



GOOD CORPORATE **GOVERNANCE**





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In line with the Bank's efforts to continuously improve its business achievements, Danamon continues to strengthen its commitment to always improve and implement a high quality of good corporate governance, even during the COVID-19 pandemic.

Danamon believes that the implementation of good corporate governance is the foundation for achieving strong performance over the long term, as well as protecting the interests of and bringing added value to Danamon's stakeholders.

> GOOD CORPORATE GOVERNANCE



BASIC IMPLEMENTATION OF DANAMON'S CORPORATE GOVERNANCE POLICY

Danamon has an Integrated Corporate Governance Policy comprising part I (related to the Financial Conglomeration) and part II (related to Danamon), which serves as a guideline and practical reference for implementing the principles of good corporate governance (GCG) in all activities and organizational levels in Danamon and financial services institutions within MUFG Group Financial Conglomeration. The Integrated Corporate Governance Policy is prepared in accordance with the relevant laws and regulations, including the Limited Liability Company Law, Banking Law, Financial Services Authority regulations, Bank Indonesia regulations, Indonesia Stock Exchange and Articles of Association regulations, ASEAN Corporate Governance Scorecard, Indonesian GCG General Guidelines and Indonesian GCG Banking Guidelines issued by the National Committee for Governance Policy (KNKG), as well as best practices for implementing good corporate governance.

COMMITMENT AND OBJECTIVES IN IMPLEMENTING DANAMON'S CORPORATE GOVERNANCE

Danamon is committed to consistently improving the quality of the implementation of the principles of good corporate governance at all levels of the organization and in all aspects of its business activities, including in an integrated manner in Subsidiaries and Related Companies. Along with the development of best practices for implementing corporate governance, both in the banking industry and in the financial services industry, Danamon is refining its governance policies as a manifestation of its commitment to improving the quality of governance implementation.

The implementation of good corporate governance in a sustainable manner is expected to further boost Danamon's performance, increase investor confidence, protect the interests of stakeholders, and optimize the added value of Danamon and be able to make a positive contribution to the banking industry, financial industry and the Indonesian economy.

ROADMAP OF DANAMON'S CORPORATE < GOVERNANCE IMPLEMENTATION

Danamon has consistently and continuously made improvements to Danamon's corporate governance as outlined in corporate governance implementation roadmap of Danamon. Corporate governance implementation roadmap of Danamon is as follows:

2013

- Disclosure of the AGM Agenda and its explanations.
- Published GMS Resolutions one day after the GMS is held.
- Disclosures on the Danamon website: Corporate Governance Policy, Articles of Association, Personal Investment Policy, Transactions of Related Party and Transactions with Conflicts of Interest Policy, Shareholders and groups.
- Improvement of the Danamon website, including bilingual.
- Completed management profile and minutes of the GMS.
- Disclosure of the Remuneration Policy for the Board of Directors and Board of Commissioners in the Annual Report.

2014

- Aligned and improved the practice of good corporate governance with the prevailing laws and regulations, primarily with the recommendations of the Financial Services Authority as stated in the Indonesian Corporate Governance Roadmap.
- Aligned and improved the practices of good corporate governance with the ASEAN CG Scorecard.
- Facilitated all members of the Board of Commissioners with risk management refreshment course.
- Separated the Nomination and Remuneration Committee into 2 (two) committees, namely the Nomination Committee and the Remuneration Committee.
- Referring to the applicable regulations, adjusted the membership structure of the Audit Committee, Risk Oversight Committee, Remuneration Committee, and Nomination Committee.
- Enhanced and updated the Guidelines and Code of Conduct (the Charters) of the Board of Commissioners, Board of Directors, Audit Committee, Risk Oversight Committee, Nomination Committee, Remuneration Committee and Governance Committee.
- Affiliated Transactions and Conflicts of Interest Policy.

2015

- Implementation of Integrated Corporate Governance and Integrated Risk Management through the availability of integrated structure and infrastructure.
- Addition of Independent Commissioner on the Nomination Committee and Remuneration Committee.
- Established Diversity Policy of the Board of Commissioners and the Board of Directors, Nomination Policy for the Board of Commissioners and Board of Directors, Performance Assessment Policy for the Board of Commissioners and Board of Directors, Tools for Performance Assessment of the Board of Commissioners, Anti Gratification Established Diversity Policy of the Board of Commissioners and Board of Directors, Nomination Policy for the Board of Commissioners and Board of Directors, Performance Assessment Policy for the Board of Commissioners and Board of Directors, Tools for Performance Assessment of the Board of Commissioners, Anti Gratification Policy (Providing and Receiving Gifts).
- Dividend payment within 30 days.
- Disclosure of candidate profiles for members of the Board of Commissioners.

2016

- Improvement of the Integrated Corporate Governance implementation and improvement of the Subsidiaries' Corporate Governance guidelines.
- Enhancement of the Corporate Governance implementation in line with the the Financial Services Authority regulations regarding the Corporate Governance Guidelines for Listed Companies.
- Updated the Charters of Nomination Committee and Remuneration Committee.
- Adjustment and simplification of committees under the Board of Directors.
- Established Communication Policy, Board of Directors Succession Policy, and Board of Directors Performance Assessment Tools.
- Improved of the Whistleblower Policy.

2017

- Alignment of Danamon's corporate governance implementation with the regulation of the Financial Services Authority on the Implementation of Corporate Governance for Commercial Banks.
- Improvement of the Danamon website.
- Improvement of supporting policies of Danamon's corporate governance implementation.

2018

- Improvement of Danamon's Corporate Governance implementation.
- Review the guidelines and work procedures (the Charters) of the Board of Directors, Board of Commissioners, Committees under the Board of Commissioners.
- Review of the Subsidiaries' Corporate Governance Policy.
- Adjustment to the membership structure of the Integrated Corporate Governance Committee.
- Improvement of a number of policies related to the implementation of the Anti Money Laundering and Combating the Financing of Terrorism (AML and CFT).
- Refinement and updating of a number of policies related to Risk Management.
- Changes in organizational structure.

2019

- Improvement of policies supporting the Implementation of Danamon's Corporate Governance.
- Improvement of the Charters for the organs of Corporate Governance.
- Update the Code of Conduct.
- Adjustment of Committee membership structure.
- Adjustment of Committee membership structure.
- Refinement and update of the policies related to Risk Management and Integrated Corporate Governance.
- Change in organizational structure.

2020

- Adjustments to the structure and members of the Financial Conglomeration.
- Adjustment of committee membership structure.
- Completion and updating of guidelines and work procedures (charters) for corporate governance organs.
- Improvement of a number of policies related to the implementation of the Anti-Money Laundering and Counter-Financing of Terrorism (AML-CFT) policies.
- Refinement and updating of a number of policies related to Risk Management and Integrated Corporate Governance.

2021

- Refinement and updating of a number of policies related to Risk Management and Integrated Corporate Governance.
- Refinement and updating of policies that support the implementation of corporate governance.
- Adjustment of Committees' membership structure.
- Refinement of a number of policies related to the implementation of the Anti Money Laundering and Prevention of Terrorism Financing (AML-PPT) policies.
- Changes in organizational structure.

DANAMON'S CORPORATE GOVERNANCE < POLICY ORGAN AND IMPLEMENTATION

Corporate Governance Policy of Danamon

Corporate Governance Policy of Danamon is part of the Integrated Corporate Governance (ICG) Policy, which is a guideline in implementing corporate governance at all levels of the organization based on the following principles of good corporate governance:

Transparency

Danamon is committed to providing adequate, clear, accurate and timely disclosure of information, comparable and easily accessible to shareholders and stakeholders

Accountability

Clear assignment of functions, duties and authorities as well as responsibilities within the organization which have been regulated in accordance with the guidelines and work rules of each function. Danamon as an institution can be held accountable for its performance.

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 business sustainability and gain recognition as a good corporate citizen.

Fairness and Equality

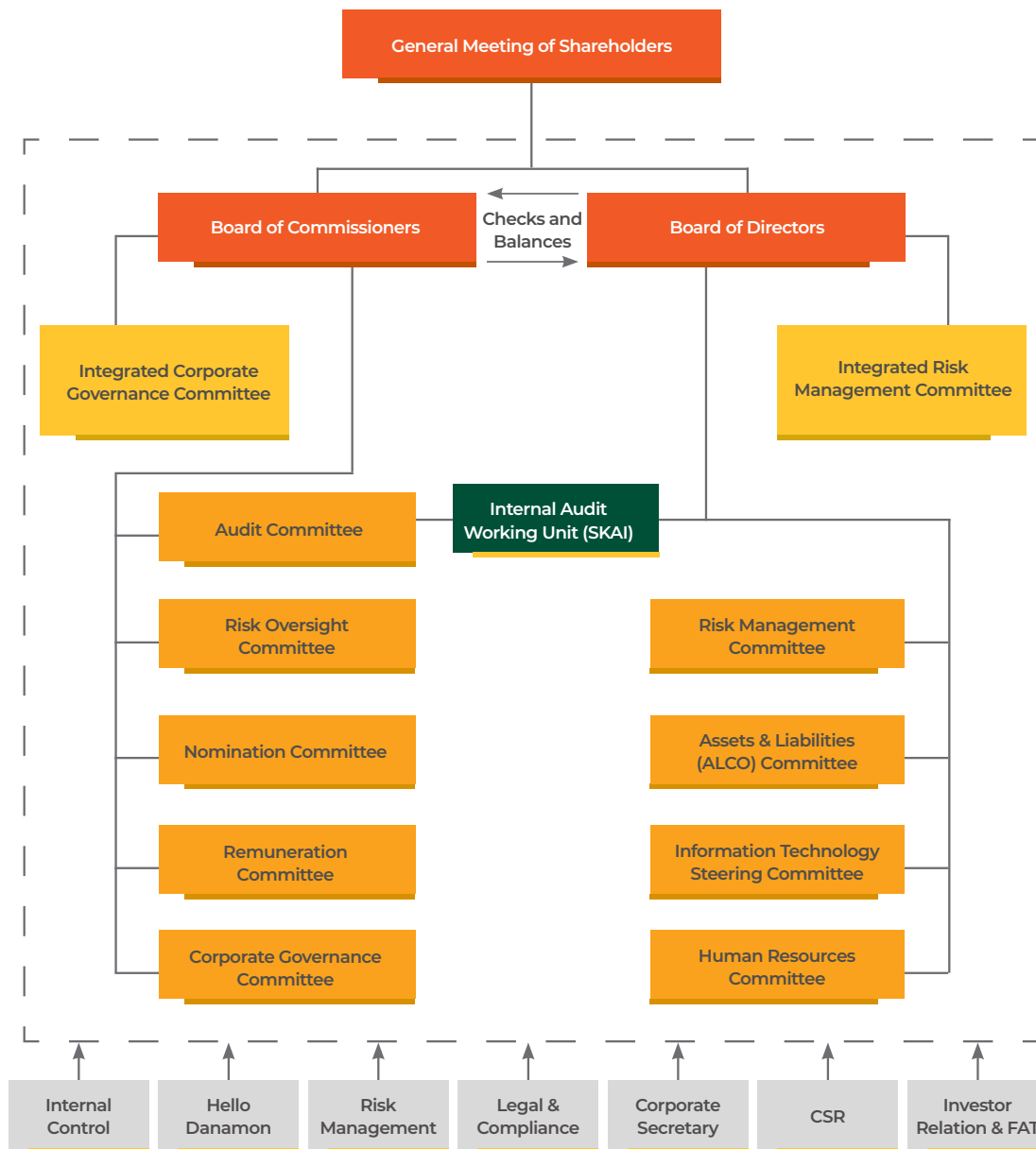
Danamon always ensures that the rights and interests of all shareholders, both majority and minority, can be fulfilled. Danamon also always provides fair and equal treatment to all stakeholders.

