239752/53
Fax. (021) 29239751

Rangkasbitung - Hadiwinangun
Jl. RT. Hadiwinangun, Komplek Rabinza Blok A No. 1, Kel. Muara Ciujung Timur, Kec. Rangkasbitung, Kab. Lebak 42314
Tel. 0252-209280/279
Fax. (0252) 209283

Tangerang - Mutiara Raya
Pasar Modern Mutiara Blok D-17 dan D-18, Jl. Mutiara Raya No. 1, Tangerang
Tel. 021-55651602
Fax. (021) 55651621

Tangerang -Alam Sutera 2
Jl. Jalur Sutera 29 D No. 21, Pakualam, Kec. Serpong Utara, Tangerang Selatan, Banten
Tel. -
Fax. 021-36033752

Tangerang- Pamulang Raya
Lt. Dasar Unit 3A, Gedung Pamulang Terrace, Jl. Pamulang Raya Blok SH/14, Kel. Pamulang Barat, Kec. Pamulang, Kab. Tangerang Selatan Banten
Tel. 021-7416095
Fax. (021) 7416098

Tangerang - Bintaro 2
Ruko Bintaro Jaya, Kebayoran Arcane Blok Ka/B2-21, Kel. Pondok Jaya Kec. Pondok Aren Kota Tangerang Selatan Banten
Tel. -
Fax. (021) 29511885

Tangerang - BSD Square
Sunburst CBD Lot I.1 Jl. Kapten Soebianto Djojohadikusumo BSD City, Nomor Unit A5A Tangerang Indonesia 15322
Tel. 021-5374504
Fax. (021) 71297698

Cilegon-S. A. Tirtayasa*
Jl. Sultan Agung Tirtayasa No. 145, Cilegon 42414
Tel. (0254) 391769, 380270-271
Fax. 0254-392155

Cilegon-Serang
Jl. Maulana Hasanuddin, Serang Plaza Blok I No. 5-6-7, Serang 42112
Tel. (0254) 203140 - 43
Fax. 0254-203144

Bogor-Juanda
Jl. Ir. H. Juanda No. 46, Bogor 16000
Tel. (0251) 8329055 Ext 110/D- 8356548
Fax. 0251-8322454

Bogor-Tajur
Jl. Raya Tajur No. 49-B, Bogor 16720
Tel. (0251) 8393413,414,415
Fax. 0251-8390637

Bogor-Warung Jambu
Jl. Raya Pajajaran Komplek Ruko Warung Jambu, Bogor 16153
Tel. (0251) 8322224, 8323843
Fax. 0251-8323822/8323046

Bogor - Graha Cibinong
Ruko Graha Cibinong Blok D3, Komplek Graha Cibinong, Jl. Raya Jakarta Bogor Km.43, Kel. Cirimekar, Kec. Cibinong, Kab. Bogor
Tel. 021-87918721/87913717/87913652
Fax. 021-87918721/87913717/87913652

Karawang-Tuparev
Jl. Tuparev Komplek Karawang Plaza Ruko No. 5-6, Karawang 41312
Tel. (0267) 405533-566-588-239, D-404494
Fax. 0267-408241

Rengasdengklok
Jl. Raya Rengasdengklok No.111, Rengasdengklok -Karawang 41352
Tel. (0267) 482659, 482601
Fax. 0267-482017

Bekasi-Cikarang
Gedung Eks Tamara, Jl. Re Martadinata No. 9, Cikarang, Bekasi 17530
Tel. 021-8904341/8901445
Fax. 021-8904343

Cikampek-A.yani
Jl. Jend. A. Yani No. 37-C, Cikampek, Karawang 41373
Tel. (0264) 318496/318396
Fax. (0264),315425

Jakarta-Matraman*
Jl. Matraman Raya No. 52,
Jakarta Timur 13150
Tel. Hunt.021-2800544, 2800477,2800466,2800455,D-2800536 D-2800985
Fax. 021-2800510

Jakarta-Jatinegara
Jl. Jatinegara Barat No. 135
Jakarta Timur
Tel. 021-85901177
Fax. 021-85901332

Jakarta-Kalimalang Tarum*
Jl. Tarum Barat Hi No. 1,
Kalimalang, Jakarta Timur 13450
Tel. 021-8656662
Fax. 021-8642058

Jakarta-Otista
Jl. Otista Raya No. 151 A Jakarta Timur
Tel. 021-2800418-19
Fax. 021-2800639

Jakarta-Pondok Gede*
Rukan Pondok Gede Plaza Blok D No 1 S/D 2 P. Gede Bekasi Rt 04/01
Jatiwaringin Bekasi 17426
Tel. D. 021 - 8474625.
H. 021 - 8474529 - 09 - 03
Fax. 021 - 8474477

Jakarta-Cibubur Times Square
Jl.transyogi Km.3, Komp.rukan Cibubur Times Square Blok B1 No.10, Cibubur Jakarta Timur
Tel. 021-84305460, 84305458, 84305459
Fax. 021-84305461

Jakarta-Pondok Bambu*
Jl. Pahlawan Revolusi No. 125 B,
Pondok Bambu, Jakarta Timur 13430
Tel. 021-8612527, 8612844
Fax. 021-8615171

Jakarta - Buaran Raya
Jl. Buaran Raya Blok A No.93-94
Jakarta Timur
Tel. 021-86601759/86613155
Fax. 021-86603338

Teluk Betung-Pattimura*
Jl. Pattimura No.2-4, Telukbetung 35221
Tel. 0721-487226
Fax. 0721 487250

Teluk Betung-Ikan Hiu
Jl. Ikan Hiu Blok B 2-4
Teluk Betung 35223
Tel. 0721-487334
Fax. 0721-487336

Pringsewu-A. Yani
Jl. Ahmad Yani No.65, Pringsewu 35373.
Tel. 0729-21326/21327
Fax. 0729-21426

Tanjung Karang-Kartini
Jl. Kartini No.182, Tanjung Karang 35111
Tel. 0721-262026
Fax. 0721-262502

Tanjung Karang-Way Halim
Jl. Kiai Maja Ruko Way Halim No. 14-15
Kedaton Bandar Lampung 35141
Tel. 0721-704110
Fax. 0721783613

Kota Bumi-Sudirman
Jl. Jend. Sudirman No.7, Kotabumi 34516
Tel. 0724-21076;21990
Fax. 0724-21458

Metro Lampung-Sudirman*
Jl. Jend. Sudirman No.1-3/B,
Lampung 34111
Tel. 0725-41404
Fax. 0725-43631

Bandar Jaya-Proklamator
Jl. Proklamator No.116 Lingkungan II RT.001 RW.001 Kel. Bandar Jaya Kec. Terbanggi Besar Kab. Lampung Tengah, Lampung
Tel. 0725-25002, 25003
Fax. 0725-26596-98

Lampung Pangeran Antasari
Jl. Pangerang Antasari No. 5,
Bandar Lampung
Tel. 0721255587/0721255754/072125576 4/0721255797/0721255797/0721255606/0 7217409054
Fax. (0721) 255754

REGION 2

Bandung-Merdeka
Jl. Merdeka No.40, Bandung
Tel. (022) 4223344 Ext.5600
Fax.(022) 4200717

Bandung–Merdeka*
Jl. Merdeka No. 40 Bandung
Tel. (022)4223344 Ext 5600
Fax. 022-4200717

* Include Syariah Office Channeling

Bandung - Riau
Jl. RE. Martadinata No. 136
(Jl. Riau No. 136), Bandung
Tel. (022) 7106222
Fax. (022) 7231422

Bandung-A. Yani*
Jl. Ahmad Yani No. 638 BDG
Tel. (022) 7200010 (H), 7216924(D)
Fax. (022) 7201194,7208493

Bandung–Buah Batu
Jl. Buah Batu No. 166 BDG
Tel. (022)-7300217, 7305731,
7311901, 7311936
Fax. (022) 7312988/7311654

Bandung–Pungkur*
Jl. Pungkur No. 118 Bandung
Tel. (022)- 5210719 - 22 (Hunting)
Fax. (022) 5208352

Bandung–Juanda
Jl. Ir, Juanda No.64, Bandung
Tel. (022) 4204462 (Hunt) 022-4211945 (D)
Fax. (022) 4211947

Sukabumi–A. Yani*
Jl. Jend. Ahmad Yani No. 30 Sukabumi
Tel. (0266) 221188
Fax. 0266 215802

Cianjur-Cokroaminoto*
Jl. Hos. Cokroaminoto No.36 Cianjur
Tel. (0263) 264030,264060,264070,
264090,264107
Fax. (0263)264055

Bandung-Suropati
Jl. Surapati No.86 Bandung
Tel. 022-7272568
Fax. 022-7235978

Bandung-Adira Soekarno Hatta
Gedung Adira,
Jl. Soekarno Hatta 380 Bandung
Tel. 022-61684213
Fax. 022-61684214

Bandung-Pasar Baru
Jl. Otto Iskandardinata No.70 Lt.2 Blok
D2-05 BDG
Tel. (022) 4246700,4246701,4245959
Fax. (022) 4246702

Bandung–Setrasari Mall
Komp. Ruko Setrasari Mall B.2 No 21
Bandung
Tel. (022) 2016002,2016004,05 (Hunting)
Direct 2016003
Fax. (022) 2016001

Bandung–Jamika
Jl.jamika No. 11 A, Kel. Jamika,
Kec. Bojongloa Kaler, Bandung Jabar
Tel. (022) 6010850, 6022463, 6022456
Fax. (022)6022445

Bandung–Pasir Kaliki
Jl. Pasir Kaliki No. 154, Bandung
Tel. (022) 4208675, 4211172, 4211175
Fax. (022) 4211173

Bandung–Gardujati
Jl. Gardujati No. 38 Bandung
Tel. 022-4213566, 4213676
Fax. 022-4213564

Bandung–Sumbersari
Ruko Sumber Sari
Jl. Soekarno Hatta 130 BDG
Tel. (022) 6120790,6120755
Fax. (022) 6037836

Bandung - Taman Kopo Indah II
Taman Kopo Indah II 1B No.26 Bandung
Tel. (022) 5405699
Fax. (022) 5421430

Sumedang - Mayor Abdulrachman
Jl. Mayor Abdulrachman No. 129,
Sumedang
Tel. 0261-204426
Fax. 0261-204416

Bandung–Otista*
Jl. Oto Iskandardinata No. 22 Bdg
Tel. (022)4241580 (Ext.:3101)
Fax. (022) 4213428

Cimahi-Cibabat*
Jl. Raya Cibabat No. 349 Cigugur
Tengah Cimahi
Tel. (022) 6657132, 6644110,6657133
Fax. (022) 6657134

Bandung–Asia Afrika*
Jl. Asia Afrika No. 180 Bandung
Tel. (022) 4201505
Fax. (022) 4201508

Bandung-Taman Kopo
Komp. Taman Kopo Indah,
Ruko 2 & 3 BDG
Tel. (022) 5407163 - 5407167
Fax. (022) 5407166

Bandung–Kopo*
Jl. Kopo No. 26 Bandung
Tel. (022) 6033153 S/D 6033156
Fax. 022-6079915

Bandung–Setia Budi*
Jl. Dr. Setiabudi 62 Bandung
Tel. (022) 2033662 H
Fax. (022) 2035478

Garut–Ciledug*
Jl. Ciledug No.36 Garut
Tel. (0262) 238088,238089
Fax. (0262) 238090

S U B A N G–Otista*
Jl. Otista No. 65 Subang
Tel. (0260) 411398 (Hunting 3 Line)
Fax. (0260) 411035

Pamanukan-Ion*
Jl. Ion Martasasmita No. 14 Pamanukan
Tel. 0260-551444, 0260-551608
Fax. 0260-551593

Purwakarta–Martadinata*
Jl. Re Martadinata No. 7 Purwakarta
Tel. (0264) 202-491, 492, 493, 494,
201-963
Fax. (0264) 202495

Tasikmalaya–Yuda Negara*
Jl.yudanegara No. 40 Tasikmalaya
Tel. (0265)332151, (0265)327977
Fax. (0265) 331498

Cirebon-Yos Sudarso*
Jl. Yos Sudarso No. 33 Cirebon
Tel. (0231) 242278 (H)
Fax. (0231) 208145/208146

Kuningan–Siliwangi*
Jl. Siliwangi Ruko No. 35-36 Kuningan
Tel. (0232) 872426 (Hunting)
Fax. (0232) 872425

Cirebon - Kartini
Jl. Kartini No.37, Cirebon
Tel. 0231-220210,220212
Fax. 0231-220211

Cirebon - Tegal Wangi
Jl. Raya Tegal Wangi No. 19 E,
Kab. Cirebon
Tel. 0231321530/531/536/0231325057/023
1325171/02312579551
Fax. 0231-320536

Majalengka- Abdul Halim
Jl. Kh. Abdul Halim No. 228, Majalengka
Tel. 0233-3406228
Fax. -

REGION 3

Surabaya-Gubernur Suryo
Jl. Gubernur Suryo No. 12, Surabaya
Tel. (031) 5346690 (D), 5312126 Ext. 1116
Fax.(031) 5340783

Surabaya–Gubernur Suryo*
Jl. Gubernur Suryo No.12, Surabaya
Tel. (031) 5346690 D,5312126 H Ext 1116
Fax. (031) 5340783

Surabaya–Jemur Andayani*
Jl. Jemur Andayani 46 B-C, Surabaya
Tel. (031) D 8411511, 8432344
Fax. (031) 8411512

Gresik–Kartini*
Jl. R.A. Kartini No. 236/5 Gresik 61122
Tel. (031) 3985638 - 39
Fax. (031) 3985640

Surabaya–Darmo*
Jl. Raya Darmo No. 59, Surabaya
Tel. (031) 5671035 - 42, 5674806-D
Fax. (031) 5618716

Surabaya–Diponegoro
Jl. Diponegoro No. 160, Surabaya
Tel. (031) 5682605, 5682604, 5685340
Fax. (031) 5682613

Surabaya–HR Muhammad*
Jl. Hr Muhammad 86 C-D, Surabaya
Tel. (031)7341182-83 Ext 12, 7343810-D
Fax. (031) 7341181

Surabaya–Kedungdoro
Jl. Kedungdoro No. 97 Surabaya
Tel. (031) 5320962 - 63
Fax. (031) 5327750

Surabaya–Kertajaya
Jl. Kertajaya No. 141, Surabaya
Tel. (031) 5031411, 5031412
Fax. (031) 5033611

Surabaya–Klampis
Jl. Klampis Jaya No.136 Surabaya
Klampis
Tel. (031) 5928570/65/69, 5991834
Fax. (031) 5994861

Surabaya–Manyar Indah
Komp. Pertokoan Manyar Indah Plaza
Kav. A-3, Jl. Ngagel Jaya Selatan˙-
Surabaya
Tel. (031) 5044111/5044375/5044376
Fax. (031) 5044374

Sidoarjo–A. Yani*
Jl. A. Yani No.7, Sidoarjo
Tel. (031) 8961031-2, 8957365-D
Fax. (031) 8921573

Mojokerto–Mojopahit*
Jl. Mojopahit No. 282 Kel. Mentikan
Kec. Prajurit Kulon Kab. Mojokerto
Tel. (0321) 324295
Fax. (0321) 395733-34

Surabaya–Coklat*
Jl. Coklat No. 8, Surabaya
Tel. (031)3524091-3 H -, 3557843 - D
Fax. (031) 3551352

Surabaya–Kapas Krampung*
Jl. Kapas Krampung No. 106, Surabaya
Tel. (031) 5032201 - 02
Fax. (031) 5032206

Surabaya–Pasar Turi
Komp. Sinar Galaxy B-70 Surabaya
Tel. (031) 3532473-3532474, 3559274
Fax. (031) 3559275

Surabaya–Mulyosari
Jl. Raya Mulyosari 134, Pb 14 Surabaya
Tel. (031) 5932932-33
Fax. (031) 5932712

Surabaya–Rajawali
Jl. Rajawali 51-B Surabaya
Tel. (031) 3535028, 3574358/9
Fax. (031) 3535029

Bangkalan–Trunojoyo*
Jl. Trunojoyo No. 39B, Bangkalan
Tel. (031) 3097979, 3098001, 3096769
Fax. (031) 3096772

Sidoarjo-Sepanjang*
Jl. Raya Bebekan 24 Sepanjang Jatim
Tel. 031) 7870356 - 58
Fax. (031) 7870360

Surabaya-Bukit Darmo Boulevard
Bukit Darmo Golf Boulevard Blok B1-25
Surabaya
Tel. (031) 7346895
Fax. (031) 7320131

Surabaya-Kusuma Bangsa
Jl. Kusuma Bangsa No 90, Surabaya
Tel. (031) 5323968
Fax. (031) 5479791

Surabaya - Mayjen Sungkono*
Jl. Mayjen Sungkono No.75 Surabaya
Tel. (031) 5681889
Fax. (031) 5681869

Surabaya - Perak Barat
Jl. Perak Barat No. 261 Surabaya
Tel. (031) 3291808
Fax. (031) 3284675

Surabaya - Margorejo Indah
Jl. Margorejo Indah No. 90 Surabaya
Tel. (031) 8414644
Fax. (031) 8414766

Surabaya - Pucang Anom
Jl. Pucang Anom Timur No. 5 B Surabaya
Tel. (031) 5018558
Fax. (031) 5018884

Surabaya - Kembang Jepun*
Jl. Kembang Jepun No.43 Surabaya
Tel. (031) 3577743
Fax. (031) 3556676

Surabaya - Dharmahusada*
Jl. Dhramahusada No.168 Surabaya
Tel. (031) 5929484
Fax. (031) 5929485

Gresik - Usman Sadar
Jl. Usman Sadar No.37 Gresik
Tel. (031) 3976284
Fax. (031) 3976283

Surabaya - Stasiun Kota
Jl. Pasar Atum Mall Stand No C45-C48
Lantai 4, Jl Stasiun Kota,Surabaya
Tel. (031) 3536440
Fax. (031)-3536441

Surabaya-Grand City
Grand City Unit Lg.01
Jl. Gubeng Pojok No. 1
Tel. 03-5116 7033
Fax. -

Surabaya- Margomulyo*
Jl. Raya Margomulyo No. 9 Blok AA
No. 10, Kel. Balongsri, Kec. Tandes,
Kota Surabaya Jatim
Tel. 03188404848
Fax. (031)88404850

Jombang–Kh.wahid Hasyim*
Jl. Kh Wahid Hasyim 121, Jombang
Tel. (0321) 862124 - 25
Fax. (0321) 861245

Tuban–Lukman Hakim
Jl. Lukman Hakim No. 62, Tuban
Tel. (0356)324095/94,323644
Fax. (0356) 324094

Bojonegoro–Suropati
Jl. Untung Suropati No. 26, Bojonegoro
Tel. (0353) 881979
Fax. (0353) 881556

Pamekasan-Trunojoyo*
Jl. Trunojoyo No. 63, Pamekasan Madura
Tel. (0324) 326995 - 96
Fax. (0324) 323989

Pgb Surabaya - Panglima Sudirman
Jl. Panglima Sudriman 11-17 Surabaya
Tel. 031-547 4613, 534 6885
Fax. 031-547 4613

* Include Syariah Office Channeling

Malang–Kawi*
Jl. Kawi No. 15, Malang
Tel. (0341) 367766
Fax. (0341) 369314

Batu-Dewi Sartika
Jl. Dewi Sartika No. 8 A Batu Malang
Tel. (0341) 593795 - 96
Fax. (0341) 593794

Lawang-Thamrin
Jl. Raya Thamrin No. 55 Lawang Malang
Tel. (0341) 425465,424191(D)
Fax. (0341) 427559

Pasuruan–Soekarno Hatta*
Jl. Raya Pasuruan Pertokoan Ps. Besar A 28-29, Pasuruan
Tel. (0343) 427301- 03, 428823
Fax. (0343) 427304

Pasuruan-Pandaan
Jl. Raya Jogonalan 32, Pasuruan-Pandaan
Tel. (0343) 632897, 632641
Fax. (0343) 632751

Lumajang–Sudirman
Lumajang Plaza A - 02
Jl. Pb Sudirman 2A, Lumajang
Tel. (0334) 884117 - 19
Fax. (0334) 884120

Probolinggo–Sudirman*
Jl. Raya Pb Sudirman No. 209 Probolinggo
Tel. (0335) 420526 – 28/431589
Fax. (0335) 420529

Malang - Letjen Sutoyo*
Jl. Letjend Sutoyo No.124 Malang
Tel. (0341) 4345940 - 46 Ext 3010
Fax. (0341) 4345947

Malang - Sutan Syahrir*
Jl. Sutan Syahrir No.15 Malang
Tel. (0341) 351500
Fax. (0341) 351499

Kediri–Brawijaya*
Jl. Brawijaya No.33 Kediri Jawa Timur
Tel. (0354) 684608-H, 690330-D
Fax. (0354) 684844

Kediri - Pare*
Jl. Mastrip No. 44, Pare Kediri
Tel. ((0354) 394346, 391690
Fax. (0354) 394346

Nganjuk–A.yani
Jl. Achmad Yani No. 76, Nganjuk
Tel. (0358) 328926, 321026, 323896
Fax. (0358) 323890

Blitar–Merdeka*
Jl. Merdeka 28 Kav.4-5, Blitar
Tel. (0342) 807684, 803003, 801500
Fax. (0342) 803004

Madiun–Cokroaminoto*
Jl. Hos Cokroaminoto 124-126 Madiun
Tel. (0351) 457930 - 32
Fax. (0351) 455940

Ngawi–J.a. Suprapto
Jl. Jaksa Agung Suprapto No. 19, Ngawi
Tel. (0351) 746562-63-H, 745912-D
Fax. (0351) 746564

Magetan–A.yani
Jl. Jend. A. Yani No. 75, Magetan
Tel. (0351) 892481, 894467
Fax. (0351) 894466

Ponorogo–Gajah Mada*
Komplek Pertokoan Gajah Mada Kav,42-45 Ponorogo
Tel. (0352) 482576,482577,482578
Fax. (0352) 486809

Tulungagung–Kasihin*
Jl. Kapten Kasihin No. 157, Tulungagung
Tel. (0355) 322096 - 97,322098-D
Fax. (0355) 322095

Kediri-Kilisuci
Jl. Kilisuci A 11 Kediri
Tel. (0354) 693456
Fax. (0354) 692111

Jember–Gajah Mada*
Jl. Gajah Mada No. 84 Jember
Tel. (0331)486165
Fax. (0331) 485303

Situbondo - Besuki
Jl. Pattimura No. 578, Besuki Situbondo
Tel. (0338) 892371, 891954
Fax. (0338) 891953

Banyuwangi–A. Yani*
Jl. Jend A. Yani No.41, Banyuwangi
Tel. (0333) 425212 - 13, 411362
Fax. (0333) 421859

Banyuwangi–Genteng
Pertokoan Genteng Blok B 5-6, Lt.1 , Banyuwangi
Tel. (0333) 845833
Fax. (0333) 845883

Banyuwangi–Rogojampi
Jl. Raya Rogojampi 74 Rogojampi Banyuwangi
Tel. (0333) 635860-61
Fax. (0333) 635862

Situbondo - Achmad Yani
Jl. Achmad Yani 171, Situbondo, Jawa Timur
Tel. 0338675201/205/206/211/221/033567 3671/0338674324/03385559549
Fax. (0338)-675221

Denpasar-Gunung Agung
Jl. Gunung Agung No. 1 A, Denpasar
Tel. (0361) 436490
Fax. (0361) 436494

Denpasar–Diponegoro*
Jl. Diponegoro No. 137 Denpasar
Tel. (0361) 262860, 237084
Fax. (0361) 262859

Denpasar-Hayam Wuruk*
Jl. Hayam Wuruk No. 246, Denpasar
Tel. (0361) 224312 (H)
Fax. (0361) 224307

Denpasar–Nusa Dua
Jl. By Pass Ngurah Rai, Depan Komplek Pertokoan Tragia - Nusa Dua, Bali
Tel. (0361) 774156-59
Fax. (0361) 771535

Denpasar–Teuku Umar
Jl. Teuku Umar 121 C, Denpasar
Tel. (0361) 243919 - 21
Fax. (0361) 224967

Denpasar-Gatot Subroto
Jl. Gatot Subroto No.79, Denpasar
Tel. (0361) 429003 - 422086
Fax. (0361) 427829

Kuta-Legian
Jl. Raya Legian No. 87 Kuta
Tel. (0361) 754479 - 751908
Fax. (0361) 753746

Tabanan-Gajah Mada
Jl. Gajah Mada No. 81, Tabanan
Tel. (0361) 813457 - 58, 814450
Fax. (0361) 813459

Negara-Ngurah Rai
Jl. Ngurah Rai No. 101, Negara
Tel. (0365) 40498, 42361- 63
Fax. (0365) 42361;42364

Singaraja-A. Yani*
Jl. A. Yani No. 46, Singaraja
Tel. (0362) 25726 - 29
Fax. (0362) 21891

Klungkung-Nakula
Jl. Nakula No. 28 Semarapura, Klungkung
Tel. (0366) 23531, 29320, 29321
Fax. (0366) 23530

Denpasar - Ubud
Jl. Ida Bagus Manik, Banjar Ambengan, Peliatan Ubud, Denpasar
Tel. (0361) 975405
Fax. (0361) 975247

Badung - Kerobokan
Jl. Raya Kerobokan, Desa Kerobokan Kelurahan Badung, Kec. Kuta Utara, Bali
Tel. (0361)730084, 731718
Fax. (0361) 731189

Badung -Gatot Subroto Barat
Jl. Gatot Subroto Barat 354, Badung
Tel. 0361-7803630
Fax. -

Gianyar-Dharma Giri
Jl. Dharma Giri No. 21, Gianyar-Bali
Tel. 0361 - 8958328
Fax. 0361-8958332

Mataram–Pejanggik*
Jl. Pejanggik 117, Mataram NTB
Tel. (0370) 635649, 631322 - 23
Fax. (0370) 633068

Mataram-Sweta
Jl. Sandubaya No 35. Bertais Sweta Mataram
Tel. (0370) 671260
Fax. (0370) 671095

Ampenan-Koperasi
Jl. Koperasi No. 1, Ampenan NTB
Tel. (0370) 637188 - 89
Fax. (0370) 635772

Sumbawa-Diponegoro
Jl. Diponegoro No. 26 Kel. Bugis, Kec. Sumbawa, Kab. Sumbawa Prop. NTB
Tel. (0371) 23302, 23347,24107
Fax. (0371) 23302

Bima - Soekarno Hatta
Jl. Soekarno Hatta 83, Bima
Tel. 0374-646077
Fax. -

Kupang-Sumatera
Jl. Sumatera No. 43, Kupang, NTT
Tel. (0380) 832972, 831700 (H) 825753 (D)
Fax. (0380) 831702

Maumere-Raya Centis
Jl. Raya Centis No. 15 Maumere
Tel. (0382) 22021-24, 22294-95
Fax. (0382) 22021

Atambua-Sudirman
Jl. Jend. Sudirman No. 26, Atambua NTT
Tel. (0389) 21534
Fax. (0389) 54123;21543

Ende-Soekarno
Jl. Soekarno No. 77, Ende NTT
Tel. (0381) 22408, 22410, 22603
Fax. (0381) 22409

Manggarai-Adi Sucipto
Jl. Adi Sucipto 88A, Ruteng, NTT
Tel. 0385-2709281
Fax. -

Kupang - Sudirman
Jl. Jend. Sudirman No. 88 C- D Kel. Kuanini, Kec. Kota Raja, Kota Kupang NTT
Tel. 0380-8081563
Fax. -

REGION 4

Makassar-A. Yani
Jl. A. Yani No. 11-13, Makassar
Tel. (0411) 312745, 327859
Fax.(0411) 312776

Makassar–A. Yani*
Jl. A. Yani No.11- 13, Makassar
Tel. (0411) 3612745, 3627859
Fax. (0411) 312776

Makassar-Slamet Riyadi*
Jl. Slamet Riyadi No. 1, Makassar
Tel. (0411) 334177,317121
Fax. (0411) 327082,323983

Makassar–Latimojong*
Jl. G. Latimojong No.22, Makasar
Tel. (0411) 314471. 314482
Fax. (0411) 314474

Sungguminasa–W.hasyim*
Ruko Plaza Balla Lompoa Blok C1, Jl. Kh. Wahid Hasyim, Sungguminasa
Tel. (0411) 8220471 - 472
Fax. (0411) 8220467

Makassar-Sulawesi*
Komp. Pasar Butung Ruko Blok S No. 10-11. Jl. Sulawesi
Tel. (0411) 3625397,3625398,3625045
Fax. (0411) 325425

Makassar–Panakukang
Jl. Boulevard Ruko Jasper Ii/24-25, Makassar
Tel. (0411) 422505, 422515
(0411) 422510 - Direct
Fax. (0411) 422509

Makassar–Pannampu
Jl. Tinumbu No.321, Makasar
Tel. (0411) 448181
Fax. (0411) 443838

Makassar–Cendrawasih
Jl. Cendrawasih No.240, Makasar
Tel. (0411) 853931,853935
Fax. (0411) 871661

Makassar-Perintis Kemerdekaan
Jl. Perintis Kemerdekaan Km. 8, Tamalanrea Makassar
Tel. (0411) 588058, 588060, 583040
Fax. (0411) 588073

Makassar-Veteran Selatan
Jl. Veteran Selatan No. 455C - 455 D, Makassar
Tel. (0411) 831132 (Direct), 831450 (Hunting)
Fax. -

Makale–Merdeka
Jl. Merdeka No.30, Makale
Tel. (0423) 24222-24310
Fax. (0423) 24220

Pare-Pare–Hasanudin
Jl. St. Hasanudin No.50, Pare-Pare
Tel. (0421) 22322, 22234
Fax. (0421) 22111

Pinrang–A.makasau
Jl. Andi Makasau No.34, Pinrang
Tel. (0421) 922171,922708
Fax. (0421) 922172

Rantepao–Diponegoro
Jl. Diponegoro No.33, Rantepao, Tana Toraja, Sulawesi Selatan
Tel. (0423) 21141, 21143, 21150, 23750
Fax. (0423) 21144, 23725

Palopo-Rambutan
Ruko Terminal Blok E No.1-2
Jl. Rambutan Kotamadya Palopo
Tel. (0471) 21900. 22349
Fax. (0471) 23540

Sidrap–Sudirman
Jl. Jend Sudirman No. 48, Sidrap
Tel. (0421) 91848
Fax. (0421) 91849

Bone–Agus Salim
Jl. Agus Salim No.1, Bone
Tel. (0481) 22213. 22073, 21666
Fax. (0481) 21923

Bulukumba–Sam Ratulangi
Jl. Sam Ratulangi Kel Caile Kec. Ujung Bulu Kab, Bulukumba, Sulawesi Selatan
Tel. (0413) 82068
Fax. (0413) 82069

* Include Syariah Office Channeling

Maros–Sudirman*
Jl. Jend. Sudirman Ruko Anjali No.3-4,
Maros, Sulawesi-Selatan
Tel. (0411) 372216
Fax. (0411) 372217

Wajo–Ra. Kartini
Jl. RA. Kartini No.124 - 126, Wajo
Tel. (0485) 22277. 21276
Fax. (0485) 21900

Pangkep–Kemakmuran
Jl. Kemakmuran No.16, Pangkep
Tel. (0410) 21925. 21926
Fax. (0410) 21927

Kendari–Sam Ratulangi
Jl. Sam Ratulangi No 183 - 185,
Mandonga, Kendari
Tel. (0401) 3131721
Fax. (0401) 3131729

Kendari-Mt. Haryono
Jl. Mt. Haryono No.12-14, Kendari
Tel. (0401) 3195896, 3195897,3195901
Fax. (0401) 395898

Bau-Bau–Yos Sudarso
Jl. Yos Sudarso No. 17, Bau-Bau
Tel. (0402) 2823108, 2823109
(0402) 2825956 - Direct
Fax. (0402) 2823113

Ambon–Diponegoro
Jl. Diponegoro No.34, Ambon
Tel. (0911) 354063 - 66 (Hunting)
(0911) 354384 (Direct)
Fax. (0911) 354062

Ambon-Batu Merah
Ruko Batu Merah Blok 1 No. 225-226,
Ambon, Maluku
Tel. 0911- 354064, 0911 - 341966
Fax. -

Jayapura–A. Yani
Jl.a.yani No.9,Jayapura
Tel. (0967) 531714/5
Fax. (0967) 531711

Abepura-Raya Abepura
Ruko Abepura, Jl. Raya Abepura, Kotaraja
Tel. (0967) 584580, 584367 - 68
Fax. (0967) 584366

Merauke–Mandala
Jl. Raya Mandala No.71, Merauke
Tel. (0971) 323261 - 64
Fax. (0971) 324343

Nabire–Yos Sudarso
Jl. Yos Sudarso No.12, Nabire Irian Jaya
Tel. (0984) 23166 - 68
Fax. (0984) 23169

Sentani-Kemiri
Jl. Raya Kemiri No.541, Sentani, Jayapura
Tel. (0967) 593995, 593962, 593963
Fax. (0967) 593995

Timika–Yos Sudarso
Jl. Yos Sudarso No. 12, Timika, Papua
Tel. (0901) 322766, 322244
Fax. (0901) 321462

Manokwari–Yos Sudarso
Jl. Yos Sudarso No.41 E/F,
Manokwari Papua
Tel. (0986) 213782 - 84
Fax. (0986) 213785

Sorong–A. Yani
Jl. Jendral Ahmad Yani, Kel Remu Utara,
Kec. Sorong, Papua Barat
Tel. (0951) 324817
Fax. (0951) 324817

Biak–Imam Bonjol
Jl. Imam Bonjol No.34, Biak
Tel. (0981) 24023 - 25
Fax. (0981) 24026

Manado–Sutomo
Jl. Dr. Sutomo No.62, Manado -
Sulawesi Utara
Tel. (0431) 868122
Fax. (0431) 860772

Manado-Bahu Mall
Jl. Walter Monginsidi, Bahu Mall,
Blok S No 8 Manado
Tel. (0431) 841621, 841625
Fax. (0431) 841626

Manado-Ranotana
Jl. S. Ratulangi No.399, Ranotana,
Manado - Sulawesi Utara
Tel. (0431) 870420, 855235
Fax. (0431) 841948

Manado-Toar
Jl. Toar No. 17, Manado - Sulawesi Utara
Tel. (0431) 860523, 860524 Dan 525
Fax. (0431) 860526

Minahasa-Tomohon
Jl. Raya Tomohon No.40A, Tomohon,
Minahasa - Sulawesi Utara
Tel. (0431) 351970, 351971
Fax. (0431) 351972

Bitung–Yos Sudarso
Jl. Yos Sudarso No. 76, Bitung -
Sulawesi Utara
Tel. (0438) 30110 - 31120
Fax. (0438) 30164

Kotamobagu-Kartini
Jl. Kartini No.203, Kotamobagu -
Sulawesi Utara
Tel. (0434) 22007, 21023
Fax. (0434) 22340

Tahuna–Hasanudin
Jl. St. Hasanudin No.65, Tahuna -
Sulawesi Utara
Tel. (0432) 22537, 22538
Fax. (0432) 22540

Gorontalo–A. Yani
Jl. A. Yani No.58, Gorontalo
Tel. (0435) 824137, 823961, 822569
Fax. (0435) 824138

Palu - Hasanudin
Jl. St. Hasanudin No.27, Palu -
Sulawesi Tengah
Tel. (0451) 423452, 423903
Fax. (0451) 423813, 853136

Palu - Gajah Mada
Jl. Gajah Mada No. 136, Palu -
Sulawesi Tengah
Tel. (0451) 454911
Fax. (0451) 454912

Luwuk-Banggai
Jl. A. Yani No.104, Luwuk Banggai -
Sulawesi Tengah
Tel. (0461) 22960, 22957, 22931
Fax. (0461) 22959

Parigi – Masigi
Jl. Trans Sulawesi No.27, Parigi -
Sulawesi Tengah
Tel. (0450) 21658, 21662
Fax. (0450) 21659

Toli-Toli – Usman Binol
Jl. Usman Binol No.43, Toli-Toli -
Sulawesi Tengah
Tel. (0453) 23100. 23200. 23201
Fax. (0453) 23202