Independency

Danamon's organs carry out their activities independently and objectively, and avoid being dominated by any party. Danamon is committed to running its business by prioritizing professionalism.

Corporate Governance Organs of Danamon

Danamon's corporate governance organs are established to support the implementation of the principles of good corporate governance so that it can run systematically and structurally. The supporting organs for the implementation of Danamon's corporate governance have clear roles and responsibilities in order to create a checks and balances control mechanism.



Danamon's Corporate Governance Implementation

Danamon realizes that the implementation of Good Corporate Governance (GCG) is no longer a necessity, but is the main foundation and basic need in carrying out business activities. The implementation of good corporate governance is built based on solid integrity, so that the principles of good corporate governance can be implemented at every level of the organization, and carried out in every Danamon activity so that all operational activities can be carried out consistently and continuously.

The implementation of Danamon's Corporate Governance is based on 5 (five) basic principles of good governance, namely the principles of Transparency, Accountability, Responsibility, Independency as well as Fairness and Equality which are grouped into a governance system consisting of 3 (three) aspects of governance in the form of a Governance Structure, Governance Process and Governance Outcome.

Governance Structure	Governance Process	Governance Outcome
<ul style="list-style-type: none"> The number, composition, criteria and independence of the Board of Commissioners, the Board of Directors and Danamon's committees are adequate and in accordance with the needs of Danamon and the prevailing regulations of the Financial Services Authority/Bank Indonesia; Danamon as the Main Entity of the Danamon Group to has established the Integrated Corporate Governance Committee and the Integrated Risk Management Committee; The main duties, responsibilities and functions of all levels at Danamon are adequate and are stipulated in the Policies, Guidelines and Work Rules. Danamon's Policies, Procedures and Management Information Systems are available and supporting Danamon's operational activities; Corporate Governance Guidelines, Risk management framework, adequacy of internal controls, compliance functions and internal audit function with the assignment of external audits that meet the requirements; Availability of policies on provision of funds to related parties/provision of large funds, conflict of interest and transparency aspects; Strategic and business plans are in line with the vision and mission of Danamon. 	<ul style="list-style-type: none"> Implementation of the functions, duties and responsibilities of Danamon's organs is adequate so that it can optimize the functions of supervision and control; The process of replacing and appointing the Board of Commissioners, Board of Directors and Committees is in accordance with the applicable regulations; Enhancement of the competence of the Board of Commissioners and Board of Directors through sustainability education and trainings; Disclosure of affiliated transactions, conflict of interest by the Board of Directors and the Board of Commissioners; Provision of funds to related parties and the provision of large funds are conducted through normal credit approval process and taking into account the principle of arm's length; Risk management has been well implemented so that the risks that may arise can be managed adequately; Information disclosure of financial, non-financial, Danamon's product, and customer complaint completely, accurately and proportionally; The preparation of strategic and business plans is carried out in a realistic, comprehensive and measurable manner which is approved by the Board of Commissioners and communicated to the shareholders and to all levels of the organization. 	<ul style="list-style-type: none"> Positive Danamon's performance including profitability, efficiency and capital; Danamon's activities are free from the intervention of the owners and other related parties which can cause a conflict of interest; Disclosure of financial and non-financial conditions as well as other important information supported by the Danamon website that is informative and easily accessible to stakeholders; Adequate compliance and risk management as well as follow-up on audit results in accordance with the commitments; The Bank's Business Plan describes Danamon's sustainable growth and provides economic and non-economic benefits for all Stakeholders.

> FOCUS AND ACHIEVEMENTS OF DANAMON'S CORPORATE GOVERNANCE IMPLEMENTATION IN 2020

The implementation of Danamon's corporate governance focuses on improving and enhancement of the implementation of Danamon's corporate governance by prioritizing ethics and integrity in managing of the company. During 2020, various initiatives in terms of strengthening the implementation of corporate governance through alignment of corporate governance implementation in accordance with laws and regulations as well as improvements to governance structures and supporting policies, among others:

Amendments to the Articles of Association

Danamon has amended several articles in Danamon's Articles of Association in order to comply with OJK Regulation No. 15/POJK.04/2020 dated April 20, 2020 concerning the Plan and Implementation of the General Meeting of

Shareholders of Public Companies and restatement of all articles in Danamon's Articles of Association. Amendments to the Articles of Association of Danamon was approved by the Extraordinary General Meeting of Shareholders (EGMS) on November 26, 2020.

Adjustment of Financial Conglomeration

In early 2020, MUFG Bank, Ltd as Danamon's Controlling Shareholder has appointed Danamon as the Main Entity in the MUFG Group Financial Conglomeration. The appointment of the Main Entity and changes to the MUFG Group Financial Conglomeration have been submitted to the Financial Services Authority (OJK) and have been recorded in the OJK supervisory administration in March 2020.

The membership of the MUFG Group Financial Conglomeration is as follows:

No.	Company	Position in the Financial Conglomeration	Relationship with Danamon
1	PT Bank Danamon Indonesia Tbk.	Main Entity	-
2	MUFG Bank Jakarta branch	Member	Sister Company
3	PT Adira Dinamika Multi Finance Tbk.	Member	Subsidiary
4	PT U Finance Indonesia	Member	Sister Company
5	PT Adira Quantum Multi Finance (in the process of liquidation)	Member	Subsidiary

Financial Conglomeration Agreement for MUFG Group

As a follow-up to the changes of membership in the MUFG Group Financial Conglomeration, Danamon as the Main Entity prepared Financial Conglomeration Agreement for MUFG Group which contains, among other things, commitments and agreements related to integrated corporate governance and integrated risk management. All President Directors of Financial Services Institutions (FSIs) in the MUFG Group Financial Conglomeration have approved the Financial Conglomeration Agreement for MUFG Group.

Changes in the Membership of Committees under the Board of Commissioners

There were changes in the membership of the Committees under the Board of Commissioners due to, among other things, changes in the composition of the Board of Commissioners and Independent Parties, the end of the term of office of the Board of Commissioners in the Committees, and adjustment of the membership of the Financial Conglomeration.

Improvement of the Charter of Committees under the Board of Commissioners

Danamon conducted reviews and improves/updates of the Risk Oversight Committee Charter, the Corporate Governance Committee Charter and the Integrated Corporate Governance Committee Charter in accordance with the

prevailing laws and regulations and the implementation of Danamon's good corporate governance.

Update of Integrated Corporate Governance Policy

In 2020, Danamon has been reviewing and updating Integrated Corporate Governance Policy of MUFG Group Financial Conglomeration Part I and Part II to adjust to the new regulations and changes in Financial Conglomeration.

Alignment with MUFG Policies

As part of MUFG, which is a leading financial group in the world, Danamon has implemented several new policies and adjusted several policies so that they are in line with the best practices that apply at MUFG. The newly implemented policies include the Anti-Bribery and Corruption Policy and the Volcker Rule Compliance Program Policy.

Improvement of Risk Management Policies

In 2020, Danamon has prepared and reviewed/improved several policies to accommodate the development of applicable laws and regulations related to risk management, including:

1. Risk Management Policy-Bank and Consolidated
2. Integrated Risk Management Policy
3. Market and Liquidity Risk Management Policy
4. Credit Risk Policy
5. Information Technology Risk Management Policy

ASSESSMENT OF THE IMPLEMENTATION OF DANAMON'S CORPORATE GOVERNANCE IN 2020

Self Assessment Result of The Implementation of Corporate Governance

In accordance with POJK No. 55/POJK.03/2016 regarding the Implementation of Corporate Governance for Commercial Banks and its implementation rules SEOJK No.13/SEOJK.03/2017 regarding the Implementation of Corporate Governance for Commercial Banks, Danamon periodically conducts self assessment of the implementation of corporate governance biannually for positions at the end of June and December. The assessment is carried out based on the assessment factors stipulated based on OJK regulations among others, the quality of the implementing the principles of corporate governance in a comprehensive and structured manner which is integrated into 3 (three) aspects of governance, namely governance structure, governance process and governance outcome.

In accordance with POJK No. 4/POJK.03/2016 regarding Assessment of Commercial Bank's Soundness Level, the result of the self-assessment of the implementation of corporate governance is one of the factors in the coverage of the assessment of the Bank's Soundness Level. The results of the self-assessment of the implementation of Danamon's corporate governance have been submitted to the OJK together with the submission of reports on the self assessment result of the Bank's Soundness Level. The self-assessment also includes self-assessment of the implementation of corporate governance in an integrated manner with Subsidiaries and Sister Companies.