Ternate
Jl. Boulevard Ruko Jatiland Kel.
Gamalama, Kec. Kota, Ternate Tengah
Tel. (0921) 3122082, 3123626, 3123250
Fax. (0921) 3123626

REGION 5

Balikpapan-Sudirman No. 54
Balikpapan
Tel. (0542) 733134-8, 730016, 736887 (D)
Fax.(0542) 736401

Banjarmasin-Lambung Mangkurat*
Jl. Lambung Mangkurat No. 50,
Banjarmasin
Tel. (0511) 4366824 - 25, 4366836
Fax. (0511) 4366847, 4366847

Banjarmasin-A. Yani*
Jl. A. Yani Km. 2.5 No. 81, Banjarmasin
Tel. (0511)3266278-80 (H)
(0511)3257422 (D)
Fax. (0511)3266282

Banjarmasin-Pasar Baru*
Jl. Pasar Baru Indah Blok 4A,
Banjarmasin
Tel. (0511) 3358601,3358895
Fax. (0511) 3356801

Banjar Baru - A. Yani*
Jl. A. Yani Km 34, No 31 Banjarbaru
Tel. (0511) 4780023-24, 4780405
Fax. (0511) 4780028, 4782850

Bjm – Brigjen H. Hasan Basri
Jl. Brigjen H. Hasan Basri No. 47 D RT 17,
Banjarmasin
Tel. (0511) 3304653
Fax. (0526) 2030137

Tabalong - Pangeran Antasari
Jl. Pangeran Antasari RT. 1, Tanjung -
Tabalong
Tel. 0526-2030154
Fax. (0511) 3304589

Kotabaru - Putri Ciptasari
Jl. Putri Ciptasari 8-10 Kota Baru
Tel. (0518) 22256-7, 22257
Fax. (0518) 21254, 21905

Kotabaru-Batu Licin
Jl. Raya Batu Licin No. 2-3 Batu Licin,
Kotabaru
Tel. (0518) 70777, 70779
Fax. (0518) 70778

Samarinda-Sudirman
Jl. Jend. Sudirman No. 31 Samarinda
Tel. (0541) 732832 - 5, 732837, 205449
(Direct Bsm)
Fax. (0541) 732831, 205448

Samarinda-Citra Niaga
Jl. Mulawarman No. 27 Rt 28,
Kel. Pelabuhan, Kec. Samarinda Ilir,
Kotamadya Samarina, Provinsi Kaltim
Tel. (0541) 741802, 202021
Fax. (0541) 741803

Samarinda-Pahlawan
Jl. Pahlawan RT.032, Kel. Dadi Mulya
Kec. Samarinda Ulu Samarinda
Tel. (0541) 768531
Fax. (0541) 768533

Samarinda-Lambung Mangkurat
Jl. Lambung Mangkurat No.01 RT.24/25
Kel. Pelita, Kec Samarinda Utara,
Samarinda, Kal-Tim.
Tel. (0541) 7772929 (Cs Ext : 3111)
Fax. (0541) 7773100

Tarakan-Sudirman
Jl. Jend Sudirman No 7-8 Tarakan
Tel. (0551) 24445,24446
Fax. (0551) 36147

Balikpapan-Sudirman
Jl. Jend.sudirman No. 54 Balikpapan
Tel. (0542) 733134-8, 730016, 736887
(Direct Bsm)
Fax. (0542) 736401

Balikpapan-Pandansari
Jl. Pandan Sari No. 7 Balikpapan
Tel. (0542)-413294, 413293, 441182
(Direct Bsm)
Fax. (0542) 440716

Tanah Grogot-Ra. Kartini
Jl. R.A Kartini No. 42 Tanah Grogot
Tel. (0543) 22745, 21043, 22734
Fax. (0543) 22747

Balikpapan - A. Yani
Jl. Jend. A. Yani No.8 RT.002 Karang Jati,
Balikpapan
Tel. (0542)-7209977-79(H), 7209975 (Bsm)
Fax. (0542) 7209980

Kh. Ahmad Mukhsin (D/H Tenggarong-Maduningrat)
Jl. Kh. Ahmad Mukhsin No. 19 RT IV
Kel. Timbau, Kec. Tenggarong Kab. Kutai
Katanegara, Provinsi Kalimantan Timur
Tel. (0541) 662633, 200116
Fax. (0541) 662124

Tarakan-Yos Sudarso
Jl. Yos Sudarso No. 30 Tarakan
Tel. (0551) 24648, 50, 25947 (Direct Bsm)
Fax. (0511) 22531

Nunukan -Pattimura
Jl. Pattimura RT.02, Kel. Nunukan Timur,
Kec. Nunukan, Kalimantan Timur
Tel. 0556-62025700
Fax. (0556) 2025684

Tanjung Redep-AKB Sanipa
Jl. AKB Sanipa No. 669 Tj. Redeb
Tel. (0554) 22970
Fax. (0554) 22095

Bontang-MT. Haryono
Jl. MT. Haryono No. 3 Bontang
Tel. (0548) 5107990, 5116199
Fax. (0548) 25295

Sangatta - Dr. Soetomo
Jl MT Haryono SB 9 Swarga Bara Sangata
Tel. (0549) 23315, 23316
Fax. (0549) 24722

Tanjung Selor-Skip II
Jl. Skip II Kavling 20 Tj. Selor
Tel. (0552) 22266, 22555 (Direct Bsm)
Fax. (0552) 22239

Palangkaraya-A. Yani
Jl. A. Yani No. 82, Palangkaraya
Tel. (0536) 3222131-2, 32222642
Fax. (0536) 3221197, 3224482

Sampit-Mayjen Sutoyo
Jl. Mayjend. Sutoyo No 86, Sampit
Tel. (0531) 23040
Fax. (0531) 24833

Pangkalan Bun - Antasari
Jl. P. Antasari No. 5 Pangkalan Bun
Tel. (0532) 23165, 23433
Fax. (0532) 24843, 23164

Pontianak-Tanjung Pura
Jl. Tanjung Pura No. 102, Pontianak
Tel. (0561) 730898
Fax. (0561) 736264

Pontianak-St. Muhammad
Jl. St. Muhammad No. 173, Pontianak
Tel. (0561) 731156
Fax. (0561) 734462

Siantan-Khatulistiwa
Jl. Khatulistiwa No. H- 99, Siantan
Tel. (0561) 883033, 881761, 881762
Fax. (0561) 882402

Pontianak-Seipinyuh
Jl. Jurusan Pontianak, Sungai Pinyuh
(Depan Spbu Sei Pinyuh), Pontianak
Tel. (0561) 652868, 652869
Fax. (0561) 652870

Singkawang-Niaga
Jl. Niaga No. 5-7, Singkawang
Tel. (0562) 634275,
Fax. (0562) 634276

Pemangkat-M.hambal
Jl. Muh. Hambal No. 48, Pemangkat
Tel. (0562) 242222,242288
Fax. (0562) 2422123

* Include Syariah Office Channeling

Pontianak-KH. Wahid Hasyim
Jl. KH Wahid Hasyim No. 24 - 26,
Pontianak Kalimantan Barat
Tel. (0561) 768599, 765411
Fax. (0561)766203

Pontianak-Gajah Mada
Jl. Gajah Mada No.132 Pontianak
Tel. (0561) 763078
Fax. (0561) 763766

Pontianak - Sungai Raya Dalam
Jl. Sungai Raya Dalam No. C. Kel. Bangka Belitung Darat, Kec. Pontianak Tenggara, Kota Pontianak Kal Bar
Tel. 0561-75944446
Fax. (0561) 6715076

Sintang-MT Haryono
Jl MT. Haryono No. 5, Sintang
Tel. (0565) 22302, 22318
Fax. (0565) 22316

Sanggau-A. Yani
Jl. Ahmad Yani No. 99 Kabupaten Sanggau Kalimantan Barat
Tel. (0564) 22553
Fax. -

Melawi - Juang
Jl. Juang Blok H No. 3 dan 4,
Nanga Pinoh, Kab. Melawi
Tel. 0568- 22785
Fax. -

Ketapang-Merdeka
Jl. Merdeka No. 181, Ketapang,
Kalimantan Barat
Tel. (0534) 33297, 33576
Fax. (0534) 33577

REGION 6

Medan-Diponegoro
Jl. Diponegoro No. 35
Medan, Sumatera Utara 20152
Tel. (061) 4552000
Fax.(061) 4526485

Medan-Binjai*
Jl. Jend. Sudirman No.60, Binjai - Sumatera Utara Kode Pos 20711
Tel. 061 - 8821059
Fax. 061-8829039

Medan-Putri Hijau*
Jl. Putri Hijau No. 2, Medan - Sumatera Utara 20111
Tel. 061 - 4152655
Fax. 061-4576606

Medan-Tanjung Pura
Jl. Pemuda No. 30, Tanjungpura - Sumatera Utara (20853).
Tel. 061 - 8960433
Fax. 061 - 8960801

Stabat-Zainal Arifin
Jl. Zainal Arifin 774, Stabat Kab. Langkat
Tel. 061 - 8912160
Fax. 061 - 8912156

Medan-Pusat Pasar
Jl. Pusat Pasar No.p 187, Medan - Sumatera Utara
Tel. 061 - 4156006
Fax. 061-4159782

Medan-Rahmadsyah
Jl. Rahmadsyah No. 22,
Medan - Sumatera Utara
Tel. 061 - 7351436
Fax. 061-7351460

Medan-Petisah
Jl. Nibung Utama No.3-4 Petisah,
Medan - Sumatera Utara-20112
Tel. 061 - 4575685
Fax. 061-4575725

Medan-Iskandar Muda 2
Jl. Iskandar Muda No.57 T,Medan
Tel. 061-4514748
Fax. 061-4514733

Medan-Asia Mega Mas
Ruko Medan Asia Jl. Asia Indah Blok C No.10-11 Kel. Sukaramai II,
Kec. Medan Area, Medan
Tel. 061-7321503
Fax. 061-7321613

Medan-Setiabudi
Jl. Setiabudi No.4 Medan
Tel. 061-8216100
Fax. 061-8225747

Medan-Katamso
Ruko Kampung Baru Katamso,
Jl. Katamso No.731 A Medan
Tel. 061-7870997 (H)
Fax. 061-7870897

Medan-Asia
Jl. Asia 184C, Medan
Tel. 061 - 7349644
Fax. 061 - 7354422

Medan-A. Yani
Jl. Ahmad Yani No. 74, Medan - Sumatera Utara 20111
Tel. 061 - 4519339
Fax. 061- 4158935

Medan-Citra Garden
Jl. Citra Garden Blok B1-20, Medan
Tel. 061-77164292
Fax. (061) 8214460

Medan-Sisingamangaraja
Jl. Sisingamangaraja No .289 Ruko No 5 & 6 Kel . Sudirejo II Medan Sumut
Tel. (061) 7880089
Fax. (061) 7880781

Medan-Yos Sudarso
Jl. Yos Sudarso 152D, Medan
Tel. 061 - 6621450
Fax. 061 - 6620955

Medan-Krakatau
Jl. Krakatau No.127 - 127A, Medan
Tel. 061-6617797 (H)
Fax. 061-6636812

Medan-Diponegoro*
Jl. P. Diponegoro No. 35,
Medan - Sumatera Utara 20152
Tel. 061 - 4552000
Fax. 061-4526485

Medan-Pemuda*
Jl. Pemuda No. 5 A-D, Medan - Sumatera Utara 20151
Tel. 061 - 4154611
Fax. 061-4566358

Medan-Pandu
Jl. Pandu 41/70,
Medan - Sumatera Utara 20212
Tel. 061 - 4576222
Fax. 061-4565241

Medan-Iskandar Muda*
Jl. Iskandar Muda No.226-230, Medan - Sumatera Utara -20112
Tel. 061 - 4155090
Fax. 061-4536269

Medan-Thamrin
Jl. Thamrin No.93-95, Medan - Sumatera Utara 20214
Tel. 061 - 7366811
Fax. 061-7342616

Medan-Tomang Elok
Komp. Tomang Elok Blok BB No.98, Seikambing,Medan
Tel. 061-8466150
Fax. 061-8466130

Deli Serdang-Sutomo
Jl . Sutomo No. 85 , Lunuk Pakam,
Kab. Deli Serdang
Tel. 061-7955780
Fax. (061) 7955780

Sibolga-Imam Bonjol
Jl. Imam Bonjol No.63, Sibolga-Sumatera Utara, 22522
Tel. 0631 - 23826
Fax. 0631-24326

Gunung Sitoli-Diponegoro
Jl. Diponegoro No.143 Kel. Ilir
Kec.gunungsitoli Kab Nias
Kode Pos 22815
Tel. 0639-22921
Fax. 0639-22923

P.siantar-Sutomo
Jl. Sutomo No. 5 D/E,
Pematang Siantar 21117
Tel. 0622 - 29481
Fax. 0622-29482

Tebing Tinggi-Sudirman
Jl. Jend. Sudirman No. 218 -220, Tebing Tinggi - Sumatera Utara - 20615
Tel. 0621 - 24226
Fax. 0621-24175

Padang Sidempuan-Merdeka
Jl. Merdeka No.22, Padang Sidempuan - Sumatera Utara - 22718
Tel. 0634 - 22977
Fax. 0634 - 22979

Kisaran-Imam Bonjol
Jl. Imam Bonjol 178, Kisaran - Sumatera Utara 21215
Tel. 0623 - 44079
Fax. 0623-44059

Rantau Prapat-A. Dahlan
Jl. Kh Ahmad Dahlan No.94, Rantau Prapat - Sumatara Utara 21413
Tel. 0624 - 24159,24160
Fax. 0624-21068

Tanjung Balai-Cokroaminoto
Jl. Cokroaminoto 48 A, Tj. Balai Asahan - Sumatera Utara 21312
Tel. 0623 - 93370
Fax. 0623 - 95158

Bd. Aceh-Safiatuddin*
Jl. Sri Ratu Safiatuddin No.54,
Nanggroe Aceh Darussalam, 23122
Tel. 0651 - 31178
Fax. 0651 - 32802

Meulaboh - Nasional
Jl. Nasional No. 4, Meulaboh, Aceh Barat
Tel. (0655) 7552626
Fax. -

Lhokseumawe-Perdagangan*
Jl. Perdagangan No. 47-49,
Lhokseumawe - Aceh Utara
Tel. 0645 - 40104
Fax. 0645-43640

Langsa-Teuku Umar*
Jl. Teuku Umar No.114, Langsa - Aceh Timur
Tel. 0641 - 21888, 23900
Fax. 0641 22732

Bireuen-Kol. Husein Yusuf*
Jl. Kolonel Husein Yusuf No. 1, Bireun
Tel. 0644 - 323081
Fax. 0644 - 323086

Padang-Sudirman*
Jl. Jend. Sudirman No. 40, Padang 25128
Tel. (0751) 32226
Fax. 0751-30605/34062

Padang-Bundo Kandung
Jl. Bundo Kandung No. 23 ,
Kode Pos 25118
Tel. (0751) 33159/31585
Fax. 0751 22782

Bukittinggi–A. Yani
Jl. A. Yani No.116F, Bukit Tinggi, Sumbar
Tel. (0752) 35350
Fax. 0752-35351

Payakumbuh-Soekarno Hatta*
Jl. Soekarno-Hatta No. 80 Payakumbuh
Kode Pos.26222
Tel. (0752) 95771/95772/95770
Fax. (0752) 95764

Padang - S. Parman
Jl. S. Parman 147, Kel. Ulak Karang
Kec. Padang.
Tel. 0751-442686/442697
Fax. 0751-442701

Pekanbaru-Wahid Hasyim
Jl. W Hasyim No. 2 Pekanbaru 28111
Tel. (0761) 32626
Fax. 0761-32602

Pekanbaru-Simpang Pasar Bawah
Jl. M. Yatim No. 65 RT/Rw 003/001
Kel. Kampung Dalam, Kec. Senapelan
Pekanbaru, Prov Riau
Tel. (0761) 45859/40310
Fax. 0761 40320

Pekanbaru-Prof. Yamin
Jl. Prof. M. Yamin No. 19 B-C
Pekanbaru 28113
Tel. (0761) 25385/25386 Dirct 859316
Fax. 0761-25382

Dumai-Sukajadi
Jl. Diponegoro No. 81 A-B Dumai, 28812
Tel. (0765) 35665/35852
Fax. 0765-35682

Duri-Sudirman
Jl. Sudirman No. 151-152 Duri 28884
Tel. (0765) 596868 -67
Fax. (0765) 596875

Pekanbaru - Riau
Jl. Griya, Ruko No. 1 & 2, Pekanbaru, Tampan
Tel. 0761-860804/860805/860810
Fax. 0761-860867

Pekanbaru - Tuanku Tambusai
Jl. Tuanku Tambusai No.12 A, Pekanbaru
Tel. 0761-62749/62883
Fax. 0761-62428

Bagan Batu - Sudirman
Jl. Jend Sudirman No.761 Bagan Batu
Tel. (0765) 7040660 - 65,61
Fax. 0765-552300

Pekanbaru-Hr Subrantas
Jl. Hr Subrantas, Komp. Metropolitan City Blok A-6 Panam, Pekanbaru
Tel. 0761 - 5899826/589984
Fax. 0761-589987

Indragiri Hilir-M. Boya
Jl. M. Boya RT/RW.01/11,Kel. Tembilahan
Kab. Indragiri Hilir
Tel. 0769 7006357, 0769 - 7006358,
0769 7006359
Fax. (0768) 23911

Indragiri Hulu-Sultan
Jl. Sultan RT/RW.18/06,
Kel. Kampung Besar Kota, Kec. Rengat,
Kab. Indragiri Hulu
Tel. 0768 - 23906, 23908
Fax. -

Batam-Raden Patah
Jl. Raden Patah No. 15 A, Lubuk Baja - Batam. Kode Pos 29444
Tel. (0778) 451018/451013/451017/451015
Fax. 0778-451012

Batam-Gedung Nagoya
Bank Duta Building Nagoya
Jl. Imam Bonjol Nagoya Batam
Kode Pos 29444
Tel. (0778) 456560/458400/
Fax. 0778-458668