Result of Self-Assessment of Danamon's Corporate Governance Implementation Position: As of June and December 2020

	Rank	Rank Definition
Bank	2 (Good)	Reflecting that the management of Danamon has implemented the corporate governance which in general is Good. general. This is reflected in the adequate fulfillment of the principles of corporate governance. If there are weaknesses in the implementation of the governance principles, they are generally less significant and can be resolved by normal actions by the management of Danamon.

Self Assessment Analysis in 2020

During 2020, based on the results of Danamon's assessment on 11 (eleven) good corporate governance factors Danamon has a adequate governance structures and infrastructures that support the effectiveness of the process of applying the principles of good corporate governance and the quality of the implementation of good corporate governance principles. can meet stakeholder expectations, among others:

1. The Annual GMS (AGMS) on March 23, 2020, agreed to reappoint all incumbent members of the Board of Directors of Danamon who are effective as of the closing of the Meeting, with the term of office which will expire until the closing of the 3rd AGMS after this Meeting, namely the AGMS for the financial year booked ended on December 31, 2022, which will be convened at the latest on June 2023, without prejudice to the right of the GMS to dismiss (them) at any time. The number of members of the Board of Directors of Danamon is 10 (ten) people with the following composition:

No.	Name	Position
1	Yasushi Itagaki	President Director
2	Michellina Laksmi Triwardhany	Vice President Director
3	Honggo Widjojo Kangmasto	Vice President Director
4	Herry Hykmanto	Director
5	Adnan Qayum Khan	Director
6	Rita Mirasari	Director
7	Heriyanto Agung Putra	Director
8	Dadi Budiana	Director
9	Muljono Tjandra	Director
10	Naoki Mizoguchi	Director

All members of the Board of Directors have received approval from the OJK and have met the requirements for integrity, competence and financial reputation. During the assessment period, the Board of Directors managed Danamon in accordance with their authority and responsibilities. The implementation of the duties and responsibilities of the Board of Directors has been completed by clear policies as well as guidelines and work procedures (Charters).

All members of the Board of Directors do not have concurrent positions as Commissioners, Board of Directors or Executive Officers in other banks, companies and/or institutions, except in the context of carrying out supervisory duties on participation in non-bank subsidiaries controlled by Danamon. Based on the Personal Statement Letters as of December 31,

2020, the concurrent position of the President Director of Danamon in the Subsidiary as the as President Commissioner of PT Adira Dinamika Multifinance Tbk. is in the framework of supervision. The limitation of concurrent positions for members of the Board of Directors is stipulated in the Board of Directors' Charter and Corporate Governance Policy.

2. Based on the resolution of the Extraordinary GMS on November 26, 2020, the number of members of the Board of Commissioners is 8 (eight) people, of which 50% of the Board of Commissioners are Independent Commissioners. The number of members of the Board of Commissioners does not exceed the number of members of the Board of Directors, with the following composition:

No.	Name	Position
1	Takayoshi Futae	President Commissioner
2	J.B. Kristiadi	Vice President Commissioner (Independent Commissioner)
3	Made Sukada	Independent Commissioner
4	Peter Benyamin Stok	Independent Commissioner
5	Masamichi Yasuda	Commissioner
6	Noriaki Goto	Commissioner
7	Nobuya Kawasaki	Commissioner
8	Hedy Maria Helena Lopian	Independent Commissioner

The implementation of the duties and responsibilities of the Board of Commissioners has been carried out according to their duties and responsibilities, which are complemented by clear policies and work guidelines and rules (Charters). The Board of Commissioners has never been involved in decisions about the daily operations of Danamon.

3. Danamon has Committees that assist the implementation of the duties of the Board of Commissioners, namely the Audit Committee, the Risk Oversight Committee, the Nomination Committee, the Remuneration Committee, the Corporate Governance Committee and the Integrated Corporate Governance Committee. Committees are formed according to the provisions and Danamon's needs with the composition of membership that supports independence and the implementation of committee duties. The implementation of the duties and responsibilities of the Committees has been carried out in accordance with their duties and responsibilities, which are complemented by clear policies and Charters and are reviewed periodically.

In 2020, the name of the Risk Oversight Committee in English was changed from previously "Risk Oversight Committee".

4. Danamon has policies related to the handling of conflicts of interest that govern the implementation of conflict of interest resolution systems and procedures that bind every management and employee of Danamon. During the assessment period, there were no transactions with conflict of interest.
5. Danamon has Compliance Working Unit which is independent of the operational working unit, namely Regulatory Compliance. The Compliance working Unit is under the responsibility of the Director in charge of the Compliance Function (Compliance Director). The appointment of the Compliance Director has met the applicable requirements, which is independent and does not supervise functions that are not permitted by applicable regulations and has obtained OJK approval. The Compliance function has been implemented adequately, with the support of adequate human resources.

Danamon as the Main Entity in the MUFG Group Financial Conglomeration has the function of the Integrated Compliance Working Unit (SKKT) which is independent from other operational working units whose implementation of their duties and responsibilities is carried out by the Danamon's Compliance Working Unit. SKKT is responsible to the Director in charge of the Compliance Function. SKKT has the duties, at least to monitor and evaluate the implementation of the compliance function in each Entity in the Financial Conglomeration.

Danamon has made various efforts to ensure Danamon's compliance, including: through strengthening the compliance function by increasing awareness and understanding of compliance (Compliance Culture), implementation of Compliance Reviews, conducting monitoring and testing activities, monitoring Danamon's regulatory parameters and monitoring the follow-up of the results of Regulatory Audits. Danamon always refers to the standards of general business ethics and applicable regulations that are the culture of Danamon's compliance in decision making and Danamon's operational activities. The implementation of duties and responsibilities of the compliance function is submitted to OJK through the Compliance Report.

6. Danamon has established an independent Internal Audit Working Unit (SKAI), has had an Integrated Internal Audit Charter (2020 version) and has developed Internal Audit Guidelines (Audit Manual) and Standard Audit Program. SKAI is led by the Head of SKAI who is directly responsible to the President Director. To support the independence of the SKAI and to ensure the smooth running of the audit and authority in monitoring follow-up actions, the Head of SKAI also submits reports to the President Director, the Board of Commissioners, the Audit Committee and the Compliance Director.

SKAI has independence in conducting audits and expressing views in accordance with professional standards by not taking sides with the interests of other parties that are not in accordance with the laws and regulations. SKAI uses Risk Based Audit Approach to determine all aspects and elements of activities that are directly expected to affect the interests of Danamon and the community.

The implementation of the audit plan and the audit results are closely monitored and reported to the Board of Commissioners through the Audit Committee. In addition, Internal Audit also regularly reports audit activities to the President Director.

The Board of Directors ensures that the follow-up of any Danamon internal audit findings has been carried out by the related working units with reference to the policies and directions of the Board of Commissioners through the Audit Committee. There is a framework that regulates an escalation mechanism for any follow-up on audit findings that exceeds the agreed deadline.

The effectiveness of the work implementation of the SKAI and its compliance with the SPFAIB has been evaluated by an external party every three years in accordance with the SPFAIB provisions of Bank Indonesia. Reports on the implementation of Danamon's internal audit function are available and are disclosed in the Danamon's Annual Report. The SKAI audit report is complete, objective and based on careful and impartial analysis.

7. The implementation of the external audit function is adequate with assignments in accordance with the provisions. The appointment of Public Accountant (AP) and Public Accountant Firm (KAP) has obtained the AGMS approval based on the recommendation of the Audit Committee through the Board of Commissioners to appoint Lucy Luciana Suhenda, SE, Ak., CPA, as a Public Accountant (AP) and Tanudiredja, Wibisana, Rintis & Partners (member firms of the PwC global network) as a Public Accounting Firm (KAP) that will conduct audits/audits of the consolidated financial statements of PT Bank Danamon Indonesia Tbk. and its Subsidiaries for the 2020 financial year. The AP and KAP have met the requirements to work independently, meet the professional standards of public accountants and work agreements as well as the specified scope of audit.

The audit of the consolidated financial statements of PT Bank Danamon Indonesia Tbk. and its Subsidiaries for the 2020 financial year was carried out by AP and KAP registered with the OJK. The results of the interim audit submitted for the 2020 financial year have described the actual condition of the Bank based on the objective analysis of the auditors and have been submitted according to the set time limit. The Public Accountant will submit the final audit results to the OJK (Supervisory) for the 2020 financial year in the first quarter of 2021.

8. Danamon has an organizational structure that supports the well implementation of risk management and internal control, which consists of the Risk Management Working Unit (SKMR), SKAI, Compliance Working Unit, Risk Management Committee, Risk Oversight Committee and Integrated Risk Management Committee which function according to their respective duties and responsibilities. Danamon has updated the organizational structure which has been effective since November 2020.

Danamon has Risk Management Policy-Bank and Consolidated which includes individual and consolidated risk management framework and implementation for Danamon and Subsidiaries for each type of risk in a comprehensive manner, as well as an Integrated Risk Management Policy for the MUFG Group Financial Conglomeration which includes an integrated risk management framework and implementation for Financial Conglomeration. This policy is also complemented by derivative policies that have been made separately including Credit Risk Management Policy, Operational Risk Management Policy, Market and Liquidity Risk Management Policy, Business Continuity Management Policy, Information Security Policy, Technology Risk Management Policy, and Group Risk Appetite Statement (RAS) Policy. These policies are reviewed periodically so that they can be used effectively as guidelines in identifying, measuring, monitoring and controlling risks. In addition, Danamon has a Risk Appetite within Group and Management, including cascading the Risk Appetite to the Business Line and Subsidiary levels.

The duties and responsibilities of the Board of Directors and the Board of Commissioners related to Risk Management are clearly stipulated in the Bank's Risk Management and Consolidation Policy. The Board of Directors establishes a Risk Management Committee to assist in carrying out its functions and

responsibilities. However, the Board of Directors is holding the final responsibility for its role in monitoring the implementation of risk management. The Board of Commissioners is assisted by the Risk Oversight Committee in carrying out the function of monitoring the implementation of risk management. The main role of the Risk Oversight Committee is to oversee, report, and provide recommendations to the Board of Commissioners regarding the implementation of risk management.

The internal control system in the application of risk management has been quite comprehensive and adequate, among others through the approach of a three-line defense approach, establishment of authority for monitoring policies, procedures and limits, clear organizational structure, application of adequate four eyes principles, applying risk awareness and culture as well as adequate procedures for compliance with regulations. An internal audit of the risk management process is also carried out and improvements to the audit findings are monitored.

Risk management has been carried out adequately. This is indicated by Danamon's risk profile which is at the Low to Moderate level. The procedures and implementation of risk management have been adjusted to the objectives, size and complexity of the business and the risks faced by Danamon. Danamon's capital is above the minimum required capital and is able to absorb potential risk of loss that may arise.

Through the Risk Management Committee and Risk Oversight Committee meetings held regularly, the Board of Directors and the Board of Commissioners analyze performance and discuss matters related to risk issues, mitigation mechanisms, potential losses and follow-up improvements.

9. Danamon has policies and procedures regarding the provision of funds to related parties as well as large exposures, which are adjusted to the prevailing regulations (if there are any changes). Provision of funds to related parties and provision of large exposures are conducted through the normal credit approval process and arms length as stipulated in the Danamon credit policies.

Provision of funds to related parties must go through the review of the Compliance Director and obtain approval from the Board of Commissioners. The provision of funds is approved by the Board of Directors through the Credit Committee independently and in accordance with the limit of authority to approve credit.

There are no violations and exceeds of the maximum legal lending limit to related parties and the provision of large exposure. Danamon always monitors the maximum legal lending limit and diversification of the funding portfolio by considering the condition of Danamon's capital and applying the prudential principles and applicable regulations in providing funds.

10. Transparency of financial and non-financial conditions and corporate governance implementation report is adequate. Danamon's Annual Report and published financial statements have been posted on the Danamon website and/or published in newspapers as stipulated in the OJK regulations. Danamon's Annual Report and Corporate Governance Implementation Reports have been submitted in a complete and timely manner to the OJK and shareholders with the scope and content in accordance with the provisions.

The financial statements including the financial/non financial condition of Danamon have been published to the Stakeholders. Danamon also organizes public exposes regularly (quarterly). Danamon always announces financial and non-financial reports on a regular basis through the company's website and through the printed media (optional) and submits financial and non-financial reports to the OJK in accordance with the regulations.

Danamon has an adequate management information system (SIM), which is supported by competent human resources and an adequate IT security system. Danamon has operational policies for customer protection and a code of conduct. In 2020, the Bank refined the guidelines for preparing marketing documents. Danamon conducts the necessary training and certification for marketing officers in accordance with product regulations.

In launching new products/features, through marketing officers and/or through the e-channel application, Danamon delivers and explains product information to customers in accordance with the guidelines prepared. Danamon also applies provisions for the use of customer personal data in accordance with the provisions.

The procedures for customer complaints and settlement of customer dispute resolution have been informed through the corporate web and in general terms and conditions and/or summary information on banking services/products according to the provisions. Danamon has a Customer Complaint Handling policy and a special unit that handles customer complaints and facilitates customer complaints received through branches and through the media and Hello Danamon serves customers 24 hours.

11. Danamon has a strategic plan in the form of a Corporate Plan and a Business Plan in accordance with the vision and mission of Danamon. The Danamon Business Plan has been prepared by the Board of Directors and approved by the Board of Commissioners and is fully supported by the owner, which is reflected in the commitment and efforts of the owner in maintaining a healthy Danamon capital, in which Danamon's capital adequacy ratio is maintained above the minimum ratio set by the regulator. Danamon has also implemented the Internal Capital Adequacy Assessment Process (ICAAP) in managing capital. Danamon's profit sharing has been carried out through the resolution of the General Meeting of Shareholders (GMS) with due regard to capital to support Danamon's strategic plan.

Danamon prepares a Business Plan by considering macro and micro conditions, risk appetite, infrastructure, strategy and taking into account the prudential principles and being responsive to internal and external changes. Danamon's sustainable growth is disclosed in the Danamon's Business Plan. Danamon's positive growth has provided benefits to stakeholders both economically and non-economically. Danamon's strategic plan has been compiled in a comprehensive manner, and have paid attention to the business opportunities and strengths

of Danamon and considered the weaknesses and threats. Adequate infrastructure, including human resources, IT, office networks, policies and procedures, are supporting factors in the preparation of Danamon's strategic plans.

The Board of Directors has communicated the Danamon's Corporate Plan and Business Plan to the Controlling Shareholders and to all employees through the representation of senior employees every quarter through a forum for employee meetings (leadership summit).

The Board of Directors consistently implements the established business plans. The Commissioners have supervised the implementation of the RBB through meetings of the Board of Commissioners and/or Joint meetings, as well as based on the supervisory report of the Board of Commissioners.

In general, there are no significant issues in the implementation of Good Corporate Governance principles at Danamon. The principles of Good Corporate Governance have been applied comprehensively and structurally to three aspects of governance, namely governance structure, governance process and governance outcome. The assessment of activities, processes, policies and strategies is carried out on an ongoing basis to achieve optimal processes and effective control.

EXTERNAL ASSESSMENT

ASEAN Corporate Governance Scorecard (ASEAN CG Scorecard)

Danamon continues to make improvements in the implementation of the principles of good corporate governance so that it is expected to achieve good corporate governance that ultimately can provide added value to all Danamon stakeholders. One of the efforts made by Danamon is to use the ASEAN CG Scorecard as a guide for improving the implementation of governance principles in a sustainable manner.

In addition to the self-assessment of corporate governance implementation as regulated by the OJK regulations, Danamon is also assessed by the Indonesian Institute for Corporate Directorship (IICD), RSM and OJK based on the ASEAN CG Scorecard principle. Danamon conducts self-assessment to determine the necessary corrective action plans.

AWARDS FOR IMPLEMENTING CORPORATE GOVERNANCE

Danamon successfully won the "3rd The Best Indonesia GCG Award-VI-2021" for the category of Public Company-BUKU IV Bank at the "Indonesia GCG Zoominar & Award-VI-2021." This award was given in recognition of Danamon's performance in implementing good corporate governance in 2019-2020.

DANAMON'S CORPORATE GOVERNANCE IMPLEMENTATION REPORT

Danamon's Corporate Governance Implementation Report covers all aspects of the implementation of corporate governance at Danamon, which are formulated by referring to prevailing legislative regulations and implementation of corporate governance's best practices that are universally applicable. The issuance of Danamon's corporate governance implementation report is part of the responsibility for implementing transparency principles towards the stakeholders and fulfilling applicable laws and regulations.

GENERAL MEETING OF SHAREHOLDERS (GMS) <

The General Meeting of Shareholders (GMS) is the highest organ in Danamon's corporate governance, which is a forum for shareholders to take decisions with due regard to the articles of association and legislation. Decisions taken at the GMS are based on the interests of the Bank, and are carried out fairly and transparently.

The GMS in the company consists of the Annual GMS and Other GMS (Extraordinary GMS), as follows:

1. Annual GMS (AGMS)
 - a. The Annual GMS (AGMS) must be held by the Board of Directors once a year, at the latest by the end of June as referred to in the statutory regulations preceded by the Announcement and Invitation of the GMS;
 - b. The Board of Directors submits the Annual Report to the GMS after being reviewed by the Board of Commissioners with the coverage as stipulated in the Articles of Association of Danamon;
 - c. The AGMS decides on the agenda or on matters that have been submitted in accordance with the provisions of laws and regulations and Danamon's Articles of Association.
2. Extraordinary GMS (EGMS)
 - a. The Extraordinary GMS (EGMS) can be held by the Board of Directors at any time based on the need for the interests of Danamon as referred to in the laws and regulations and the Articles of Association of Danamon, preceded by the Announcement and Invitation of the GMS;
 - b. In the Extraordinary GMS, it can be decided that the proposed agenda is in accordance with the provisions in the Articles of Association and the applicable laws and regulations.

Legal Basis for Implementation of the GMS

The implementation of the GMS held by Danamon is carried out with reference to Law No.40 year 2007 concerning Limited Liability Companies, POJK No.15/POJK.04/2020 concerning the Planning and Implementation of the GMS of Public Companies and POJK No.16/POJK.04/2020 regarding the Implementation of Electronic General Meeting of Shareholders of Danamon's Articles of Association and Danamon's Corporate Governance Guidelines.

SHAREHOLDERS

Shareholders are owners of capital whose names are registered as shareholders in the register of shareholders of Danamon. The authorized capital of Danamon is

divided into 22,400,000 series A shares with voting rights, each with a nominal value of IDR50,000.00 per share and 17,760,000,000 series B shares with voting rights, each with a nominal value of IDR500.00 per share. Of the authorized capital, 9,773,552,870 shareholders have issued, consisting of 22,400,000 series A shares and 9,751,152,870 series B shares. The shareholders are series A shareholders and series B shareholders and all shares issued by Danamon is shares on behalf of.

Rights and Authorities of Shareholders

Danamon does not divide shares into special types of shares or ordinary shares. Shareholders have equal rights and obligations. Shareholders can participate in the management of the company through the GMS. GMS can be held at the request of shareholders by first meeting the requirements set out in the Articles of Association of Danamon.

Shareholders have the right to participate in making decisions related to amendments to the Articles of Association and other fundamental changes regarding the company, the right to participate effectively and use votes in the GMS, and the right to obtain information about the GMS including agenda, rules and procedures in voting.

Danamon protects the rights of shareholders and facilitates the implementation of basic rights of shareholders. The basic rights of shareholders are among others:

1. Attend and cast votes in the GMS;
2. Obtain relevant and material information about Danamon on a timely and regular basis;
3. Obtain ownership registration method;
4. Transfer or transfer shares;
5. Appoint and dismiss the Board of Directors and the Board of Commissioners;
6. Receive a portion of Danamon's profits; and
7. Perform other rights and authorities pursuant to Danamon's Articles of Association and laws and regulations

The rights and authorities of shareholders are fully regulated in the Bank's Articles of Association which can be accessed through the Danamon's website (www.danamon.co.id).