Tj. Pinang-Jl. Pos
Jl. Ketapang No.49 Tanjung Pinang - Kep. Riau
Tel. (0771) 27588/24001/24987
Fax. 0771-24234

* Include Syariah Office Channeling

Tanjung Pinang-Di Panjaitan
Jl. Di Panjaitan Km IX Blok Mayang 1A,
Kel. Batu Sembilan,
Tanjung Pinang Timur
Tel. 0771 - 7447287 , 7447290, 7447291
Fax. (0771) 7447280

Karimun-Pramuka
Jl. Pramuka No. 69, Tanjung Balai
Karimun
Tel. 0777-7018271-76
Fax. (0777) 326117

Batam Palm Spring
Komplek Palm Spring Batam Center
Blok D1 No. 8 Dan 9
Tel. -
Fax. -

Jambi-Sutomo
Jl. Dr. Sutomo No. 40, Jambi 36113
Tel. (0741) 34061/31626
Fax. 0741-26900/20526

Jambi-Kota Indah
Jl. Gatot Subroto Komp. Kota Indah Blok
A-B No.1 Jambi, Kode Pos 36134
Tel. (0741) 31312/20912
Fax. 0741-7551933

Muara Bungo-Lintas Sumatra
Jl. Lintas Sumatera Km 1 No. 26 Muara
Bungo Jambi 37212
Tel. (0747) 322106
Fax. 0747-21148

Jambi-Kuala Tungkal
Jl. Nelayan No. 5 Kuala Tungkal 36512
Tel. (0742) 22449/22450
Fax. 0742-22448

Jambi- Hayam Wuruk
Jl. Hayam Wuruk No. 03, Talang Jauh,
Jelutung, Jambi
Tel. 0741 7072568
Fax. (0741) 34181

Jambi - Kol. Abunjani
Jl. Kol. Abunjani RT/RW 25/08,
Kel. Selamat, Kec. Telanaipura, Jambi
Tel. 0741 7072480
Fax. -

Bengkulu-S. Parman
Jl. S. Parman No. 35, Bengkulu 38223
Tel. 0736-20650
Fax. (0736) 343259

Bengkulu - Salak
Jl. Salak No. 25 Kel. Dusun Besar,
Kota Bengkulu
Tel. 0736-347255
Fax. -

Rejang Lebong-M. Hasan
Jl. M. Hasan No. 41, RT/RW III/II,
Kel. Pasar Tengah, Kec. Curup,
Kab. Rejang Lebong, Bengkulu
Tel. 0732 - 21837
Fax. (0732) 23950

Palembang-Sudirman
Jl. Jend. Sudirman No. 440,
Palembang 30125
Tel. 0711-312606
Fax. 0711 310116

Palembang-Mesjid Lama
Jl. Mesjid Lama No. 170
Palembang. 30125
Tel. 0711 - 310390
Fax. 0711-312822

Lubuk Linggau-Garuda
Jl. Garuda No. 12, Lubuk Linggau
Kode Pos 31611
Tel. 0733-322098
Fax. 0733-322990

Batu Raja-Akmal
Jl. Akmal No.75, Batu Raja Sumsel 32116
Tel. 0735-320084
Fax. (0735) 320657

Prabumulih-Sudirman
Jl. Jend Sudirman No.167-168,
Prabumulih 31121
Tel. 0713-322555
Fax. 0713-322333

Muara Enim-Liberty Simanjuntak
Jl. Liberty Simanjuntak No.82,
Muara Enim 31315
Tel. 0734-422726
Fax. 0734-422725

Lahat-Pagar Alam
Jl. Lettu Hamid No.88 Pagar Alam,
Lahat, Sumsel
Tel. 0730-623325
Fax. 0730-621738

Palembang-Basuki Rahmat
Jl. Basuki Rahmat No.897 C-D Palembang
Tel. 0711-317497, 317597,373499
Fax. 0711-355419

Palembang-Mangkunegara
Jl. Mp Mangkunegara No.14 B
Kenten,Palembang
Tel. 0711-826050
Fax. 0711-820948

Musi Banyuasin-Palembang
Jl. Palembang - Jambi, RT/RW.14/04
Sungai Lilin, Musi Banyuasin,
Sumatera Selatan
Tel. 0714 7343050
Fax. (0714) 7343066

Palembang - Sultan Badaruddin
Jl . Sultan Mahmud Badaruddin II
No. 6 RT.20 RW.64 Kel. Alang2 Lebar
(Dh Talang Kelapa) Kec, Sokarani, Kota
Palembang Sulsel
Tel. 0711-5645698
Fax. -

Pangkal Pinang - Mesjid Jamik
Jl. Masjid Jamik No. 27,
Pangkal Pinang 33132
Tel. 0717-422255, 424672
Fax. 0717-422006

REGION 7

Semarang-Pemuda
Jl. Pemuda No. 175, Semarang
Tel. (024) 3549401, 3580330
Fax.(024) 3563031

Solo–Sudirman*
Jl. Sudirman No.5, Solo
Tel. (0271) 661996-H, 663326, 663319-D
Fax. (0271) 663359

Solo-Rajiman
Jl. Dr Rajiman No 18 Solo
Tel. (0271) 656896
Fax. (0271) 644428

Klaten–Pemuda*
Jl. Pemuda Utara No.135 Klaten
Tel. (0272) 322911, 44, 55
Fax. (0272) 322811

Sragen-Sukowati*
Jl. Raya Sukowati No. 243, Sragen
Tel. (0271) 892500, (0271) 892600
Fax. (0271) 892400

Solo-Raya Palur
Jl. Raya Palur RT. 002/RW.03 Solo
Tel. (0271) 821422, 821250, 821187
Fax. (0271) 821197

Solo-Slamet Riyadi*
Jl. Slamet Riyadi No. 472, Kel. Purwosari,
Kec. Laweyan, Solo
Tel. (0271) 711773, 717841, 733186,
733265, 733308, 737779
Fax. (0271) 716344

Sukoharjo - Raya Solo Permai
Ruko Pusat Bisnis II Blok L J-40 Solo
Baru, Jl . Raya Solo Permai L J-40,
Kel Madegondo, Kec. Grocol,
Kab. Sukoharjo Jawa Tengah
Tel. 0271-623715
Fax. (0271) 624698

Semarang–Pemuda*
Jl. Pemuda No. 175, Semarang
Tel. (024) 3549401,3580330
Fax. (024)3563031

Semarang-Mt. Haryono
Jl. Mt. Haryono Komp. Bubakan Bl.A/5-6,
Semarang
Tel. (024) 3558423 - 4
Fax. (024) 3558427

Semarang–Bangkong
Jl. Mt. Haryono Bangkong Plaza C-2,
Semarang
Tel. (024) 8311680
Fax. (024) 311684

Semarang-Gang Tengah
Gang Tengah No. 77, Semarang
Tel. (024) 3544062, 3521351
Fax. (024) 3542847

Semarang-Puri Anjasmoro*
Jl. Puri Anjasmoro H5/41,
Kel. Tawangsari, Kec. Semarang Barat,
Jawa Tengah
Tel. 024) 7613347 - 49
Fax. 024- 7613365

Semarang–Majapahit
Jl. Majapahit Ruko Gayamsari Blok A3,
Semarang
Tel. (024) 6724185 - 87
Fax. (024) 6719777

Semarang–Suari*
Jl. Suari No.17A Semarang
Tel. (024) 3551853, 3544235, 3547989,
3551854
Fax. (024) 3547987

Semarang–Citraland
Komp. Citraland. Jl. Anggrek Raya Kav
23-25, Semarang
Tel. (024) 8318885
Fax. (024) 8411212

Semarang–Sultan Agung
Jl. Sultan Agung No. 104-106 B Ruko
No.3, Semarang
Tel. (024) 8312525, 8310745
Fax. (024) 8310736

Salatiga–Sudirman*
Jl. Jend. Sudirman No.170, Salatiga
Tel. (0298) 325950
Fax. (0298) 325951

Kudus – A. Yani*
Jl. A. Yani No. 77 Kudus
Tel. (0291) 436531-33,D-431700
Fax. (0291) 432990/660

Pati–Pemuda
Jl. Pemuda No. 239 C, Pati
Tel. (0295)384204-05, 384365
Fax. (0295) 384203

Pati–Tayu
Jl. Kartini No.14 Tayu, Pati
Tel. (0295) 452334
Fax. (0295) 452685

Juwana-Silugonggo
Jl. Silugonggong No. 12, Juwana
Tel. (0295) 472167
Fax. (0295) 472168

Jepara–Patimura
Jl. Patimura Ruko Blok A2 Jepara
Tel. (0291) 593766-67
Fax. (0291) 592340

Purwodadi-R. Suprapto
Jl. R Soeprapto 66 Purwodadi
Tel. (0292)422242; 422464
Fax. (0292) 421427

Blora–Alun-Alun Selatan*
Jl. Alun-Alun Selatan No. 5, Blora
Tel. (0296) 533219 - 20
Fax. (0296) 533221

Cepu–Diponegoro
Jl. Diponegoro No. 14, Cepu
Tel. (0296) 423992
Fax. (0296) 424113

Wonosobo–Sumbing*
Jl. Sumbing 22 Wonosobo
Tel. (0286) 323587 - 88
Fax. (0286) 323589

Tegal–Sudirman*
Jl. Jend Sudirman No.11A, Tegal
Tel. (0283) 358961, 324265
Fax. (0283) 353252

Pemalang–Sudirman
Jl. Jend Sudirman Ruko No.9, Pemalang
Tel. (0284)322787, 322636
Fax. (0284) 322757

Pekalongan–H. Wuruk*
Jl.hayam Wuruk No.11A, Pekalongan
Tel. (0285) 428000,424260
Fax. (0285) 421634

Magelang–Pemuda*
Jl. Pemuda No. 149, Magelang
Tel. (0293) 366234 - 38
Fax. (0293) 366239

Muntilan-Pemuda
Jl. Pemuda Ruko Plaza Blok B/4 Muntilan,
Magelang
Tel. (0293) 587393, 586773, 586404
Fax. (0293) 586405

Purworejo–Veteran*
Purworejo Plz. Ruko No. 18-19,
Jl.veteran 60, Purworejo
Tel. (0275) 322962, 322963
Fax. (0275) 323804

Kutoarjo-Diponegoro
Jl. Diponegoro No. 120, Kutoarjo,
Kab. Purworejo
Tel. (0275) 641535/641539
Fax. (0275) 641389

Temanggung-Tentara Pelajar
Jl. Tentara Pelajar 6, Temanggung
Tel. (0293) 493289 - 90
Fax. (0293) 493420

Kebumen–Kusuma*
Jl. Kusuma No.1, Kebumen
Tel. (0287) 382121
Fax. (0287) 383265

Gombong-Yos Sudarso
Jl. Yos Sudarso Barat No. 456, Gombong
Tel. (0287) 472187, 472188
Fax. (0287) 471282

Kendal–Raya*
Jl. Raya No. 283, Kendal
Tel. (0294) 383014, 383015
Fax. (0294) 382791

Rembang–Kartini
Jl. Kartini No. 23. Rembang
Tel. (0295) 692888, 692900
Fax. (0295) 692777

Semarang - Dokter Cipto
Jl. Dr Cipto No 115 A (Ruko No 4)
Semarang
Tel. (024) 8457117
Fax. (024) 8457119

Semarang - Setiabudi
Jl . Setiabudi No 119 Semarang
Tel. (024) 7475429/30
Fax. (024) 7475434

Weleri - Raya Kendal
Jl. Raya No 145 Weleri, Kendal
Tel. (0294) 641791
Fax. (0294)641911

* Include Syariah Office Channeling

Purwokerto–Sudirman*
Jl. Jend. Sudirman No. 183, Purwokerto
Tel. (0281) 631200-1
Fax. (0281) 636724

Purwokerto–D.I. Panjaitan
Jl. DI Panjaitan No.9, Purwokerto
Tel. (0281) 639281, 638291 - 632098
Fax. (0281) 632097

Wangon-Raya Utara
Jl. Raya Utara Kompleks Ruko No. 5
Wangon 53176
Tel. (0281) 513030
Fax. (0281) 513020

Purbalingga-Sudirman
Jl. Jend Sudirman No.111, Purbalingga
Tel. (0281) 891421
Fax. (0281) 891467

Banjarnegara-Veteran
Jl. Veteran No. 82, Banjarnegara
Tel. (0286) 592454, 592455
Fax. (0286) 592456

Cilacap–Sudirman*
Jl. Jend Sudirman No.21, Cilacap
Tel. (0282) 535941 (H) 532100 (D)
Fax. (0282) 535155

Yogyakarta–Diponegoro*
Jl. Diponegoro No. 97, Yogyakarta
Tel. (0274) 565053
Fax. (0274) 520109 ; 565033

Yogyakarta–Urip S.
Jl. Urip Sumohardjo 123, Yogyakarta
Tel. (0274) 560447 - 48
Fax. (0274) 544038

Yogyakarta–Katamso*
Jl. Brigjen Katamso No.190 Gondomanan, Yogyakarta
Tel. (0274)380141, 373298, 387683, 387736,379106
Fax. (0274) 387737

Jogjakarta-Kusumanegara
Jl. Kusumanegara 75 Yogyakarta
Tel. (0274) 553101, 553103
Fax. (0274) 553108

Jogjakarta-Kaliurang*
Jl. Kaliurang Km 8 No. 62 Yogyakarta
Tel. (0274) 889904; 889906; 889907; 889908; 889909; 889910
Fax. (0274) 889905

DANAMON SYARIAH

REGION 1

Jakarta-Ciracas (UUS)
Jl Raya Bogor No. 2 Km.22,
Kel. Rambutan, Kec. Ciracas,
Jakarta Timur 13830
Tel. (021)87794753
Fax. (021)87794363

Lapangan Ros (UUS)
Jl. KH Abdullah Syafei No. 127 A,
Tebet, Jakarta Selatan 12840
Tel. (021)8282030
Fax. (021)8306992

Bekasi-Galaxy
Jl. Raya Taman Galaxy Blok H No.10, Kel. Jakasetia, Kec. Bekasi Selatan,
Kota Bekasi
Tel. 02144726885
Fax. 021-8215519

Serpong (D/H Serang)
Jl. Raya Serpong No. 18B, Kel. Pondok Jagung, Kec. Serpong,
Kota Tangerang Selatan
Tel. 021 -28053394
Fax. 021-53127832

REGION 2

Bandung (UUS)
Jl. Merdeka No. 40 Bandung
Jawa Barat 40117
Tel. (022)4241188 Ext 349
Fax. (022)4200717

REGION 3

Surabaya (UUS)
0831
Jl. Diponegoro No. 31, Surabaya,
Jawa Timur 60241
Tel. 031-81510739
Fax. -

Malang-Pasar Besar (SES)
186482
Jl. Pasar Besar No.143, Kel. Sukoharjo,
Kec. Klojen, Kota Malang, Jawa-Timur
Tel. 0341-7099234
Fax. 0341-364355

Denpasar Gajah Mada (SES)
187082
Jl. Gajah Mada No.22, Kel. Dauhpuri Kaja,
Kec. Denpasar Barat, Kota Denpasar,
Prop. Bali
Tel. 0361-7803630
Fax. 0361 234 925

REGION 4

Makassar Veteran (D/H Makassar) (UUS)
Jl. Veteran Selatan No. 264,
Kel. Mamajang Dalam, Kec. Mamajang
Kota Makassar, Sulawesi Selatan
Tel. 0411-3610282
Fax. 0411-3610322

REGION 5

Martapura (UUS)
Jl. Ahmad Yani Km. 40 No. 6,
Martapura, Kalsel
Tel. (0511)4720517, 4720518
Fax. (0511)4721075

REGION 6

Medan Setia Budi (SES)
Jl.setia Budi Blok A No.3, Setia Budi Center Kel.tanjung Rejo, Kec. Medan Sunggal, Kota Medan
Tel. 061-77164243
Fax. 061-8215314

Banda Aceh (UUS)
Jl. Tengku Cik Ditiro No.9, Peuniti, Banda Aceh 23241
Tel. (0651)22980
Fax. (0651)26521

Bukit Tinggi (UUS)
Jl. By Pass No.1-2 Aur Kuning,
Bukittinggi, Sumatera Barat 26117
Tel. (0752)627394 - 95
Fax. (0752)624444

REGION 7

Solo - Beteng (UUS)
Jl. Kapten Tendean Rt.003/02,
Kel. Nusukan, Kec. Banjarsari, Kota
Tel. 0271 - 653855
Fax. -

DANAMON PRIVILEGE

Jakarta-Pondok Indah
Jl. Metro Duta Blok UA No.5 Plaza I Lt 2.,
Pondok Indah Jakarta Selatan, 12310
Tel. (021) 75914888
Fax. (021) 75914840

Jakarta-Kelapa Gading
Jl. Boulevard Barat Blok Xb No.8, Lt. 3,
Kelapa Gading, Jakarta 14240
Tel. (021) 29265799
Fax. (021) 29265788

Jakarta-Pantai Indah Kapuk
Rukan Galeri Mediterania 1,
Jl. Mediterania Blok X3 No.A8 M-N Lt. 2,
Pantai Indah Kapuk, Jakarta 14450
Tel. (021) 5884511
Fax. (021) 5883771

Jakarta-Menara Danamon
Menara Bank Danamon, Ground Floor,
Jl. Prof. Dr. Satrio Kav. E 4 No.6, Mega Kuningan, Jakarta 12950
Tel. (021) 57991001-3 Ext. 8031,
(021) 25541999 Ext. 3110
Fax. (021) 57991424

Bandung
Jl. Ir. H. Juanda No.64 Lt. 2, Bandung 40116
Tel. (022) 4207808
Fax. (022) 4211946

Medan
Jl. Diponegoro No.35 Lt. 3, Medan 20152
Tel. (061) 45575555 Ext. 3213/3214
Fax. (061) 4526936

Surabaya
Jl. Panglima Sudirman No.11-17,
Surabaya 60271
Tel. (031) 5346885
Fax. (031) 5477102

Makassar*
Jl. Slamet Riyadi No. 1, Lt. 2, Makassar 90174
Tel. (0411) 3654589-91
Fax. (0411) 3618125

Balikpapan
Jl. Jend. Sudirman No. 54, Balikpapan 76113
Tel. (0542) 419500
Ext. 3210, (0542) 732915
Fax. (0542) 730905

Semarang*
Jl. Pemuda No 175, Lt. 2, Semarang 501322
Tel. (024) 3517403 , 3549401
Ext 800
Fax. (024) 3517159

* Include Syariah Office Channeling

Cross Reference of Financial Services Authority-OJK (formerly Bapepam-LK) No. X.K.6

Regulation	Page
A. General Provisions	
1) The Annual Report should contain:	
a. Summary of Key Financial Information;	6-13
b. Report from the BOC;	26-31
c. Report from the BOD;	34-43
d. Company Profile;	54-88
e. Management Analysis and Discussion;	89-166
f. Corporate Governance;	266-436
g. Corporate Social Responsibilities;	437-451
h. Audited Financial Statements; and	499-750
i. Statement that the Board of Directors and the Board of Commissioners are Fully Responsible for the Accuracy of the Annual Report.	52-53
2) The Annual Report must be in the Indonesian language. If the Annual Report is also presented in another language, either in the same or separate documents, the documents must be available at the same time and contain the same material information. In cases where there is any different interpretation due to the transfer of language, the financial statement in the Indonesian language shall become the reference.	√
3) The Annual Report should be prepared in a form that is easy to read. Images, charts, tables, and diagrams are presented by mentioning the title and/or clear description.	√
4) The Annual Report must be printed on light colored paper of high quality, in A4 size, bound, and in a format that permits reproduction by photocopy.	√
B. Summary of Key Financial Information	
1) Summary of Key Financial Information is presented in comparison with previous 3 (three) fiscal years or since commencement of business of the company, at least contain:	
a. income;	6, 9
b. gross profit;	6
c. profit (loss);	6, 9
d. total profit (loss) attributable to equity holders of the parent entity and non controlling interest;	6
e. total comprehensive profit (loss);	6
f. total comprehensive profit (loss) attributable to equity holders of the parent entity and non controlling interest;	7
g. earning (loss) per share;	7
h. total assets;	6, 9
i. total liabilities;	6
j. total equities;	6
k. profit (loss) to total assets ratio;	7
l. profit (loss) to equities ratio;	7
m. profit (loss) to income ratio;	7
n. current ratio;	7
o. liabilities to equities ratio;	7
p. liabilities to total assets ratio; and	7
q. other information and financial ratios relevant to the company and type of industry.	7-10

Regulation	Page
2) The Annual Report should contain information with respect to shares issued for each three-month period in the last two (2) fiscal years (if any), at least covering:	14-15
a. number of outstanding shares;	14-15
b. market capitalization;	
c. highest share price, lowest share price,closing share price; and	
d. share volume.	
3) In the event of corporate actions, including stock split, reverse stock, dividend, bonus share, and decrease in par value of shares, then the share price referred to in point 2), should be added with explanation on:	79-80
a. date of corporate action;	
b. stock split ratio, reverse stock, dividend, bonus shares, and reduce par value of shares;	
c. number of outstanding shares prior to and after corporate action; and	
d. share price prior to and after corporate action.	
4) In the event that the company's shares were suspended from trading during the year under review, then the Annual Report should contain explanation on the reason for the suspension.	-
5) In the event that the suspension as referred to in point 4) was still in effect until the date of the Annual Report, then the Issuer or the Public Company should also explain the corporate actions taken by the company in resolving the issue.	-
C. The Board of Commissioners Report	
The Board of Commissioners Report should at least contain the following items:	26-31
1) assessment on the performance of the Board of Directors in managing the company.	27-28
2) view on the prospects of the company's business as established by the Board of Directors, and	30
3) changes in the composition of the Board of Commissioners (if any).	30
D. The Board of Directors Report	
The Board of Directors Report should at least contain the following items:	34-43
1) the company's performance, i.e. strategic policies,comparison between achievement of results and targets, and challenges faced by the company:	35-39
2) business prospects;	39
3) implementation of Good Corporate Governance by the company; and	39-41
4) changes in the composition of the Board of Directors (if any).	42-43
E. Company Profile	
The Company Profile should at least contain the following:	54-88, 287, 297, 359-360
1) name, address, telephone and/or facsimile, email, website of the company and/or branch offices or representative office, which enable public to access information about the company;	55
2) brief history of the company.	54, 56-57
3) line of business according to the latest Articles of Association, and types of products and/or services produced.	55,454-464
4) structure of organization in chart form, at least one level below the Board of Directors, with the names and titles;	58-59
5) vision and mission of the company:	60-61
6) the Board of Commissioners profiles include:	63-65
a. name;	63-65
b. history of position, working experience, and legal basis for first appointment to the Issuer or Public company, as stated in the minutes of GMS resolutions.	63-65
c. history of education;	63-65
d. short description on the competency enhancement training programs for members of the Board of Commissioners during the year under review (if any); and	297
e. disclosure of affiliation with other members of the Board of Commissioners and Board of Directors, and shareholders (if any);	287, 359-360
7) the Board of Directors profiles include:	67-70
a. name and short description of duties and functions;	67-70
b. history of position, working experience, and legal basis for first appointment to the Issuer or Public Company, as stated in the minutes of GMS resolutions.;	67-70

Regulation	Page
c. history of education;	67-70
d. short description on the competency enhancement training programs for members of the Board of Commissioners during the year under review (if any); and	349
e. disclosure of affiliation with other members of the Board of Commissioners and Board of Directors, and shareholders (if any);	335,359-360
8) in the event that there were changes in the composition of the Board of Commissioners and/or the Board of Directors occurring between the period after year-end until the date the Annual Report submitted as refer to point 1 letter a, then the last and the previous composition of the Board of Commissioners and/or the Board of Directors shall be stated in the Annual Report.	√
9) number of employees and description of competence building during the year under review, for example education and training of employees.	74-75
10) information on names of shareholders and ownership percentage at the end of the fiscal year, including:	76-77
a. shareholders having 5% (five percent) or more shares of Issuer or Public Company;	77
b. Commissioner sand Directors who own shares of the Issuers or Public Company; and	336-337
c. groups of public shareholders, or groups of shareholders, each with less than 5% ownership shares of the Issuers or Public Company.	76-77
11) information on major shareholders and controlling shareholders the Issuers of Public Company, directly or indirectly, and also individual shareholder, presented in the form of scheme or diagram;	78
12) name of subsidiaries, associated companies, joint venture controlled by Issuers or Public Company, with entity, percentage of stock ownership, business, and operating status of the company (if any). For subsidiaries, include the addresses;	82-85
13) chronology of share listing and changes in the number of shares from the beginning of listing up to the end of the financial year, and name of Stock Exchange where the company shares are listed.	79-80
14) chronology of securities listing and rating of the securities (if any);	81
15) name and address of the securities rating company (if any);	86-87
16) name and address of capital market supporting institutions and/or professionals. For professionals providing services regularly for the Issuer or Public Company, it is required to disclose the services, fees, and periods of assignment; and	86-87
17) awards and certifications of national and international scale bestowed on the company during the last fiscal year (if any).	88
F. Management Analysis and Discussion	
Annual Report should contain discussion and analysis on financial statements and other material information emphasizing material changes that occurred during the year under review, at least including:	89-166
1) operational review per business segment, according to the type of industry of the Issuer or Public Company including:	93-122
a. production, including process, capacity, and growth;	
b. income; and	
c. profitability;	
2) comprehensive financial performance analysis which includes a comparison between the financial performance of the last 2 (two) fiscal years, and explanation on the causes and effects of such changes, among others concerning:	
a. current assets, non-current assets, and total assets;	133-141
b. short term liabilities, long term liabilities, total liabilities;	141-143
c. equity	147-149
d. sales/operating revenues, expenses and profit (loss), other comprehensive revenues, and total comprehensive profit(loss); and	128-133
e. cash flows;	144
3) the capacity to pay debts by including the computation of relevant ratios;	145
4) accounts receivable collectability, including the computation of the relevant ratios;	145
5) capital structure and management policies concerning capital structure;	147-149
6) discussion on material ties for the investment of capital goods, including the explanation on the purpose of such ties, source of funds expected to fulfill the said ties, currency of denomination, and steps taken by the company to protect the position of a related foreign currency against risks;	152
7) material Information and facts that occurring after the date of the accountant's report (subsequent events);	155

Regulation	Page
8) information on company prospects in connection with industry,economy in general, accompanied with supporting quantitative data if there is a reliable data source;	154
9) comparison between target/projection at beginning of year and result (realization), concerning income, profit, capital structure, or others that deemed necessary for the company;	153-154
10) target/projection at most for the next one year, concerning income, profit, capital structure, dividend policy, or others that deemed necessary for the company;	154
11) marketing aspects of the company's products and services, among others marketing strategy and market share;	123-126
12) description regarding the dividend policy and the date and amount of cash dividend per share and amount of dividend per year as announced or paid during the past two (2) years;	155-156
13) Use of proceeds from public offerings:	156-157
a. during the year under review, on which the Issuer has the obligation to report the realization of the use of proceeds, then the realization of the cumulative use of proceeds until the year end should be disclosed; and	156-157
b. in the event that there were changes in the use of proceeds as stipulated in Rule No. X.K.4, then Issuer should explain the said changes;	n.a
14) Material information, among others concerning investment, expansion, divestment, acquisition, debt/capital restructuring, transactions with related parties and transactions with conflict of interest that occurred during the year under review,among others include:	157
a. transaction date, value, and object;	157
b. names of transacting parties;	
c. nature of related parties (if any);	
d. description of the fairness of the transaction;	
e. compliance with related rules and regulations;	
15) changes in regulation which have a significant effect on the company and impacts on the company (if any):	√
16) changes in the accounting policy, rationale and impact on the financial statement (if any).	√
G. Corporate Governance	
Corporate Governance contains short descriptions of at least the following items:	
1) Board of Commissioners, including:	281-297
a. description of the responsibility of the Board of Commissioners;	294
b. disclosure of the procedure and basis determining remuneration, and amount of remuneration for members of the Board of Commissioners.	295-297
c. disclosure of the company's policy and its implementation, frequency of Board of Commissioners meetings including joint meetings with the Board of Directors, and attendance of the members of Board of Commissioners in the meetings.	291-294
2) Board of Directors, including:	330-351
a. scope of duties and responsibilities of each member of the Board of Directors;	334-335
b. disclosure of the procedure and basis determining remuneration, and amount of remuneration for members of the Board of Directors, and the relation between remuneration and performance of the company;	347-348
c. disclosure of the company's policy and its implementation, frequency of Board of Commissioners meetings including joint meetings with the Board of Commissioners, and attendance of the members of Board of Commissioners in the meetings;	337-345
d. resolutions from the GMS of the previous fiscal year and its realization in the year under review, and explanation for the unrealized resolution; and	274-280
e. disclosure of company policy concerning assessment on the performance of the member of the Board of Directors (if any);	346-347
3) Audit Committee,includes among others:	298-304
a. name;	301-302
b. history of position title, work experience and legal basis for appointment;	301-302
c. history of education;	301-302
d. tenure of members of Audit Committee;	302
e. disclosure of independence of the members of the Audit Committee;	300
f. disclosure of the company's policy and its implementation, frequency of Audit Committee meetings, and attendance of the members of Audit Committee in the meetings;	302-303
g. brief report on the activities carried out by the Audit Committee during the year under review in accordance with the charter of the Audit Committee.	304

Regulation	Page
4) other committees owned by Issuer or Public Company supporting the functions and duties of the Board Directors and/or the Board of Commissioners, such as nomination and remuneration, including:	305-329
a. name;	327-329; 306-308; 312-314; 317-319; 323
b. history of position title, work experience and legal basis for appointment;	327-329; 306-308; 312-314; 317-319; 323
c. history of education;	327-329; 306-308; 312-314; 317-318; 323
d. tenure of members of the committee;	327-329; 308; 314; 319; 323
e. disclosure of the company's policy concerning the independence of the committee;	326-327; 306; 312; 317; 322
f. description of duties and responsibilities;	326; 305; 311; 321; 322
g. disclosure of the company's policy and its implementation, frequency of committee meetings, and attendance of the members of committee in the meetings;	329; 308-309; 314-315; 319-320; 324
h. brief report on the committee activities carried out during the year under review;	329; 310; 315; 321; 325
5) description of tasks and function of the Corporate Secretary;	360-363
a. name;	361
b. history of position title, work experience and legal basis for appointment;	361
c. history of education;	361
d. tenure of the corporate secretary;	361
e. brief report on Corporate Secretary activities carried out during the year under review;	361-363
6) description of the company's internal audit unit;	368-372
a. name;	369
b. history of position title, work experience and legal basis for appointment;	369
c. Qualification/certification of internal audit professionals (if any);	369
d. structure or position of the internal audit unit;	369-371
e. duties and responsibilities of the internal audit unit according to the internal audit unit charter; and	370
f. brief report on the committee activities carried out during the year under review;	371
7) description of the company's internal control, at least contains:	377-379
a. financial and operational control, and compliance to the other prevailing rules;	
b. review the effectiveness of internal control systems;	
8) risk management system implemented by the company, at least includes:	168-251
a. general description about the company's risk management system;	168-177
b. types of risk and the management; and	177-247
c. review the effectiveness of the company's risk management system;	247-251
9) important cases faced by the Issuer or Public Company, subsidiaries, current members of the Board of Commissioners and Board of Directors, among others include:	368-388
a. substance of the case/claim;	√
b. status of settlement of case/claim; and	√
c. potential impacts on the financial condition of the company.	√
10) Information about administrative sanctions imposed to Issuer or Public Company, members of the Board of Commissioners and Board of Directors, by the Capital Market Authority and other authorities during the last fiscal year (if any);	388

Regulation	Page
11) information about codes of conduct and corporate culture (if any) includes:	400-403
a. key points of the code of conduct;	401
b. key points of the corporate culture;	400
c. socialization of the code of conduct and enforcement; and	402
d. disclosure that the code of conduct is applicable for Board of Commissioners, Board of Directors, and employees of the company;	400-401
12) description of employee or management stock ownership program of the Issuer or Public Company, among others are number, period, requirement for eligible employee and/or management, and exercised price (if any); and	156, 389
13) description of whistleblowing system at the Issuer or Public Company in reporting violations that may adversely affect the company and stakeholders (if any), including:	403-405
a. mechanism for violation reporting;	403
b. protection for the whistleblower;	405
c. handling of violation reports;	404
d. unit responsible for handling of violation report; and	403
e. results from violation report handling.	403
H. Corporate Social Responsibility	
1) discussion of corporate social responsibility covers policies, types of programs, and cost, among others related to:	
a. environment,such as the use of environmentally friendly materials and energy, recycling, and the company's waster treatment systems, the company's environmental certifications,and others;	443
b. employment practices, occupational health and safety, including gender equality and equal work opportunity, work and safety facilities, employee turnover, work incident rate, training, etc;	252-253
c. social and community development, such as the use of local work force, empowerment of local communities, aid for public social facilities, social donations,etc; and	444-448
d. consumer protection related activities, such as consumer health and safety, product information, facility for consumer complaints, number and resolution of consumer complaint cases, etc.	397-399
2) Issuers or the Public Company may impart information as referred to in point 1) in the Annual Report or in separate report submitted along with the Annual Report to Bapepam-LK, such as sustainability report, or corporate social responsibility report.	√
I. Audited Annual Financial Statements	
Audited Financial Statements included in Annual Report should be prepared in accordance with the Financial Accounting Standards in Indonesia and audited by an Accountant. The said financial statement should be included with statement of responsibility for Annual Reporting as stipulated in Rule No. VIII.G.11 or Rule No. X.E.1.	499-750
J. Board of Commissioners and Board of Directors Signatures	
1) Annual Report should be signed by all members of the current Board of Commissioners and Board of Directors.	52-53
2) The signature as refer to in point 1) should be appended on separate sheet of the Annual Report, where the said sheet should contain a statement that all members of the Board of Commissioners and the Board of Directors are fully responsible for the accuracy of the Annual Report, in accordance with the Form No. X.K.6-1 of the Attached Rules.	52-53
3) In the event that members of the Board of Commissioners or the Board of Director refused to sign the Annual Report, the said person should provide a written explanation in separate letter attached to the Annual Report.	n.a
4) In the event that a member of the Board of Commissioners and the Board of Directors refused to sign the Annual Report and failed to provide written explanation, then a member of the Board of Commissioners or Board of Directors who signed the Annual Report should provide a written explanation in a separate letter attached to the Annual Report.	n.a

Note: N/A = Not Applicable

Cross References of Annual Report Award Criterias

	Criterias & Explanations	Page
I.	**General**	
1	In good and correct Indonesian, it is recommended to present the report also in English.	√
2	The annual report should be printed in good quality paper, using the font type and size that allow for easy reading	√
3	Should state clearly the identity of the company.	√
	Name of company and year of the Annual Report is placed on:	
	1. The front cover;	√
	2. Sides;	√
	3. Back cover;	√
	4. Each page.	√
4	The Annual Report is presented in the company's website.	√
	Including the latest Annual Report and at least the previous 4 years reports.	
II.	**Summary of Key Financial Information**	
1	Result of the Company information in comparative form over a period of 3 (three) financial years or since the commencement of business if the company has been running its business activities for less than 3 (three) years.	6-13
	The information contained includes:	
	1.Sales/income from business.	6, 9
	2.Profit (loss).	6, 9
	a. Attributable to owner of parent entity; and	6
	b. Attributable to non-controlling interest	6
	3. Total profit (loss) and other comprehensive income:	7
	a. Attributable to owner of parent entity; and	7
	b. Attributable to non-controlling interest	7
	4.Net profit (loss) per share.	7
	Note: If the company has no subsidiaries, the company shall present the total of profit (loss) and other comprehensive income.	
2	Financial information in comparative form over a period of 3 financial years or since the commencement of business if the company has been running its business activities for less than 3 years.	6-10
	The information contained includes:	
	1. Investments in associated entities	6
	2. Total assets	6, 9
	3. Total liabilities	6
	4. Total equity	6
3	Financial Ratio in comparative form over a period of 3 financial years or since the commencement of business if the company has been running its business activities for less than 3 years.	7-10
	The information contains 5 (five) general financial ratios and relevant to the industry	
4	Information regarding share price in the form of tables and graphs.*	14-15
	1. The information contained includes:	
	a. Outstanding shares	14-15
	b. Market Capitalization	14-15
	c. Highest, lowest and closing share price	14-15
	d. Trading volume	14-15
	2. Information presented on graphs that includes at least the closing price and trading volume of the share for each three-month period in the last two (2) financial years (if any).	√