Restrictions for Shareholders

1. Shareholders are not allowed to intervene in the operational implementation of Danamon and the Board of Directors and the Board of Commissioners must reject such intervention.
2. The controlling shareholders can coordinate in the preparation of business strategies, corporate plans and business plans.
3. Supervision by the controlling shareholder can only be carried out through the GMS or through policy coordination and conducting an audit in accordance with the prevailing laws and regulations.
4. The controlling shareholder must avoid any conflict of interest.
5. The controlling shareholders are prohibited from abusing their domination of share ownership or control which may result in violation of the principles of corporate governance.
6. The Board of Commissioners and the Board of Directors must refuse requests for information about Danamon from controlling shareholders that are not in accordance with the principles of fairness and equality.
7. Shareholders are prohibited from utilizing Danamon for their personal, family, corporate or business group interests in a spirit and manner that is contrary to laws and regulations and the principles of fairness commonly applicable in the banking and financial sector.

Access to Information for Shareholders

Shareholders may obtain information regarding Danamon through various communication media facilitated by Danamon, including through the GMS, public exposure, analyst briefing, publication of quarterly financial statements and annual report, the website, as well as email access to Investor Relations (investor.relations@danamon.co.id) and Corporate Secretary (corporate.secretary@danamon.co.id).

Voting and Vote Counting Mechanisms in the GMS

Danamon compiles and prepares the GMS Rules of Conduct. The Rules of Conduct of the GMS are disclosed on the Danamon website, presented and read out at the beginning of the GMS. The GMS rules of conduct contain the voting and vote counting procedures. Prior to the voting, the chairman of the meeting will provide opportunities for shareholders or shareholder proxies to ask questions and/or opinions have the right to ask questions and/or submit opinions to the GMS leader

before voting is held for each agenda of the GMS.

The decision making in the GMS is conducted as follows:

1. GMS decisions are made based on deliberation to reach consensus. In the event that a decision based on deliberation to reach consensus is not reached, the decision is taken by voting.
2. Decision making by voting must be made with due observance of the attendance quorum and GMS decision quorum as stipulated in the Articles of Association of Danamon.
3. In voting, the votes cast by shareholders apply to all shares they own and shareholders are not entitled to give power of attorney to more than one proxy for a portion of the total shares they own with different votes.
4. In the vote counting, 1 (one) share gives the holder the right to cast 1 (one) vote, if a shareholder has more than 1 (one) share, the concerned shareholder is asked to vote only 1 (one) time and the vote represents the entire number of shares he owns based on the voting card he has received.
5. In voting, members of the Board of Commissioners, members of the Board of Directors and employees of Danamon are prohibited from acting as proxies for shareholders.
6. In the event that there is a resolution of the GMS regarding the distribution of cash dividends, the payment of cash dividends to the entitled shareholders is no later than 30 (thirty) days after the publication of the summary of the minutes of the GMS which decides the distribution of cash dividends.

GMS IN 2020

Organizing AGMS and EGMS

In 2020, Danamon held 1 (one) AGMS and 1 (one) EGMS. The mechanism for organizing the Year 2020 AGMS and EGMS was carried out in accordance with the provisions in the Articles of Association of the Bank and POJK No. 15/POJK.04/2020 concerning the Planning and Implementation of GMS of Public Companies.

AGMS on March 23, 2020

Danamon held an AGMS on March 23, 2020.

The process for holding the March 23, 2020 AGMS is as follows:

Date and Time	Monday, March 23, 2020: AGMS-opens at 09.57 WIB until closed at 11.15 WIB
The place	Menara Danamon, Auditorium, 23rd Floor, Jl. HR. Rasuna Said, Blok C No. 10, Karet Setiabudi, Jakarta 12920
Quorum (Shareholders Attendance)	In accordance with the Company's Shareholders Register as of February 27, 2020, the number of entitled Shares is 9,773,552,870 shares. The number of shares with voting rights present or represented in the AGMS is 9,310,049,446 shares or approximately 92.56% of the total shares issued by the Company. Therefore, it has met the decision-making quorum requirements for the AGMS agenda (i.e. more than 2/3 of the total shares with voting rights who are present and/or represented in the AGMS. Therefore, the Meeting is valid to be held and make a decision.
Chairman of the AGMS	The GMS is chaired by Johannes Berchmans Kristiadi Pudjosukanto, Deputy President Commissioner (Independent) of Danamon, according to Danamon's Articles of Association and Circular Resolutions of the Board of Commissioners.
Attendance of Members of the Board of Commissioners including the President Commissioner	<ol style="list-style-type: none"> 1. Takayoshi Futae as President Commissioner participated by telephone 2. Johannes Berchmans Kristiadi Pudjosukanto, Vice President Commissioner (Independent) 3. Manggi Taruna Habir Independent Commissioner * 4. Made Sukada Independent Commissioner * 5. Peter Benyamin Stok Independent Commissioner * <p>* Located on the 12th floor of the Danamon Building participating in the Meeting via a one-way television screen that allows them to see and hear the proceedings.</p>
The presence of the Sharia Supervisory Board	Dr. Hasanudin, M. Ag and Drs. Asep Supyadillah, M. Ag., Member as a member of the Sharia Supervisory Board was present, on the 12th floor of the Danamon Building participating in the Meeting via a one-way television screen that allowed them to see and hear the proceedings of the Meeting.
Attendance of the Chairman of the Audit Committee and Members of the Audit Committee	Made Sukada as Chair of the Audit Committee and Peter Benyamin Stok were present, on the 12th floor of the Danamon Building participating in the Meeting via a one-way television screen that allowed them to see and hear the proceedings.
Attendance of the Chairman of the Nomination Committee and Remuneration Committee	Johannes Berchmans Kristiadi Pudjosukanto as Chairman of the Nomination Committee and Chairman of the Remuneration Committee attended.
Attendance of the Chairman of the Risk Oversight Committee	Manggi Taruna Habir as the Chairperson of the Risk Oversight Committee was present, on the 12th floor of the Danamon Building participating in the Meeting via a one-way television screen that allowed them to see and hear the proceedings of the Meeting.
Attendance of Members of the Board of Directors including the President Director	<ol style="list-style-type: none"> 1. Yasushi Itagaki, President Director attended 2. Rita Mirasari, Director present 3. Muljono Tjandra, the Director attended 4. Herry Hykmanto, Director * 5. Adnan Qayum Khan, Director * 6. Heriyanto Agung Putra, Director * 7. Naoki Mizoguchi, Director * <p>* Located on the 12th floor of the Danamon Building participating in the Meeting via a one-way television screen that allows them to see and hear the proceedings.</p>
The Compliance Director is present	Rita Mirasari as Compliance Director attended.
Independent Party to calculate the quorum and vote for the AGMS decisions	Danamon has appointed Mala Mukti, SH, LL.M. as a Notary Public as Public Notary and PT Adimitra Jasa Korpora as the Securities Administration Bureau to count the quorum and vote.
Number of Shareholders who raised questions and/or gave opinions at the AGMS	There are a total of 1 (one) Shareholders who ask questions in the first agenda of the AGMS.

Date and Time	Monday, March 23, 2020: AGMS-opens at 09.57 WIB until closed at 11.15 WIB
The mechanism for making resolutions at the AGMS and EGMS	<ol style="list-style-type: none"> 1. Meeting decisions are made based on deliberation to reach consensus; 2. In the event that a decision based on deliberation for consensus is not reached, the decision is valid if it is approved for the entire agenda of the AGMS, by more than 2/3 (two thirds) of the total shares with voting rights who are present and/or represented in the AGMS; 3. The vote of ABSTAIN is deemed to cast the same vote as the vote of the majority of shareholders who cast the vote.

In relation to the holding of the GMS, the Board of Directors of Danamon has made the following disclosures:

1. Notification of plans for holding the GMS to the Financial Services Authority and the Indonesia Stock Exchange on December 27, 2019 respectively;
2. Advertisement for announcing the plan to hold a GMS, on February 13, 2020 in the Kompas and Kontan daily newspapers and uploading it to the Danamon website: www.danamon.co.id ("Danamon website") on the same date;
3. An advertisement for an invitation to attend the GMS, on 28 February 2020 in Kompas and Kontan newspapers and uploading it to the Danamon website on the same date;
4. Upload advertisements for announcements, advertisements for summons, and other GMS materials on the Indonesia Stock Exchange website: www.idx.co.id, through the IDXNet and SPE.OJK reporting systems; and
5. Upload an explanation of the agenda of the Meeting, the profile of the Public Accountant and Public Accountant Office, profiles of the Board of Directors, the Board of Commissioners and the reappointed Sharia Supervisory Board, the rules of the Meeting, and other meeting materials on the Company's website.

DECISION AND REALIZATION OF AGMS ON MARCH 23, 2020

The AGMS on March 23, 2020 has decided 7 (seven) agenda items of the Meeting. All resolutions of the Meeting have been realized in the year 2020 , as listed below:

Agenda, resolutions and realization of AGMS on March 23, 2020

AGMS-First Agenda			
<div>1. Approved the Company's annual report for the financial year ended 31 December 2019;</div> <div>2. Ratified the Company's financial statements for the financial year ended 31 December 2019 which had been audited by the Public Accounting Firm Tanudiredja, Wibisana, Rintis & Rekan (a member firm of PwC's global network) as contained in the Independent Auditor's Report, dated 27 January 2020, Number 00020/2.1025/AU.1/07/0222-3/1/1/2020 with unmodified opinion;</div> <div>3. Ratify the supervisory report of the Board of Commissioners of the Company for the financial year ended 31 December 2019; and</div> <div>4. Providing full release and discharge of responsibility ("volledig acquit et décharge") to: (i) the Board of Directors of the Company in carrying out their duties and responsibilities for management as well as duties and responsibilities of representing the Company; (ii) The Board of Commissioners of the Company in carrying out its supervisory duties and responsibilities as well as the duties and responsibilities of providing advice to the Board of Directors of the Company, assisting the Board of Directors of the Company, and giving approval to the Board of Directors of the Company; and (iii) the Sharia Supervisory Board in carrying out the duties and responsibilities of supervising the sharia aspects of the implementation of the Company's business activities in accordance with sharia principles and providing advice and suggestions to the Board of Directors of the Company, which is carried out in the financial year ending 31 December 2019, as far as the implementation of the and this responsibility is reflected in the Company's annual report for the financial year ended on 31 December 2019.</div>			
Results of the calculation of the Sound card	Total Majority Votes: 9,310,049,446 shares or 100% (agreed)		
	Total Unselected Votes: 4,073,69811 shares or 0.04%		
	Abstain	Not Agree	Agree
	4,073,698 shares or 0.04%	0 shares or 0%	9,305,975,748 shares or 99.96%

AGMS-Second Agenda

Approved the use of the Company's net profit for the financial year ended on December 31, 2019 amounting to IDR4,073,453,000,000 (four trillion seventy-three billion four hundred and fifty- three million Rupiah), with the following details:

1. 1% of Net Profit or approximately IDR40,734,530,000 (forty billion seven hundred thirty-four million five hundred and thirty thousand Rupiah) is set aside for reserve funds to comply with Article 70 of the Limited Liability Company Law;
2. 35% of Net Profit or approximately IDR1,425,708,550,000 (one trillion four hundred twenty five billion seven hundred eight million five hundred and fifty thousand Rupiah) or IDR145.87 (one hundred forty five point eighty seven Rupiah) per share (assuming the number of shares issued by the Company on the Listing Date is not more than 9,773,552,870 (nine billion seven hundred seventy-three million five hundred fifty-two thousand eight hundred and seventy) shares, will be paid as dividends for the financial year 2019, provided that as follows:
 - a. Dividends will be paid to shareholders whose names are recorded in the Register of Shareholders on the date to be determined by the Board of Directors of the Company (hereinafter referred to as the "Record Date");
 - b. Dividends which are not collected after 5 (five) years from the date determined for payment of the past dividends, shall be included in the Special Reserve fund. The procedure for withdrawing dividends in the Special Reserves can be accessed on the Company's website;
 - c. The Board of Directors will deduct dividend tax for the 2019 financial year in accordance with the tax regulations applicable to shareholders;
 - d. The Board of Directors is hereby given the power and authority to determine matters relating to or relating to the implementation of dividend payments for the 2019 financial year, including (but not limited to):
 - » determine the Record Date to determine which shareholders of the Company are entitled to receive dividend payments for the 2019 financial year; and
 - » determine the date of implementation of dividend payment for the 2019 financial year, and everything without prejudice to compliance with the Stock Exchange regulations in which the Company's shares are Listed .
3. 10% of Net Profit or approximately IDR407,345,300,000 (four hundred seven billion three hundred forty five million three hundred thousand Rupiah), will be distributed as additional dividends related to the profit from the divestment of PT Asuransi Adira Dinamika Tbk., with provisions and procedures. the same method of dividend distribution as stipulated in points 2 a, b and c above;
4. The remaining unspecified use of the net profit for the 2019 financial year is determined as the Company's retained earnings.

Results of the calculation of the Sound card	Total Majority Votes: 9,310,049,446 shares or 100% (agreed)		
	Total Votes that did not make a choice: 0 shares or 0%		
	Abstain	Not Agree	Agree
	0 shares or 0.00%	0 shares or 0%	9,310,049,446 shares or 100%

AGMS-Third Agenda

Appointing Sister Lucy Luciana Suhenda, SE. Ak. CPA as a Public Accountant and Tanudiredja, Wibisana, Rintis & Rekan (a member firm of the PwC global network) as a Public Accounting Firm registered with the Financial Services Authority to audit the Company's consolidated financial statements for the 2020 financial year and authorize the Board of Commissioners to determine the honorarium and other requirements in connection with the appointment of the Public Accountant and Public Accountant Firm, taking into account the recommendations of the Audit Committee .

Results of the calculation of the Sound card	Total Majority Votes: 9,310,049,446 shares or 100% (agreed)		
	Total Unselected Votes: 385,300 shares or 0%		
	Abstain	Not Agree	Agree
	4,073,698 shares or 0.04%	0 shares or 0%	9,305,975,748 shares or 99.96%

AGMS-Fourth Agenda

1. approve the total bonus/bonus payments to be distributed to the Board of Commissioners for the 2019 financial year;
 - a. approve the determination of the total amount of salary/honorarium and/or allowances for the Board of Commissioners for the 2020 financial year in the amount of IDR14,041,457,076 (fourteen billion forty-one million four hundred fifty-seven thousand seventy-six Rupiah) gross; and
 - b. approve the granting of power to the President Commissioner of the Company to determine the amount of bonus/tantiem during the 2019 financial year for each member of the Board of Commissioners based on the recommendation of the Remuneration Committee.
2. approve the total bonus/tantieme payments to be distributed to the Sharia Supervisory Board for the 2019 financial year;
 - a. approve the determination of the total amount of salary/honorarium and allowances for the Sharia Supervisory Board for the 2020 financial year in the amount of IDR732,624,624 (seven hundred thirty-two million six hundred twenty-four thousand six hundred and twenty-four Rupiah) gross; and
 - b. approved the granting of power to the Board of Commissioners of the Company to determine the amount of bonus/tantiem during the 2019 financial year for each member of the Sharia Supervisory Board based on the recommendation of the Remuneration Committee.
3. approve the total bonus/tantieme payments to be distributed to the Board of Directors for the 2019 financial year;
 - a. approve the determination of the total amount of salary and allowances and/or other income for the Company's Directors for the 2020 financial year of a maximum amount of IDR52,818,759,284 (fifty-two billion eight hundred eighteen million seven hundred fifty nine thousand two hundred and eighty four Rupiah) gross; and
 - b. approved the granting of power to the Board of Commissioners of the Company to determine the amount of bonus/tantieme during the 2019 financial year for each member of the Board of Directors based on the recommendation of the Remuneration Committee.

Results of the calculation of the Sound card	Total Majority Votes: 9,308,077,182 shares or 99.98% (agreed)		
	Total Unselected Votes: 0 shares or 0%		
	Abstain	Not Agree	Agree
	0 shares or 0%	1,972,264 shares or 0.02%	9,308,077,182 shares or 99.98%

EGMS November 26, 2020

Danamon held an EGMS on November 26, 2020. The process for holding an EGMS on November 26, 2020, was as follows:

Date and Time	Thursday, November 26, 2020: EGMS-opens at 09.25 WIB until closed at 09.47 WIB
The place	Menara Danamon, Auditorium, 23rd Floor, Jl. HR. Rasuna Said, Blok C No. 10, Karet Setiabudi, South Jakarta 12920.
Quorum (Shareholders Attendance)	In accordance with the Company's Shareholders Register as of November 3, 2020, the number of Shares with voting rights is 9,773,552,870 shares. The number of shares with voting rights present or represented at the Meeting was 9,143,983,092 shares or approximately 93.56% of the total shares with valid voting rights that have been issued by the Company. Therefore, it has fulfilled the meeting quorum requirements and decision making for the agenda of the Meeting (i.e. by more than 2/3 of the total shares with voting rights who are present and/or represented in the Meeting). Therefore, the Meeting is legal to hold and make decisions
Chairman of the EGMS	The GMS is chaired by Johannes Berchmans Kristiadi Pudjosukanto, Deputy President Commissioner (Independent) of Danamon, according to Danamon's Articles of Association and Circular Resolutions of the Board of Commissioners.

Date and Time	Thursday, November 26, 2020: EGMS-opens at 09.25 WIB until closed at 09.47 WIB
Attendance of Members of the Board of Commissioners including President Commissioner	<p>Members of the Board of Commissioners who are physically present: Johanes Berchmans Kristiadi Pudjosukanto, Vice President Commissioner (Independent)</p> <p>Members of the Board of Commissioners who participate in the Meeting via the Webex application which allows them to see and hear the proceedings of the Meeting are:</p> <ol style="list-style-type: none"> 1. Takayoshi Futae, President Commissioner 2. Made Sukada, Commissioner (Independent) 3. Peter Benyamin Stok, Commissioner (Independent) 4. Masamichi Yasuda, Commissioner 5. Noriaki Goto, Commissioner 6. Nobuya Kawasaki, Commissioner
The presence of the Sharia Supervisory Board	Prof. Dr. HM Din Syamsuddin as chairman of the Sharia Supervisory Board, Dr. Hasanudin, M. Ag and Drs. Asep Supyadillah, M. Ag as a member of the Sharia Supervisory Board participated in the Meeting through the Webex application which allowed them to see and hear the proceedings of the Meeting
Attendance of the Chairman of the Audit Committee and Committee Members Audit	Peter Benyamin Stok as Chairperson of Mawar IR Napitupulu, Member (Independent Party), and Zainal Abidin as Member (Independent Party) participated in the Meeting through the Webex application which allowed them to see and hear the proceedings of the Meeting. Meanwhile, Johanes Berchmans Kristiadi Pudjosukanto as a member was physically present.
Attendance of the Chair of the Nomination Committee and Committees Remuneration	Johanes Berchmans Kristiadi Pudjosukanto as Chairman of the Nomination Committee and Chairman of the Remuneration Committee attended.
Attendance of the Chairman of the Risk Oversight Committee	Made Sukada as the Chairperson participated in the Meeting through the Webex application which allowed them to see and hear the proceedings of the Meeting.
Attendance of Members of the Board of Directors including the President Director	<p>Members of the Board of Directors who attended physically:</p> <ol style="list-style-type: none"> 1. Yasushi Itagaki as the President Director 2. Rita Mirasari as Director <p>Members of the Board of Directors who participate in the Meeting through the Webex application which allows them to see and hear the proceedings of the Meeting as follows:</p> <ol style="list-style-type: none"> 1. Michellina Laksmi Triwardhany, Vice President Director 2. Honggo Widjojo Kangmasto, Vice President Director 3. Herry Hykmanto, Director 4. Adnan Qayum Khan, Director 5. Heriyanto Agung Putra, Director 6. Dadi Budiana, Director 7. Muljono Tjandra, Director 8. Naoki Mizoguchi, Director
The Compliance Director is present	Rita Mirasari as Compliance Director attended
Independent Party to count the Quorum and vote for the EGMS resolutions	Danamon has appointed Mala Mukti, SH, LL.M. as a Notary Public and PT Adimitra Jasa Korpora as the Securities Administration Bureau to count the quorum and vote.
Number of Shareholders who ask questions and/or provide opinions at the EGMS	There are no Shareholders who ask questions in all agenda items of the Meeting.
EGMS decision making mechanism	<ol style="list-style-type: none"> 1. Meeting decisions are made based on deliberation to reach consensus. 2. In the event that a decision based on deliberation to reach a consensus is not reached, then the decision is taken by voting, namely based on the vote in agreement by more than 2/3 (two thirds) of the total shares with voting rights who are present and/or represented in the Meeting; 3. ABSTAIN votes are deemed to cast the same votes as the votes of the majority of shareholders who cast votes.