	Criterias & Explanations	Page
5	Information regarding bonds, syariah bonds or convertible bonds issued and which are still outstanding in the last 2 financial years.*	18-22
	The information contained includes:	
	1. The amount/value of bonds/convertible bonds outstanding	√
	2. Interest rate	√
	3. Maturity date	√
	4. Rating of bonds	√
III.	**Board of Commissioners' and Board of Directors' Report**	
1	Board of Commissioners' Report.	26-31
	Contains the following items:	
	1. Assessment on the performance of the Board of Directors in managing the company and the basis of such assessment	27-28
	2. View on the prospects of the company's business as established by the Board of Directors, and the basis of such view	30
	3. Assessment of the performance of the committees under the Board of Commissioners	28-29
	4. Changes in the composition of the Board of Commissioners (if any) and the reasons of the changes.	30
2	Board of Directors' Report.	34-43
	Contains the following items:	
	1. Analysis of the company's performance, i.e. strategic policies, comparison between achievement of results and targets, and challenges faced by the company.	35-39
	2. Analysis of Business prospects.	39
	3. Implementation of Good Corporate Governance by the company.	39-41
	4. Assessment of the performance of the committees under the Board of Directors (if any)	40-41
	5. Changes in the composition of the Board of Directors (if any), and the reasons of the changes.	42-23
3	Signature of members of the Board of Directors and Board of Commissioners.	52-53
	Contains the following items:	
	1. Signatures are set on a separate page.	52-53
	2. Statement that the Board of Directors and the Board of Commissioners are fully responsible for the accuracy of the annual report.	52-53
	3. Signed by all members of the Board of Commissioners and Board of Directors, stating their names and titles/positions.	52-53
	4. A written explanation in a separate letter from each member of the Board of Commissioners or Board of Directors who refuses to sign the annual report, or written explanation in a separate letter from the other members in the event that there is no written explanation provided by the said member.	
IV.	**Company Profile**	
1	Name and address of the company.	55
	Includes information on name and address, zip code, telephone and/or facsimile, email, website.	
2	Brief history of the company.	54, 56-57
	Includes among others: date/year of establishment, name and change in the company name, if any.	
	Note: should be disclosed if the company never change the name	
3	Field of business.	55, 454-464
	The descriptions contains the following items:	
	1. The company's business activities in accordance with the last articles of associations	
	2. The company's business activities	
	3. The types of products and or services produced.	
4	Organizational structure.	58-59
	In the form of a chart, including the names and titles, at least until one level below the board of directors on the structure	
5	Company Vision and Mission.	60-61
	The information should contain:	
	1. Company vision	
	2. Company mission	
	3. A note that the vision and mission statements have been approved by the Board of Directors/Commissioners	
	4. Statement concerning the corporate culture in the company.	

	Criterias & Explanations	Page
6	Name, title, and brief curriculum vitae of the members of the Board of Commissioners.	63-65
	The information should contain:	
	1. Name	√
	2. Title (including position in other company or institution)	√
	3. Age	√
	4. Domicile	√
	5. Education (Field of Study and Institutions)	√
	6. Working experience (Position, Institution/Company and Period Served)	√
	7. Date of first appointment to the Board of Commissioners in the Company	√
7	Name, title, and brief curriculum vitae of the members of the Board of Directors.	67-70
	The information should contain:	
	1. Name	√
	2. Title (including position in other company or institution)	√
	3. Age	√
	4. Domicile	√
	5. Education (Field of Study and Institutions)	√
	6. Working experience (Position, Institution/Company and Period Served)	√
	7. Date of first appointment to the Board of Directors in the Company	√
8	Number of employees (comparative in two years) and description of competence building (for example: education and training of employees).	74-75
	The information should contain:	
	1. The number of employees for each level of the organization.	√
	2. The number of employees for each level of education.	√
	2. The number of employees based on employment status	√
	4. The description and data of employees competencies development program that has been conducted, which also reflect equal opportunity to all employees, for each level of the organization; and	√
	5. Expenses of employees competencies development program incurred.	
9	Composition of shareholders.	76-77
	Should include:	
	1. The details include the name of 20 largest shareholders and their percentage of ownership;	√
	2. The details of shareholders and their percentage of ownership, including:	√
	a. Names of shareholders having 5% or more shares.	√
	b. Directors and Commissioners who own shares.	√
	3. Groups of public shareholders with less than 5% ownership each.	√
10	List of Subsidiary and/or Affiliate companies	83-85
	The information contains, among others:	
	1. Name of Subsidiary/Affiliate	76-77
	2. Percentage of share ownership.	76-77
	3. Information on the field of business of Subsidiary/Affiliate.	76-77
	4. Explanation regarding the operational status of the Subsidiary/Affiliate (already operating or not yet operating).	
11	Company's group structure	78
	Company's group structure in the form of a chart, that shows subsidiaries, associated entities, joint venture and special purpose vehicle (SPV)	
12	Chronology of shares listing.*	81
	Includes among others:	
	1. Chronology of shares listing.	79-80
	2. Types of corporate action that caused changes in the number of shares.	79-80
	3. Changes in the number of shares from the beginning of listing up to the end of the financial year.	79-80
	4. Name of Stock Exchange where the company shares are listed.	79

	Criterias & Explanations	Page
13	Chronology of other securities listing. *	81
	Includes among others:	
	1. Chronology of other securities listing.	81
	2. Types of corporate action that caused changes in the number of securities.	81
	3. Changes in the number of securities from the initial listing up to the end of the financial year.	81
	4. Name of Stock Exchange where the company's other securities are listed.	81
	5. Rating of the securities.	81
14	Name and address of capital market institutions and or supporting professions.*	86-87
	The information contains, among others:	
	1. Name and address of Share Registrar/parties administering the company's shares;	√
	2. Name and address of the Public Accountants' Office.	√
	3. Name and address of the Securities Rating company	√
15	Award and/or certification received by the company on last fiscal year, both on a national scale and international scale.	88
	Information should include:	
	1. Name of the award and or certification.	√
	2. Year of receiving the award.	√
	3. Institution presenting the award and or certification.	√
	4. Period of validity (for certificates).	-
16	Name and address of subsidiary companies and or branch office or representative office (if any)	82, 85, 474
	Information should include:	
	1. Name and address of business entities	466-476
	2. Name and address of branch/representative office	466-476
	Note: should be disclosed if there is no business entities/branches/representatives	√
17	Information on the company's website consists at least	
	of:	
	1. Information on shareholding up to the ultimate individual shareholder;	√
	2. Structure of business group (if any);	√
	3. Analysis of financial performance;	√
	4. Financial statements (the last 5 years); and	√
	5. Profile of the Board of Commissioners and Directors.	√
V.	**Management Analysis and Discussion on Company Performance**	
1	1. Explanation of each business segment.	454-464
	2. Performance by business segments, among others:	
	a. Production/business activity;	93-122
	b. Increase/decrease in production capacity;	93-122
	c. Sales/income from business;	93-122
	d. Profitability.	93-122
2	Description of company's financial performance.	
	Financial performance analysis which includes a comparison between the financial performance of the current year and that of the previous year, and the cause of the increase/decrease (in the form of narration and tables), among others concerning:	
	1. Current assets, non-current assets, and total assets.	133-141
	2. Short term liabilities, long term liabilities, total liabilities	141-143
	3. Equity	147-149
	4. Sales/operating revenues, expenses and profit (loss), Other comprehensive revenues, and total comprehensive profit (loss)	128-133
	5. Cash flows	144

	Criterias & Explanations	Page
3	Discussion and analysis on the capacity to pay debts and the company's accounts receivable collectibility, by presenting the relevant ratios calculated in accordance with the type of industry of the company	145
	Explanation on:	
	1. Capacity to pay debts in long term and short term	145
	2. Accounts receivable collectibility.	145
4	Discussion on capital structure and capital structure policies	147-149
	Explanation on:	
	1. Details of capital structure, consisting of interest-bearing debts and equity; and	147
	2. Management policies of the capital structure, and the basis of the such policies	147-149
5	Discussion on material ties for the investment of capital goods, on last fiscal year	152
	Explanation on:	
	1. The purpose of such ties.	-
	2. Source of funds expected to fulfill the said ties.	-
	3. Currency of denomination.	-
	4. Steps taken by the company to protect the position of related foreign currency against risks.	-
	Note: Should be disclosed if the company has no material ties in investments in capital goods on last fiscal year.	
6	Discussion on investment of capital goods realized in the last fiscal year	152
	Explanation on:	
	1. Type of the investment of capital goods	√
	2. The purpose of the investment of capital goods	√
	3. Value of the investment of capital goods realized in the last fiscal year.	√
	Note: Should be disclosed if the company has no investments in capital goods realized.	
7	Information about the comparison between the target at the beginning of the fiscal year with the results achieved (realization), and the target or projected to be achieved for the coming year regarding revenue, earnings, and others that are considered important for the company	153-154
	Information should include:	
	1. The comparison between the target at the beginning of the fiscal year with the results achieved (realization	153-154
	2. The target or projected to be achieved for the coming year (at least 1 year)	154
8	Material Information and facts that occurred after the date of the accountant's report (subsequent events).	155
	Description of important events after the date of the accountant's report including their impact on performance and business risks in the future.	
	Note: should be disclosed if there is no significant events after the date of accountant report	
9	Description of the company's business prospects.	154
	Information on the company prospects in connection with industry, economy in general, accompanied with supporting quantitative data if there is a reliable data source.	
10	Information on marketing aspects.	123-126
	Information regarding the marketing of the company's products and services, among others concerning the market segment.	
11	Description regarding the dividend policy and the date and amount of cash dividend per share and amount of dividend per year as announced or paid during the past two (2) years.	155-156
	Contains description on:	
	1. Dividend policy	
	2. Amount of dividend	
	3. Cash dividend per share	
	4. Pay-out ratio	
	5. The announcement date of cash dividend payment for each year	
	Note: if there is no dividend payment, disclose the reasons for not making a dividend payment	

	Criterias & Explanations	Page
12	Management and/or Employee Stock Ownership Program implemented by the company (ESOP/MSOP)	
	Contains description on:	
	1. Amount of ESOP/MSOP shares and the realization;	
	2. Time period	156
	3. Requirements of rightful employee and/or management	
	4. Exercise price	
	Note: should be disclosed if there is no such program	
13	Use of proceeds from the public offering (in the event that the company is still obligated to report such use of proceeds).*	
	Contains information on:	
	1. Total funds obtained,	
	2. Plan for funds utilization,	156-157
	3. Details of funds utilization,	
	4. Remaining balance of funds, and	
	5. Date of General Meeting of Shareholder (or Bondholder) approval on change in the funds utilization plan (if any).	
14	Information on material transactions with conflict of interest and/or transactions with related parties. *	
	Contains information on:	
	1. Name of the transacting parties and nature of related parties;	
	2. A description of the fairness of the transaction;	
	3. Reason for the transaction	157-158
	4 Realization of transactions during the period.	
	5. Company policies regarding the review mechanism on the transactions	
	6. Compliance with related rules and regulations	
	Note: should be disclosed if there are no such transactions	
15	Description of changes in regulation which have a significant effect on the company	158-162
	Description should contain among others: any changes in regulation and its impact on the company.	
	Note: if there is no change in regulation which have a significant effect, to be disclosed	
16	Description of changes in the accounting policy.	162-165
	Description should contain among others:	
	Any revision to accounting policies, rationale and impact on the financial statement.	
17	Information on business continuity:	166
	Disclosure of information on:	
	1. Issues that may have significant impact on the continuity of business in the last fiscal year;	
	2. Management assessment on issues in point 1; and	
	3. Assumption used by the management in making the assessment	
	Note: If there is no issues that may have significant impact on the continuity of business in the last fiscal year, disclose the assumption used by management to arrive at the assessment that there is o issues that may have significant impact on the continuity of business in the last fiscal year.	
VI.	**Good Corporate Governance**	
1	Information on the Board of Commissioners.	281-297
	The information should contain:	
	1. Description of the responsibility of the Board of Commissioners.	281-283
	2. Training programs for improving the competence of the Board of Commissioner or orientation program for new member of BOC	297
	3. Disclosing the Board Charter (guidance and work procedure of the Board of Commissioners)	281

	Criterias & Explanations	Page
2	Information about Independent Commissioner	285-286
	The information should contain:	
	1. The criteria of Independent Commissioner	285-286
	2. Statement about the independency of each Independent Commissioner	286
3	Information on the Board of Directors.	330-351
	The information should include:	
	1. Scope of work and responsibility of each member of the Board of Directors.	334-335
	2. Training programs for improving the competence of the Board of Directors or orientation program for new member of BOD	349
	3. Disclosing the Board Charter (guidance and work procedure of the Board of Directors)	330
4	Assessment on members of the Board of Commissioners and Board of Directors	295, 346
	Includes among others:	
	1. The assessment process on the performance of members of the Board of Commissioners and Directors	
	2. The criteria used in the assessment on the performance of members of the Board of Commissioners and Directors	
	3. The party performing the assessment	
5	Description of the remuneration policy for the Board of Commissioners and Board of Directors	295-297; 347-348
	Includes among others:	
	1. Disclosing the remuneration procedures for the Board of Commissioners	
	2. Disclosing the remuneration procedures for the Board of Directors	
	3. Remuneration structure, disclosing the type and amount of short-term and long-term compensation/post service benefits for each member of the Board of Commissioners;	
	4. Remuneration structure, disclosing the type and amount of short-term and long-term compensation/post service benefits for each member of the Board of Directors; and	
	5. Performance indicators to determine the remuneration of the Board of Directors.	
6	Frequency of meetings and attendance of the Board of Commissioners in the BOC meetings, BOD meetings and BOD & BOC joint meetings	291-294 337-345
	Includes among others:	
	1. Meeting Date	
	2. Attendance of the meetings	
	3. Agenda of the meetings	
	for every BOC meetings, BOD meetings and BOD & BOC joint meetings	
7	Information on major shareholders and controlling shareholders, directly or indirectly, and also individual shareholders.	273-274
	In the form of scheme or diagram, except SOE that fully owned by the government.	
8	Disclosure of affiliation with other members of the Board of Commissioners and Board of Directors and major and/or controlling shareholders.	286-287; 335
	Includes among others:	
	1. Affiliation between member of the BOD and other BOD members	
	2. Affiliation between member of the BOD and BOC members	
	3. Affiliation between member of the BOD and major and/or controlling shareholders	
	4. Affiliation between member of the BOC and other BOC members	
	5. Affiliation between member of the BOC and major and/or controlling shareholders	
	Note: should be disclosed if there are no such affiliations	
9	Audit Committee.	298-304
	Includes among others:	
	1. Name and title of the members of the Audit Committee.	301-302
	2. Qualification of education and work experience of Audit Committee members	301-302
	3. Independence of the members of the Audit Committee	300
	4. Description of tasks and responsibilities.	298-299
	5. Brief report on the activities carried out by the Audit Committee.	304
	6. Frequency of meetings and the attendance of the Audit Committee.	302-303

	Criterias & Explanations	Page
10	Nomination and Remuneration Committee/Function.	311-321
	Includes among others:	
	1. Name, title, and brief curriculum vitae of the members of the Nomination and/or Remuneration Committee/ Function.	312-314; 317-319
	2. Independence of the members of the Nomination and/or Remuneration Committee/Function.	312; 317
	3. Description of the tasks and responsibilities.	311; 321
	4. Activities carried out by the Nomination and/or Remuneration Committee/Function.	315; 321
	5. Frequency of meetings and the attendance rate of the Nomination and/or Remuneration Committee/ Function.	314-315; 319-320
	6. Statement disclosing the existence of charter for nomination and/or remuneration committee and/or function; and	311; 316
	7. Board of Directors succession policy	351
11	Other committees of the company under the Board of Commissioners	305-329
	Includes among others:	
	1. Name, title, and brief curriculum vitae of the members of the committees	306-308; 323; 327-329
	2. Independence of the members of the committee.	306; 322; 326-327
	3. Description of the tasks and responsibilities.	305; 322; 326
	4. Activities carried out by the committees	310; 325; 329
	5. Frequency of meetings and the attendance rate of other committee.	308-309; 324; 329
12	Description of tasks and function of the Corporate Secretary.	
	Includes among others:	
	1. Name, domicile and brief history of the position of Corporate Secretary.	361
	2. Description of the tasks performed by the Corporate Secretary.	361-363
	3. Training programs for improving the competence of the Corporate Secretary	361
13	Description of Annual General Meeting of Shareholders (AGMS) of the previous fiscal year	371-280
	Includes among others:	
	1. Resolutions from AGMS of the previous fiscal year	
	2. Realization of previous fiscal year AGMS results	
	3. Reason if there is a decision of the AGMS has not been realized.	
14	Description of the company's internal audit unit.	368-372
	Includes among others:	
	1. Name of the head of audit internal unit	369
	2. Number of auditors in the unit	372
	3. Certification as an internal audit profession	372
	4. Structure or position of the internal audit unit	369
	5. Description of audit work performed	371-372
	6. The party authorized to appoint/dismiss the head of internal audit unit	369
15	Public accountant.	372-373
	The information should contain:	
	1. Name and year public accountant audited the financial statements on the last 5 years	
	2. Name and year public accountant firm audited the financial statements on the last 5 years	
	3. The amount of fees for the audit and other attestation services on the last fiscal year	
	4. Other service provided by the accountant in addition to financial audit on the last fiscal year	
	Note: should be disclosed if there are no other services	

	Criterias & Explanations	Page
16	Description of the company's risk management.	168-251
	Includes among others:	
	1. Description of risk management systems	168-177
	2. Description of evaluation on the effectiveness of risk management systems	247-251
	3. Description of risks faced by the company	177-247
	4. Efforts to manage these risks	177-247
17	Description of internal control systems	377-379
	Includes among others:	
	1. Short description of the internal control system, including financial and operational control	
	2. Description of compatibility between the internal control system and internationally recognized internal control framework (COSO)	
	3. Description of evaluation on the effectiveness of internal control system	
18	Description of corporate social responsibility activities related to environment	443
	Contains information on, among others:	
	1. Management Policies	
	2. Activities conducted,	
	environment-related activities, that relevant with operational activity of the company, such as usage of recycled materials, energy, waste treatment, etc	
	3. Environment-related certification	
19	Description of corporate social responsibility related to the workforce, work health and safety	252-253
	Contains information on, among others:	
	1. Management Policies	
	2. Activities conducted	
	health and safety-related activities, such as gender equality, equal work opportunity, work and safety facilities, employee turnover, work incident rate, training, etc	
20	Description of corporate social responsibility activities related to social and community development	444-448
	Contains information on, among others:	
	1. Management Policies	
	2. Activities conducted	
	3. Cost of the activities	
	social and community development related activities, such as the use of local work force, empowerment of local communities, aid for public social facilities, social donations, etc	
21	Description of corporate social responsibility activities related to responsibility to the consumer	392-399
	Contains information on, among others:	
	1. Management Policies	
	2. Activities conducted	
	consumer protection related activities, such as consumer health and safety, product information, facility for consumer complaint, number and resolution of consumer complaint cases, etc	
22	Important legal cases faced by the Company, subsidiaries, members of the Board of Directors and/or Board of Commissioners serving in the period of the annual report.	386-388
	Information includes among others:	
	1. Substance of the case/claim.	
	2. Status of settlement of case/claim.	
	3. Potential impacts on the financial condition of the company.	
	4. Administrative sanctions imposed on the Company, the Board of Commissioners and Board of Directors, by the related authorities (capital markets, banking and others) in the last fiscal year (or there is a statement that is not subject to administrative sanctions).	
	Notes: in case not litigants, to be disclosed	

	Criterias & Explanations	Page
23	Access to corporate information and data.	392-397
	Description on the availability of access to corporate information and data to the public, for example through website, mass media, mailing list, bulletin, analyst meeting, etc.	
24	Discussion of company code of conduct.	400-403
	Contains information on:	
	1. Content of the Code of Conduct.	401
	2. Disclosure on the relevancy of the code of conduct for all levels of the organization	400-401
	3. Socialization of the Code of Conduct	402
	4. Type of sanction for each violation of code of conduct; and	402
	5. The number of violation of code of conduct and sanction thereof in the last fiscal year.	403
	Note: To be disclosed if there is no violation to the code of conduct in the last fiscal year	
25	Disclosure on the whistleblowing system.	403-405
	Description of the mechanism of the whistleblowing system, including:	
	1. Mechanism for violation reporting	430
	2. Protection for the whistleblower	405
	3. Handling of violation report	404
	4. The unit responsible for handling of violation report.	403
	5. Number of received complaint and processed in the last fiscal year and the follow-up handling	403
	Note: to be disclosed if there is no complaint received in the last fiscal year	
26	The policy about diversity of the Board of Commissioners and Board of Directors composition	283-284; 332
	Description of the Company's policy on diversity of the Board of Commissioners and Board of Directors composition on Education (field of study), work experience, age, and gender.	
	Note: the reasons and consideration should be disclosed, if there are no such policy	
VII.	**Financial Information**	
1	Statement by the Board of Directors concerning the Responsibility of the Board of Directors on the Financial Statement.	500-501
	Compliance with Bapepam-LK Regulation No.VIII.G.11 on Responsibility of the Board of Directors on the Financial Statement.	
2	Independent auditor's opinion on the financial statement.	502-504
3	Description of the Independent Auditor in the Opinion.	504
	The description contains:	
	1. Name and signature.	√
	2. Date of the audit report.	√
	3. KAP license number and Public Accountant license number.	√
4	Comprehensive financial statement.	
	Contains all elements of the financial statement:	
	1. Financial Position (Balance sheet)	schedule 1/1-1/4
	2. Comprehensive Profit loss statement	schedule 2/1-2/2
	3. Statement of changes in equity	schedule 3/1-3/3
	4. Statement of Cash flows.	schedule 4/1-4/2
	5. Notes to the financial statement	schedule 5/1-5/224
	6. Comparative information of the previous period; and	√
	7. Financial position at the start of comparative periods being presented when the company implement retrospective application of accounting policies, or re-stated its accounts of financial statements, or re-classified the accounts of its financial statements (where applicable)	√

	Criterias & Explanations	Page
5	Comparison of profitability.	schedule 2/1-2/2
	Comparison of profit (loss) from operations for the year by the previous year.	
6	Cash Flow Report.	schedule 4/1-4/2
	Meets the following provisions:	
	1. Grouped into three categories of activity: operational activity, investment, and funding.	√
	2. Uses a direct method reporting for cash flows for operational activity.	√
	3. Separating the presentation between cash receipt and or cash expended during the current year for operational, investment, and funding activities.	√
	4. Disclosing activities that do not influence the cash flow.	√
7	Summary of Accounting Policy.	schedule 5/20-5/66
	Includes at least:	
	1. Statement of compliance to Financial Accounting Standard	√
	2. Basis for the measurement and preparation of financial statements	√
	3. Recognition of revenues and expenses	√
	4. Work compensation	√
	5. Financial instruments	√
8	Disclosure on transaction with related parties	schedule 5/165-5/168
	Disclosure of, among others:	
	1. Name of related party, and nature of relation with related party	√
	2. Amount of transaction and its percentage to total related revenues and expenses	√
	3. Total balance of transaction and its percentage to total assets or liabilities	√
9	Disclosure related to taxation	schedule 5/136-5/144
	Issues that should be disclosed:	
	1. Fiscal reconciliation and calculation of current tax.	√
	2. Explanation on the relation between tax expenses (benefit) and accounting/book profit	√
	3. Statement that the amount of Taxable Profit as calculated through reconciliation is in accordance with the Tax Return.	√
	4. Details of deferred tax assets and liabilities recognized on the financial position (balance sheet) for each reporting period, and the amount of deferred tax expenses (benefit) recognized in the profit/loss statement in the event that the amount is not recognizable from the amount of deferred tax assets and liabilities presented on the financial position (balance sheet)	√
	5. Disclosure of whether or not there is a tax dispute.	√
10	Disclosure related to Fixed Assets.	schedule 5/110-5/111
	Issues that should be disclosed:	
	1. Depreciation method used	√
	2. Description of the selected accounting policies between the revaluation model and cost model	√
	3. The methods and significant assumptions used in estimating the fair value of fixed assets (revaluation model) or disclosure of the fair value of fixed assets (cost model)	√
	4. Reconciliation of the gross book value and accumulated depreciation of fixed assets at the beginning and end of the reporting period, showing any addition, reduction and reclassification.	√

	Criterias & Explanations	Page
11	Disclosures relating to operating segment*	schedule 5/169-5/171
	Issues that should be disclosed:	
	1. General information which includes the factors used to identify segments that are reported;	√
	2. Information about income, assets, and liabilities of the reported segment	√
	3. Reconciliation of total segment revenues, reported segment profit or loss, segment assets, segment liabilities and other segment material elements to the related number of the entity; and	√
	4. Disclosures at entity level, which includes information about products and/or services, geographic areas and major customers.	√
12	Disclosures relating to Financial Instruments	5/155; 5/202-5/208
	Issues that should be disclosed:	schedule 5/71-5/72; 5/34-5/42
	1. The Detail of financial instruments based on the classification	√
	2. The fair value and the hierarchy of each class of financial instruments	√
	3. Risk management policy	√
	4. Explanation of the risks associated with financial instruments: market risk, credit risk and liquidity risk	√
	5. Risk analysis related to financial instruments quantitatively	√
13	Publication of financial statements	schedule 5/20
	Issues to be disclosed include:	
	1. The date that the financial statements is authorized to be published; and	√
	2. The party responsible to authorize the published financial statements	√
	* Special Criterias for Listed Company	

Cross Reference of Financial Services Authority-OJK

Letter No. 11/SEOJK.03/2015

Form and Content of Annual Report	Page
I. General Guidelines	
a. Annual Report presented individually and in consolidation with the subsidiaries in 1 (one) book.	√
b. For banks that do not have subsidiaries, consolidated column can be abolished.	-
c. Financial statements in annual report presented in comparison according to financial accounting standard.	√
d. If there is a new accounting standard in reporting position, the comparison position refer to financial accounting standard about accounting policy, accounting estimation changes, and errors.	√
e. The Bank's Annual Report should be prepared in Bahasa Indonesia. In the event that the Annual Report is also made in a language other than in Bahasa Indonesia, either on the same or a separate document, then the Annual Report referred to should contain the same information.	√
f. Financial statements in annual report must be audited by Public Accountant and must state the Public Accountant office name, auditor's name and auditor's opinion.	√
g. Annual Report should be presented in the Bank's website and reported to Financial Services Authorities.	√
II. Scope of Annual Report	
a. General Information	
General Information in Annual Report should at least include:	
1. Management, covering the Board of Commissioners, Board of Directors, and executive officers including their positions and CVs;	63-72; 465
2. Details on Shareholders, including the names and the number of shares;	76-78
3. Bank business development and bank business group including Sharia Business Unit (if any) among other:	
a. Summary on important financial data should at least include distribution of net interest income, revenue, profit before tax, net profit, earnings per share, earning assets, third party funds, fund borrowings, cost of funds, capital, number of shares of issued and fully paid up capital; and	6-13
b. Performance and financial ratios as presented in Quarterly Financial Statements.	7-10
4. Strategy and management policy used in developing the Bank's business, include Sharia Business Unit (if any);	50-51
5. Management report providing information regarding Bank management include Sharia Business Unit (if any) among other:	
a. Organization Structure	58-59
b. Main activities	89-166
c. Information Technology	260-265
d. Type of product and services offered including micro, small and medium enterprise lending (UMKM);	454-464; 102-103
e. Interest rates of funds and provision of funds;	140-141
f. Economic development and market target;	90-93; 123; 154
g. Local and foreign network and business partners;	466-474
h. Number, type and locations of offices:	62
i. Ownership of Board of Directors, Commissioners and shareholders in the bank business group;	78; 289-290; 336-337
j. Important changes occurring in the bank and bank business group during the year under review;	5-52; 89-263; 266-448
k. Forecasted important things that may happen in the future;	50-51; 127; 154; 166
l. Human resources, including the number, educational structure, training and development;	252-259
b. Annual Financial Statements	
1. Individual Financial Report, consist of:	
a. Statement of Financial Position (Balance Sheet);	schedule 6/1-6/3
b. Statement of Income and Other Comprehensive Income;	schedule 6/4-6/5
c. Statement of Changes in Equity;	schedule 6/6-6/9

Form and Content of Annual Report	Page
d. Statement of Cash Flows, and	schedule 6/10-6/11
e. Notes to the Financial Statements, including information on commitments and contingencies.	schedule 5/1-5/224
2. Consolidated Financial Statements of the Bank and its Subsidiaries, which consist of at least:	
a. Statement of Financial Position (Balance Sheet);	schedule 1/1-1/4
b. Statement of Income and Other Comprehensive Income;	schedule 2/1-2/2
c. Statement of Changes in Equity; and	schedule 3/1-3/3
d. Statement of Commitment and Contingencies.	schedule 5/162-5/164
3. Financial statements for Banks that are a part of a business group.	-
a. Banks that are a part of a business group, is also required to submit information consisting of:	
(1) Parent Company Consolidated Financial Statements includes financial report all entities in the group, in financial sector; or	
(2) Parent Company Consolidated Financial Statements includes financial report all entities in the group, in financial and non financial sector.	
b. Financial Statements as referred in point a, which at least includes:	-
(1) Statement of Financial Position (Balance Sheet);	
(2) Statement of Income and Other Comprehensive Income;	
(3) Statement of Changes in Equity;	
(4) Statement of Commitments and Contingencies	
c. Financial Performance, consisting of:	
1) Calculation of Capital Adequacy Ratio (CAR).	7; 146; 147; 148; 151; 161; 225; 366
2) Quantity and quality of Earning Assets and Allowance for Impairment Losses (CKPN), which at least information grouping:	
a) Financial instruments;	schedule 5/34-5/37; 5/41-5/42; 5/60; 5/71-5/72; 5/155; 5/204-5/208
b) Provision of funds to related parties;	schedule 5/165-5/168
c) Loans to Micro, Small and Medium Enterprises (SMEs) debtors;	102-103; 454-464
d) Loans classified as special mention (including restructured loans and property loans), and	139-140
e) Allowance for losses on assets (PPA) that should be maintained based on financial instruments	148; 180-181; schedule 5/210
3) Bank financial ratios, among others:	7-8
a) Capital Adequacy Ratio (CAR)	√
b) Return on Asset (ROA);	√
c) Return on Equity (ROE);	√
d) Operating Expenses to Operating Income Ratio;	√
e) Percentage of Violation and Lending in Excess of Legal Lending Limit; and	√
f) Net Open Position (NOP).	√
4) Spot and Derivative transactions;	schedule 5/41-5/42; 5/88-5/91
d. Capital disclosure and risk management implementation, at least include information about risk profile and possible loss that may occur, taking into account the following matters:	
1) Capital disclosure and risk exposure disclosure and risk management implementation aims to enhance transparency to the public by determining minimum requirements of disclosure, so that the public can assess the risk profile and capital adequacy of the bank.	√
2) The Bank should have written policy approved by the Board of Directors regarding the disclosures to be reported and internal controls in the disclosure process.	√
3) Disclosure of capital and risk management implementation, among others:	
a) Capital Disclosure, at least cover:	
i. Qualitative disclosures, among others information about:	147-149; schedule 5/209-5/211

Form and Content of Annual Report	Page
(a) Capital structure,covering explanation on the equity instruments issued by the bank including: characteristics, duration of instrument, callable feature, features step-up, yield rate, and rating (if available), and	√
(b) Capital adequacy, covering explanations on the approach used by the bank in assessing capital adequacy to support current and future activities.	√
ii. Quantitative disclosures covering capital structure of the Bank.	147-149
b) Risk Exposure and Risk Management Disclosure at least include:	168-251
i. Disclosure on the bank's Risk Management in general, including:	168-251
(a) Active supervision of the Board of Commissioners and the Board of Directors;	172
(b) Adequacy of Risk Management Policies and Procedures, and Determination of Risk Management Limits;	173
(c) Adequacy of Risk Identification, Measurement, Monitoring and Mitigation Processes As Well As Risk Management Information System; and	174
(d) Comprehensive Internal Control System.	174-175
ii. Disclosure on risk exposure and implementation of bank Risk Management in particular, covering:	
(a) Credit Risk;	178-223
(b) Market Risk;	224-228
(c) Operational Risk;	228-239
(d) Liquidity Risk;	225-228
(e) Legal Risk;	240-241
(f) Strategic Risk	241-242
(g) Compliance Risk; and	243-245
(h) Reputation Risk.	-
iii. Disclosure of Credit Risk as referred to in point ii (a), which includes:	
(a) General Disclosure, consist of:	
i) Qualitative Disclosure, among others:	
(i) Information regarding the application of credit risk Management including Credit risk management organization, Credit risk management strategies for activities that have a significant credit risk exposure, Credit concentration risk management policies and Mechanism for credit risk measurement and control.	178-180
(ii) Definition of overdue receivables and impaired receivables, and	180
(iii) Description on the approach used for the Allowance for Loan Impairment Losses (CKPN), individually and collectively, as well as the statistical methods used in the calculation of CKPN.	180-181
ii) Quantitative Disclosure, among others:	
(i) Disclosure on Net Receivables by Region;	182-185
(ii) Disclosure on Net Receivables by Contractual Maturity;	186-187
(iii) Disclosure on Net Receivables by Economic Sector;	188-191
(iv) Disclosure on Receivables and Provisioning by Region;	192-193
(v) Disclosure on Receivables and Provisioning by Economic Sectors; and	194-197
(vi) Details on Movements of Allowances for Impairment Losses.	198
(b) Disclosure of Credit Risk using the Standardized Approach, which consists of:	199-207
i) Qualitative Disclosure, among others:	199, 204
(i) Information regarding the use rating in the calculation of Risk Weighted Assets (RWA) for credit risk;	199-203
(ii) Category of portfolios that use the rating;	199-203
(iii) Rating agency; and	200-203
(iv) Disclosure of counterparty credit risk, including types of mitigation instruments commonly accepted / delivered by the bank.	204-207
ii) Quantitative Disclosure, among others:	200-207
(i) Disclosure of net receivables by Portfolio and Rating Category;	200-203
(ii) Disclosure on Counterparty Credit Risk	204-207
(c) Disclosure on Credit Risk Mitigation using the Standardized Approach	207-208
i) Qualitative Disclosure, among others:	207-208
(i) Information regarding the bank's policy for the main types of collateral accepted;	207-208
(ii) Policies, procedures, and processes to assess and manage collateral;	207
(iii) Main warrantors/guarantors and their credit worthiness; and	207-208
(iv) Information on concentration level arising from the use of credit risk mitigation techniques.	207-208