In connection with the holding of the EGMS on November 26, 2020, the Board of Directors of Danamon has conducted the following disclosures:

1. Notification of the planned Meeting to the Financial Services Authority on October 13, 2020.
2. Advertisement for announcing the plan to hold the Meeting, on October 20, 2020 in the daily newspaper Medi a Indonesia and uploading it to the Company's website www.danamon.co.id, the Indonesia Stock Exchange website, and the PT Kustodian Sentral Efek Indonesia website on the date the same one; on the same day and date.
3. An advertisement for the invitation to attend the EGMS, on November 4, 2020, in the daily newspaper Media Indonesia and uploading it to the Company's website, the Indonesia Stock Exchange website, and the PT Kustodian Sentral Efek Indonesia website on the same date and changes to the summons information have been announced on the Company's website, the Indonesia Stock Exchange website, and the Indonesian Central Securities Depository website on November 19, 2020.
4. Upload profil of Candidates for Independent Commissioner and other materials about the Company Meeting on the Company's website.

DECISION AND REALIZATION OF EGMS ON NOVEMBER 26, 2020

The EGMS on November 26, 2020, has decided 2 (two) agenda items. All meeting resolutions have been realized in 2020, as listed below:

Agenda, decision and realization of the EGMS resolutions on November 26, 2020

EGMS-First Agenda

1. Approved to appoint Hedy Maria Helena Lopian as Independent Commissioner where the appointment of Hedy Maria Helena Lopian as Independent Commissioner was effective from the date of passing the fit and proper test from OJK for a term of office in accordance with the remaining term of office of members of the Board The current commissioners and directors of the company.

Thus, the composition of the Company's Board of Commissioners, Directors and Sharia Supervisory Board is as follows:

Board of Commissioners

President Commissioner	: Takayoshi Futae
Vice President Commissioner (Independent)	: Johanes Berchmans Kristiadi Pudjosukanto
Commissioner	: Masamichi Yasuda
Commissioner	: Noriaki Goto
Commissioner	: Nobuya Kawasaki
Commissioner (Independent)	: Made Sukada
Commissioner (Independent)	: Peter Benyamin Stok
Commissioner (Independent)	: Hedy Maria Helena Lopian *)

*) effective from the date of passing the fit and proper test from the OJK

EGMS-First Agenda**Directors**

President Director	: Yasushi Itagaki
Vice President Director	: Michellina Laksmi Triwardhany
Vice President Director	: Honggo Widjojo Kangmasto
Director	: Herry Hykmanto
Director	: Adnan Qayum Khan
Director	: Rita Mirasari
Director	: Heriyanto Agung Putra
Director	: Dadi Budiana
Director	: Muljono Tjandra
Director	: Naoki Mizoguchi

Sharia Supervisory Board

Chairman	: Prof. DR. HM Din Syamsuddin
Members	: Dr. Hasanudin, M.Ag.
Members	: Dr. Asep Supyadillah, M. Ag.

for the term of office until the closing of the Company's Annual GMS for the financial year ending on 31 December 2022 which will be held no later than June 2023, without prejudice to the right of the GMS to terminate at any time .

2. Agree to authorize the Board of Directors of the Company to state these decisions in a deed of statement of meeting decisions or more made before a notary public, notifying the changes to the Company's data to the Minister of Law and Human Rights of the Republic of Indonesia to obtain a letter of acceptance of notification of changes to Company data.

Total Majority Votes and In Favor Votes: 9,036,316,297 shares or 98.82%

Total Unselected Votes: 0 shares

Sound card calculation results

Abstain

Disagree

Agree

0 shares

107,666,795 shares or 1.18%

9,036,316,297 shares Or 98.82%

EGMS-Second Agenda

1. Approve the Amendment to the Provisions of the Company's Articles of Association in the Context of Adjustment to the Financial Services Authority Regulation Number 15/POJK.04/2020 dated April 20, 2020 concerning Plans and Implementation of General Meeting of Shareholders of Public Companies.
2. Give approval to the Board of Directors of the Company to restate the amendments to the Articles of Association that have been approved as referred to in point 1 above and at the same time rearrange all the provisions of the Articles of Association of the Company into one Notary deed and make editorial changes if necessary according to the applicable provisions, then submit a request to the Minister of Law and Human Rights of the Republic of Indonesia for approval or receipt of notification of amendments to the Articles of Association, register it in the Company Register and announce it in the State Gazette of the Republic of Indonesia.

Total Majority Votes and In Favor Votes: 9,036,316,297 shares or 98.82%

Total Voting Not Votes: 137,100 shares or 0%

Sound card calculation results

Abstain

Disagree

Agree

137,100 shares or 0%

107,666,795 shares or 1.18%

9,036,179,197 shares or 98.82%

REALIZATION OF THE AGMS 2020

All resolutions of the AGMS and EGMS in 2020 have been realized in the same year.

› BOARD OF COMMISSIONERS

The Board of Commissioners is the organ in charge of the Bank and shall be responsible as a collective for monitoring and advising the Board of Directors and ensure that the company implement the principles of good corporate governance. The working relationship of the Board of Commissioners and the Board of Directors is a relationship of checks and balances with the principle that the two organs have an equal position and both have the ultimate goal for the progress and health of the company.

Members of the Board of Commissioners are appointed and dismissed by the GMS based on a transparent process and with due observance of the recommendations of the Nomination Committee. Members of the Board of Commissioners are appointed for a term of 3 (three) years according to the Articles of Association and can be reappointed.

Appointment of members of the Board of Commissioners is effective after they are declared to have passed the fit and proper test by the Financial Services Authority. Members of the Board of Commissioners may be dismissed by the GMS even though their term of office has not ended, dismissal would be based on reasonable grounds and after members of the Board of Commissioners have been given the opportunity to defend themselves.

Work Guidelines and Code of Conduct (Charter) for the Board of Commissioners

The Board of Commissioners has owned the Charter of the Board of Commissioners that regulates the structure and membership, independent commissioners, the term of office, duties and responsibilities of the Board of Commissioners, the duties and responsibilities of President Commissioner, authority, work ethic, meetings and practices, transparency, and reporting. The Work Guidelines and Code of Conduct are prepared based on applicable regulations, corporate governance principles, and best practices for implementing good corporate governance and are reviewed periodically.

Work Ethics of the Board of Commissioners

1. It is prohibited to take advantage of Danamon for personal, family, and/or other parties' interests which may harm or reduce the profits or be detrimental to the reputation of Danamon and its subsidiaries.
2. It is prohibited to take and/or receive personal benefits from Danamon other than remuneration and other facilities stipulated in the General Meeting of Shareholders.
3. It is prohibited to directly or indirectly make false statements regarding material facts or not to disclose

material facts so that the statements made are not misleading about the condition of Danamon at the time the statement is made.

4. In conducting supervision, it is prohibited to interfere in the company's operational decision making except for the provision of funds to related parties and other matters stipulated in the Articles of Association of Danamon.

Duties and Responsibilities of the Board of Commissioners

1. The Board of Commissioners adheres to the work ethic (code of conduct), applicable laws and regulations, Danamon's internal rules and policies.
2. The Board of Commissioners is obliged to carry out its duties and responsibilities independently. In carrying out its duties, the Board of Commissioners is required to provide sufficient time to carry out its duties and responsibilities optimally.
3. Ensuring the implementation of good corporate governance in all business activities of Danamon at all levels of the organization.
4. In conducting supervision, the Board of Commissioners is required to direct, monitor and evaluate the implementation of Danamon's strategic policies.
5. The Board of Commissioners may not be involved in making decisions on Danamon's operational activities, except:
 - a. In the case of provision of funds to related parties;
 - b. Other matters stipulated in Danamon's Articles of Association and applicable laws and regulations.
6. The Board of Commissioners must regularly review the vision and mission of Danamon.
7. In order to support the effectiveness of the implementation of its duties and responsibilities, the Board of Commissioners establishes:
 - a. Audit Committee
 - b. Risk Oversight Committee
 - c. Remuneration Committee
 - d. Nomination Committee
 - e. Corporate Governance Committee
 - f. Integrated Corporate Governance Committee
8. The Board of Commissioners is obliged to evaluate the performance of the committee every year.
9. Members of the Board of Commissioners agree to sit as members or as chairpersons of any of the above committees as recommended by the Nomination Committee. The Board of Commissioners must ensure that the above committees carry out their duties effectively.
10. The Board of Commissioners must ensure that the Board of Directors has followed up on audit findings and recommendations from the Danamon internal

audit work unit, external auditors, the results of supervision by the Financial Services Authority/Bank Indonesia and/or the results of supervision by other authorities.

11. The Board of Commissioners shall make recommendations regarding improvements or suggestions were submitted by the Audit Committee and submit the recommendation to the Board of Directors.
12. The Board of Commissioners is obliged to maintain the confidentiality of all documents, data and information of Danamon.
13. The Board of Commissioners must notify the Financial Services Authority no later than 7 (seven) working days from the discovery of:
 - a. Violation of laws and regulations in the financial and banking sector; and
 - b. Circumstances or estimated circumstances that could endanger Danamon's business continuity.
14. The Board of Commissioners is required to monitor and evaluate the information technology strategic plan, including reviewing the risk management policies and procedures for the use of information technology by Danamon as proposed by the Board of Directors.
15. The Board of Commissioners is obliged to prepare guidelines and work rules (charter) for the Board of Commissioners, review and update the work guidelines and procedures regularly.
16. Members of the Board of Commissioners are required to improve competence through continuous education and training.

Duties and Responsibilities of the President Commissioner

To coordinate the implementation of duties and responsibilities of the Board of Commissioners, including:

1. Receiving reports from Committees under the Board of Commissioners.
2. Lead the Board of Commissioners in carrying out supervisory and assurance tasks, determine the urgency in the meeting invitation if the Board of Commissioners meeting is held in less than 5 (five) days.
3. Received power from the GMS to distribute bonuses to members of the Board of Commissioners.