Form and Content of Annual Report	Page
ii) Quantitative Disclosure, among others:	208-215
(i) Disclosure of net Receivables based on Risk Weighting after Credit Risk Mitigation;	208-211
(ii) Disclosure of net Receivables and Credit Risk Mitigation Techniques.	212-215
(d) Disclosure of Asset Securitization, which consists of:	216-217
i) Qualitative Disclosure, among others:	216-217
(i) General disclosure of risk management, which includes objective of asset securitization, the effectivity of securitization activities in transfering the bank's credit risk to other party's over any transaction that underlay the asset securitization activities, the bank's functions in asset securitization activity, and an explanation of the bank's involvement in those functions;	216-217
(ii) Summary of accounting policies for asset securitization activities, which include, transactions treated as sales or funding, recognition of gains from securitization activities, and assumptions used to assess the presence or absence of on going involvement in the securitization activity, including changes from the previous period and the impact of those changes; and	216-217
(iii) Names of the rating used in asset securitization activities and asset securitization exposures rated by the said agency.	216-217
ii) Quanitative Disclosure, among others:	218-219
(i) Securitization Transaction Disclosure; and	218-219
(ii) Securitization Transaction Activity Summary in which the bank acts as the Originator.	-
(e) Quantitative Disclosure of Credit Risk RWA Calculation using Standardized Approach	220-223
iv. Disclosure of Market Risk as referred to in point ii (b), which includes	224-225
(a) Standardized measurement method for market risk, comprised of	224-225
i) Qualitative Disclosure, among others:	224-225
(i) Information regarding the application of risk management Including Market risk management organization; trading book and banking book portfolio management, as well as the valuation methodology used; Market risk measurement mechanism for monitoring and periodic risk and for capital adequacy calculations, both on banking book and on trading book.	224-225
(ii) Trading book and banking book portfolio which were taken into account in the Capital Adequacy Ratio (CAR)	225
(iii) Measures and plans to anticipate market risk on foreign currency transactions, because of changes in exchange rates and of fluctuations of interest rates, including descriptions of all fundings and contracts without protection or hedging, and debts with floating rate or not determined in advance.	224-225
ii) Quantitative Disclosures, at least including: market risk disclosures using standardized measurement methods	225
(b) Internal model-based approach to market risk, which consists of:	n.a
i) Qualitative Disclosure, among others:	
(i) Information regarding the application of risk management Including Market risk management organization; trading book and banking book portfolio management, as well as the valuation methodology used; Market risk measurement mechanismfor monitoring and periodic riskand for capital adequacy calculations, both on banking book and on trading book.	
(ii) Trading and banking book portfolio which were taken into account in the Minimum Capital Requirement (CAR)	
(iii) For each portfolio covered by the Internal Model approach, disclosure on the model characteristics, description of stress testing for the portfolio and description of the approach used for backtesting/validating the accuracy and consistency of the internal models and the process of model development	
(iv) Portfolio using internal models that have been approved by Financial Service Authority; and	
(v) The amount of frequency deviation between the Value at Risk (VaR) and the actual losses during the reporting period.	
ii) Quantitative Disclosure, at least including market risk disclosures using internal models (Value at Risk/VaR)	
v. Disclosure of Operational Risk as referred to in point ii (c), which includes	228-239
(a) Qualitative Disclosures, including: information on the implementation of risk management for operational risk, including:	228-231
i) Operational risk management organization;	228-229
ii) The mechanism used by the bank to identify and quantify operational risk; and	230-231
iii) A mechanism to mitigate operational risk.	231

Form and Content of Annual Report	Page
(b) Quantitative Disclosure on operational risk	229
vi. Disclosure of Liquidity Risk as referred to in point ii (d), which includes	225-228; 232-239
(a) Qualitative Disclosures, including: information on the implementation of risk management for liquidity risk, including:	225-228
i) Liquidity risk management organization;	225-226
ii) Early warning indicators of liquidity problems; and	226-227
iii) The mechanisms of measurement and control liquidity risk	227-228
(b) Quantitative Disclosures on liquidity risk, which at least Includes:	232-239
i) Disclosure of Rupiah Maturiity Profile	232-235
ii) Disclosure of Foreign Currency Maturity Profile	236-239
vii. Disclosure of Legal Risk as referred to in point ii (e), which includes qualitative disclosure about risk management for legal risks include the following:	240-241
(a) Legal risk management organization; and	240
(b) Legal risk control mechanisms.	240-241
viii. Disclosure of Strategic Risk as referred to in point ii (f), which includes qualitative disclosure about risk management for strategic risks include the following:	241-242
(a) Strategic risk management organization; and	241
(b) Policy that allows banks to identify and respond to internal and external changes in the business environment; and	241-242
(c) Mechanisms to measure the progress of the business plan.	242
ix. Disclosure of Compliance Risk as referred to in point ii (g), which includes qualitative disclosure about risk management for compliance risks include the following:	243-244
(a) Compliance risk management organization; and	243
(b) The effectiveness of risk management strategies and risk management for compliance risk, primarily for ensuring that the development of policies and procedures are in accordance with generally accepted standards, and prevailing rules and / or regulations; and	243-244
(c) Monitoring and controlling compliance risk.	244
x. Disclosure of Reputation Risk as referred to in point ii (g), which includes qualitative disclosure about risk management for reputation risks include the following:	n.a
(a) Organizational reputation risk management, including the implementation of reputation risk management by related units (Corporate Secretary, Public Relations, and the related business units);	
(b) Policies and mechanisms to improve the quality of service to customers and other stakeholders to control reputational risk; and	
(c) Reputation risk management in times of crisis.	
e. Spesific Disclosure of bank which become the part of Business Group and/or its subsidiaries, at least consisting of:	
1) Structure of the bank business group, consisting of at least:	
a) Business group structure, from the bank, subsidiaries, affiliates, financial holding company, and/or parent company to the ultimate shareholder;	78, 82
b) Structure of the management relationship in the bank's business, and	schedule 5/1-5/12
c) Shareholders acting on behalf of other shareholders (shareholders acting in concert). The definition of a shareholder acting on behalf of other shareholders is individual shareholders or companies / legal entities who have the common goal of controlling the bank, based or not based on agreement.	78, 82
2) Transactions between the bank and related parties in the bank's business group, taking into account the following matters:	
a) Information of transactions with related parties conducted by the bank or any company or legal entity in the bank business group working in the field of finance;	157-158; schedule 5/165-5/168
b) Related party is party as stipulated in the applicable Statement of Financial Accountancy Standard;	schedule 5/165-5/168
c) Types of transactions with related party are, among others:	schedule 5/165-5/168
i. Cross shareholders;	schedule total assets
ii. Transactions from one business group acting for the interest of other business groups;	schedule 5/165-5/168
iii. Management of short term liquidity centralized in one business group;	schedule 5/165-5/168

Form and Content of Annual Report	Page
iv. Provision of funds distributed or received by another company in one business group;	schedule 5/165-5/168
v. Exposure to majority shareholder in the form of loans, commitments and guarantees; and	schedule 5/165-5/168
vi. Buying or selling of assets with another company in a business group, including repurchase agreements.	schedule 5/165-5/168
3) Transactions with related parties which conduct by every entities in the bank's business group working in the field of finance	schedule 5/165-5/168
4) Funds provision, commitment or other equal facilities of each company or legal entity belonging to one business group with the bank on a debtor already obtaining fund provisions from the bank.	377
5) Consolidated capital disclosure, type of risk, allowance for loan losses, risk management, as referred in point d.	147-152; 168-251; 374-376
f. Other disclosures in accordance with other Financial Accounting Standards which has not been included in point a through e above.	n.a
g. Public Accountant's opinion on the financial statement which contains opinion of Financial Statements as referred in point b.	502-504
III. Bank, in Accordance to Made Financial Report, Referred to Annual Report Guidelines for Conventional Bank which is Part of Financial Services Authorities Circular Letter.	√
IV. Specific Report which is Submitted to Financial Services Authority on an Annual Basis for Banks that are a Part of a Business Group and/or that Own Subsidiaries About:	√
a. Annual report of a Parent Entity that covers all entities in financial business groups or annual report of a Parent Entity that covers all entities in financial and non-financial business groups;	
b. Annual report of Controlling Shareholders with majority share ownership pr annual report of entities which directly controls the Bank;	
c. Annual report of Subsidiaries; and	
d. Annual report of Head Office for branch offices located overseas.	

Consolidated Financial Statements

PT Bank Danamon Indonesia Tbk and Subsidiaries

Consolidated financial statements as of December 31, 2015 and for the year then ended with independent auditors' report

Danamon

SURAT PERNYATAAN DIREKSI
TENTANG
TANGGUNG JAWAB ATAS LAPORAN KEUANGAN KONSOLIDASIAN TANGGAL 31 DESEMBER 2015 DAN UNTUK TAHUN YANG BERAKHIR PADA TANGGAL TERSEBUT
PT BANK DANAMON INDONESIA Tbk DAN ENTITAS ANAK

Kami yang bertanda tangan di bawah ini:

1. Nama : Sng Seow Wah
   Alamat Kantor : Menara Bank Danamon Lt 5
   Jl. Prof. Dr. Satrio Kav. E4 No. 6
   Mega Kuningan
   Jakarta 12950
   Alamat Rumah : #3315 Verde Apartment,
   East Tower,
   Jl. H. Cokong, Kuningan, CBD
   Nomor Telepon : 57991188
   Jabatan : Direktur Utama

2. Nama : Vera Eve Lim
   Alamat Kantor : Menara Bank Danamon Lt 6
   Jl. Prof. Dr. Satrio Kav. E4 No. 6
   Mega Kuningan
   Jakarta 12950
   Alamat Rumah : Komplek Teluk Mas
   Jl. Teluk Gong Raya Blok C4
   No. 20
   Jakarta Utara
   Nomor Telepon : 57991437
   Jabatan : Direktur

Menyatakan bahwa:

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian PT Bank Danamon Indonesia Tbk dan Entitas Anak;

2. Laporan keuangan konsolidasian PT Bank Danamon Indonesia Tbk dan Entitas Anak telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;

3. a. Semua informasi dalam laporan keuangan konsolidasian PT Bank Danamon Indonesia Tbk dan Entitas Anak telah dimuat secara lengkap dan benar;

   b. Laporan keuangan konsolidasian PT Bank Danamon Indonesia Tbk dan Entitas Anak tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material.

BOARD OF DIRECTORS' STATEMENT
REGARDING
THE RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS
AS OF 31 DESEMBER 2015 AND
FOR THE YEAR THEN ENDED
PT BANK DANAMON INDONESIA Tbk
AND SUBSIDIARIES

We, the undersigned:

1. *Name : Sng Seow Wah*
   Office Address : Menara Bank Danamon 5th Floor, Jl. Prof. Dr. Satrio Kav. E4 No. 6, Mega Kuningan Jakarta 12950
   Residential Address : #3315 Verde Apartment, EastTower, Jl. H. Cokong, Kuningan, CBD
   Telephone : 57991188
   Title : President Director

2. *Name : Vera Eve Lim*
   Office Address : Menara Bank Danamon 6th Floor, Jl. Prof. Dr. Satrio Kav. E4 No. 6, Mega Kuningan Jakarta 12950
   Residential Address : Komplek Teluk Mas Jl. Teluk Gong Raya Blok C4 No. 20 North Jakarta
   Telephone : 57991437
   Title : Director

Declare that:

1. *We are responsible for the preparation and presentation of the consolidated financial statements of PT Bank Danamon Indonesia Tbk and Subsidiaries;*

2. *The consolidated financial statements of PT Bank Danamon Indonesia Tbk and Subsidiaries have been prepared and presented in accordance with Indonesian Financial Accounting Standards;*

3. *a. All information has been disclosed in a complete and truthful manner in PT Bank Danamon Indonesia Tbk and Subsidiaries' consolidated financial statements;*

   b. The consolidated financial statements of PT Bank Danamon Indonesia Tbk and Subsidiaries do not contain any incorrect information or material facts, nor do they omit information or material facts;

Danamon

4. Kami bertanggung jawab atas sistem pengendalian internal PT Bank Danamon Indonesia Tbk.

4. *We are responsible for the internal control system of PT Bank Danamon Indonesia Tbk.*

Demikian pernyataan ini dibuat dengan sebenarnya.

This statement has been made truthfully.

Atas nama dan mewakili Direksi/*For and on behalf of the Board of Directors*

METERAI TEMPEL 6000

Sng Seow Wah
Direktur Utama/*President Director*

Vera Eve Lim
Direktur/*Director*

Jakarta, 1 Maret/*March* 2016

EY
Building a better working world

Purwantono, Sungkoro & Surja

Indonesia Stock Exchange Building
Tower 2, 7th Floor
Jl. Jend. Sudirman Kav. 52-53
Jakarta 12190, Indonesia

Tel : +62 21 5289 5000
Fax: +62 21 5289 4100
ey.com/id

The original report included herein is in the Indonesian language.

Laporan Auditor Independen

Laporan No. RPC-348/PSS/2016

Pemegang Saham, Dewan Komisaris, dan Direksi
PT Bank Danamon Indonesia Tbk

Kami telah mengaudit laporan keuangan konsolidasian PT Bank Danamon Indonesia Tbk dan entitas anaknya terlampir, yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2015, serta laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, dan suatu ikhtisar kebijakan akuntansi signifikan dan informasi penjelasan lainnya.

Tanggung jawab manajemen atas laporan keuangan

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Tanggung jawab auditor

Tanggung jawab kami adalah untuk menyatakan suatu opini atas laporan keuangan konsolidasian tersebut berdasarkan audit kami. Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Standar tersebut mengharuskan kami untuk mematuhi ketentuan etika serta merencanakan dan melaksanakan audit untuk memperoleh keyakinan memadai tentang apakah laporan keuangan konsolidasian tersebut bebas dari kesalahan penyajian material.

Independent Auditors' Report

Report No. RPC-348/PSS/2016

The Shareholders and the Boards of Commissioners and Directors
PT Bank Danamon Indonesia Tbk

We have audited the accompanying consolidated financial statements of PT Bank Danamon Indonesia Tbk and its subsidiaries, which comprise the consolidated statement of financial position as of 31 December 2015, and the consolidated statements of profit or loss and other comprehensive income, changes in equity, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of such consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' responsibility

Our responsibility is to express an opinion on such consolidated financial statements based on our audit. We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether such consolidated financial statements are free from material misstatement.

The original report included herein is in the Indonesian language.

Laporan Auditor Independen (lanjutan)

Laporan No. RPC-348/PSS/2016 (lanjutan)

Tanggung jawab auditor (lanjutan)

Suatu audit melibatkan pelaksanaan prosedur untuk memperoleh bukti audit tentang angka-angka dan pengungkapan dalam laporan keuangan. Prosedur yang dipilih bergantung pada pertimbangan auditor, termasuk penilaian atas risiko kesalahan penyajian material dalam laporan keuangan, baik yang disebabkan oleh kecurangan maupun kesalahan. Dalam melakukan penilaian risiko tersebut, auditor mempertimbangkan pengendalian internal yang relevan dengan penyusunan dan penyajian wajar laporan keuangan entitas untuk merancang prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektivitasan pengendalian internal entitas. Suatu audit juga mencakup pengevaluasian atas ketepatan kebijakan akuntansi yang digunakan dan kewajaran estimasi akuntansi yang dibuat oleh manajemen, serta pengevaluasian atas penyajian laporan keuangan secara keseluruhan.

Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

Opini

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian PT Bank Danamon Indonesia Tbk dan entitas anaknya tanggal 31 Desember 2015, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Independent Auditors' Report (continued)

Report No. RPC-348/PSS/2016 (continued)

Auditors' responsibility (continued)

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of PT Bank Danamon Indonesia Tbk and its subsidiaries as of 31 December 2015, and their consolidated financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

EY
Building a better working world

The original report included herein is in the Indonesian language.

Laporan Auditor Independen (lanjutan)

Laporan No. RPC-348/PSS/2016 (lanjutan)

Hal lain

Audit kami atas laporan keuangan konsolidasian PT Bank Danamon Indonesia Tbk dan entitas anaknya tanggal 31 Desember 2015, serta untuk tahun yang berakhir pada tanggal tersebut terlampir, dilaksanakan dengan tujuan untuk merumuskan suatu opini atas laporan keuangan konsolidasian tersebut secara keseluruhan. Informasi keuangan PT Bank Danamon Indonesia Tbk (entitas induk) terlampir, yang terdiri dari laporan posisi keuangan tanggal 31 Desember 2015, serta laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas, dan laporan arus kas untuk tahun yang berakhir pada tanggal tersebut, dan suatu ikhtisar kebijakan akuntansi signifikan dan informasi penjelasan lainnya (secara kolektif disebut sebagai "Informasi Keuangan Entitas Induk"), yang disajikan sebagai informasi tambahan terhadap laporan keuangan konsolidasian terlampir, disajikan untuk tujuan analisis tambahan dan bukan merupakan bagian dari laporan keuangan konsolidasian terlampir yang diharuskan menurut Standar Akuntansi Keuangan di Indonesia. Informasi Keuangan Entitas Induk merupakan tanggung jawab manajemen serta dihasilkan dari dan berkaitan secara langsung dengan catatan akuntansi dan catatan lainnya yang mendasarinya yang digunakan untuk menyusun laporan keuangan konsolidasian terlampir. Informasi Keuangan Entitas Induk telah menjadi objek prosedur audit yang diterapkan dalam audit atas laporan keuangan konsolidasian terlampir berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Menurut opini kami, Informasi Keuangan Entitas Induk disajikan secara wajar, dalam semua hal yang material, berkaitan dengan laporan keuangan konsolidasian terlampir secara keseluruhan.

Independent Auditors' Report (continued)

Report No. RPC-348/PSS/2016 (continued)

Other matter

Our audit of the accompanying consolidated financial statements of PT Bank Danamon Indonesia Tbk and its subsidiaries as of 31 December 2015, and for the year then ended, was performed for the purpose of forming an opinion on such consolidated financial statements taken as a whole. The accompanying financial information of PT Bank Danamon Indonesia Tbk (parent entity), which comprises the statement of financial position as of 31 December 2015, and the statements of profit or loss and other comprehensive income, changes in equity, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information (collectively referred to as the "Parent Entity Financial Information"), which is presented as a supplementary information to the accompanying consolidated financial statements, is presented for the purposes of additional analysis and is not a required part of the accompanying consolidated financial statements under Indonesian Financial Accounting Standards. The Parent Entity Financial Information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the accompanying consolidated financial statements. The Parent Entity Financial Information has been subjected to the auditing procedures applied in the audit of the accompanying consolidated financial statements in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. In our opinion, the Parent Entity Financial Information is fairly stated, in all material respects, in relation to the accompanying consolidated financial statements taken as a whole.

Purwantono, Sungkoro & Surja

Benyanto Suherman
Registrasi Akuntan Publik No. AP.0685/*Public Accountant Registration No. AP.0685*

1 Maret 2016/*1 March 2016*

"Printed from recycled paper manufactured by Danamon's recycling partner, which used waste paper from Danamon's operations"

Annual Report

2015

Growing with Our Customers

PT Bank Danamon Indonesia, Tbk.
Menara Bank Danamon
Jl. Prof. Dr. Satrio Kav. E-IV No. 6
Mega Kuningan, Jakarta 12950, Indonesia
Tel. 62 21 5799 1001-03
Fax. 62 21 5799 1160-61
www.danamon.co.id