Authority of the Board of Commissioners

The authority of the Board of Commissioners stipulated in the Articles of Association, Policy Rules of Corporate Governance, as well as the Work Guidelines and Code of Conduct, among others, as follows:

1. Access documents, data and information regarding employees, funds, assets and resources of Danamon as deemed necessary.
2. Communicate directly with the Board of Directors, employees and other parties in relation to the implementation of their duties and responsibilities.
3. Involve independent parties other than members of the Board of Commissioners to assist in carrying out their duties, if necessary.
4. Carry out other powers given by Danamon's Articles of Association and applicable laws and regulations.

Number, Composition, Criteria, Independency and Multiple Positions of Members of the Board of Commissioners

Total Composition and Criteria for the Board of Commissioners

The composition of the Board of Commissioners is as follows:

Total Composition and Criteria for the Board of Commissioners

No.	Name	Position
1	Takayoshi Futae	President Commissioner
2	JB Kristiadi	Vice President Commissioner (Independent)
3	Masamichi Yasuda	Commissioner
4	Made Sukada	Commissioner (Independent)
5	Peter Benyamin Stok	Commissioner (Independent)
6	Nobuya Kawasaki	Commissioner
7	Noriaki Goto	Commissioner
8	Hedy Maria Helena Lapian	Commissioner (Independent)

All members of the Company's Board of Commissioners have passed the fit and proper test from the OJK.

The number of members of the Board of Commissioners of Danamon at 2020 is 8 (eight), which number does

not exceed the total number of members of the Board of Directors, which is 10 (ten).

Half or 50% of the members of the Board of Commissioners are Independent Commissioners, namely JB Kristiadi, Made Sukada, Peter Benyamin Stok and Hedy Maria Helena Lopian. Half of the members of the Board of Commissioners are domiciled in Indonesia. The number and composition of the Board of Commissioners are in accordance with the needs and complexities of the Bank while still paying attention to effectiveness in decision making, and in compliance with applicable laws and regulations.

The term of office of the Board of Commissioners is until the closing of the Annual General Meeting of Shareholders for the financial year ending on December 31, 2022, which will be held no later than June 2023, without prejudice to the right of the General Meeting of Shareholders to dismiss at any time. Members of the Board of Commissioners whose term of office has ended

can be reappointed with due observance of the prevailing regulations. Members of the Board of Commissioners can be dismissed at any time by the GMS even though their term of office has not ended. The termination is effective from the closing of the meeting, unless the GMS determines otherwise.

The term of office of a member of the Board of Commissioners will end automatically if the member of the Board of Commissioners:

- Is declared bankrupt or placed under interdiction based on a court decision; or
- Is prohibited from serving as a member of the Board of Commissioners due to statutory provisions or statutory provisions; or dies; or
- Is dismissed based on the resolution of the GMS; or
- Does not meet the requirements referred to in the provisions of laws and regulations; or
- Resigns.

Name	Position	AGM date	Effective date (BI/OJK Approval)	Period of Office	Number of Appointments	Domicile
Takayoshi Futae	Commissioner	March 20, 2018	October 3, 2018	2018-2020	2x	Japan
	President	March 26, 2019 *	April 25, 2019	2019-2020		
	Commissioner	March 23, 2020	April 25, 2019	2020-2022		
JB Kristiadi	Vice President Commissioner (Independent)	May 9, 2005	December 5, 2005	2005-2008 2008-2011 2011-2014 2014-2017 2017-2020	6 x	Indonesia
		March 26, 2019 * March 23, 2020	April 25, 2019 April 25, 2019	2019-2020 2020-2022		
Made Sukada	Commissioner (Independent)	May 7, 2014	August 8, 2014	2014-2017 2017-2020	3 x	Indonesia
		March 26, 2019 * March 23, 2020	April 25, 2019 April 25, 2019	2019-2020 2020-2022		
Peter Benyamin Stok	Commissioner (Independent)	March 20, 2018 March 26, 2019 * March 23, 2020	July 5, 2018 April 25, 2019 April 25, 2019	2018-2020 2019-2020 2020-2022	2x	Indonesia
Masamichi Yasuda	Commissioner	November 19, 2018	February 21, 2019	2018-2020	2x	Japan
		March 26, 2019 * March 23, 2020	April 25, 2019 April 25, 2019	2019-2020 2020-2022		
Noriaki Goto	Commissioner	October 1, 2019 March 23, 2020	May 20, 2020 May 20, 2020	2019-2020 2020-2022	2x	Singapore
Nobuya Kawasaki	Commissioner	October 1, 2019 March 23, 2020	May 20, 2020 May 20, 2020	2019-2020 2020-2022	2x	Japan
Hedy Maria Helena Lopian	Commissioner (Independent)	November 26, 2020	December 21, 2020	2020-2022	1x	Indonesia

* Following the decision of March 26, 2019, EGM has approved changes in the composition of the Board of Commissioners due to the merger between the Danamon and PT Bank Nusantara Parahyangan Tbk. (BNP).

Independence of the members of the Board of Commissioners

All current members of the Board of Commissioners have no family relationship up to the second degree with fellow members of the Board of Commissioners, Board of Directors, or controlling shareholders. 50% of the members of the Board of Commissioners have no financial relationship with controlling shareholders and all members of the Board of Commissioners have no financial relationship with fellow members of the Board of Commissioners and Board of Directors.

Family and Financial Relationships

Family Relations and Finance Member of the Board of Commissioners with fellow members of the Board of Commissioners, members the Board of Directors and Controlling Shareholders can be seen from the table at the bottom of this:

Name	Position	Family Relationship with						Financial Relations With					
		Members of the Board of Commissioners		Members of the Board of Directors		Controlling shareholders		Members of the Board of Commissioners		Members of the Board of Directors		Controlling shareholders	
		Yes	Not	Yes	Not	Yes	Not	Yes	Not	Yes	Not	Yes	Not
Takayoshi Futae	President Commissioner	-	√	-	√	-	√	-	√	-	√	√	-
JB Kristiadi	Vice President Commissioner (Independent)	-	√	-	√	-	√	-	√	-	√	-	√
Made Sukada	Commissioner (Independent)	-	√	-	√	-	√	-	√	-	√	-	√
Peter Benyamin Stok	Commissioner (Independent)	-	√	-	√	-	√	-	√	-	√	-	√
Masamichi Yasuda	Commissioner	-	√	-	√	-	√	-	√	-	√	√	-
Noriaki Goto	Commissioner	-	√	-	√	-	√	-	√	-	√	√	-
Nobuya Kawasaki	Commissioner	-	√	-	√	-	√	-	√	-	√	√	-
Hedy Maria Helena Lapian	Commissioner (Independent)	-	√	-	√	-	√	-	√	-	√	-	√

Independent Commissioner Requirements

Apart from fulfilling the requirements as a member of the Board of Commissioners, the Independent Commissioner of Danamon must also fulfill the following requirements:

1. Do not have a relationship of financial, management, share ownership and/or related to members of the Board of Directors, members of the Board of Commissioners and/or controlling shareholders, or relationships with the Danamon that may affect their capacity to act independently.
2. Do not own shares, either directly or indirectly, in Danamon.
3. Has no direct or indirect business relationship with Danamon's business activities.
4. Has never been a member of the Board of Directors, member of the Board of Commissioners, member of the Sharia Supervisory Board, or held a position one level below the Board of Directors at the same Bank or other company affiliated with the Bank within the last 1 (one) year.
5. All Independent Commissioners sign a statement of independence which is made and updated regularly, including a statement regarding non-concurrent positions prohibited by the Financial Services Authority.

Independent Statement of Commissioners Independent


**SURAT PERNYATAAN UNTUK PENCALONAN SEBAGAI
KOMISARIS INDEPENDEN**

Sehubungan dengan pencalonan saya sebagai Komisaris Independen PT Bank Danamon Indonesia Tbk ("Perseroan") dan mengingat saya sudah menjabat sebagai Komisaris Independen Perseroan lebih dari 2 (dua) periode masa jabatan maka guna memenuhi ketentuan Pasal 25 ayat (1) Peraturan Otoritas Jasa Keuangan Nomor 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, dengan ini saya menyatakan bahwa saya:

- 1) Tidak bekerja atau memiliki wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perseroan dalam waktu 6 (enam) bulan terakhir kecuali sebagai Komisaris Independen Perseroan;
- 2) Tidak memiliki saham baik langsung maupun tidak langsung pada Perseroan;
- 3) Tidak mempunyai hubungan afiliasi dengan Perseroan, anggota Dewan Komisaris, anggota Direksi atau pemegang saham utama Perseroan;
- 4) Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perseroan.

Demikian surat pernyataan independensi ini saya buat dengan sebenar-benarnya

Jakarta, 8 Februari 2020


(JB Kristiadi Pudjokusanto)


**SURAT PERNYATAAN UNTUK PENCALONAN SEBAGAI
KOMISARIS INDEPENDEN**

Sehubungan dengan pencalonan saya sebagai Komisaris Independen PT Bank Danamon Indonesia Tbk ("Perseroan") dan mengingat saya sudah menjabat sebagai Komisaris Independen Perseroan lebih dari 2 (dua) periode masa jabatan maka guna memenuhi ketentuan Pasal 25 ayat (1) Peraturan Otoritas Jasa Keuangan Nomor 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, dengan ini saya menyatakan bahwa saya:

- 1) Tidak bekerja atau memiliki wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perseroan dalam waktu 6 (enam) bulan terakhir kecuali sebagai Komisaris Independen Perseroan;
- 2) Tidak memiliki saham baik langsung maupun tidak langsung pada Perseroan;
- 3) Tidak mempunyai hubungan afiliasi dengan Perseroan, anggota Dewan Komisaris, anggota Direksi atau pemegang saham utama Perseroan;
- 4) Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perseroan.

Demikian surat pernyataan independensi ini saya buat dengan sebenar-benarnya

Jakarta, 8 Februari 2020


(Made Sukada)

Concurrent Positions of a Member of the Board of Commissioners

- Members of the Board of Commissioners can only serve as:
 - Members of the Board of Commissioners, Directors, or executive officers in a non-financial institution/company; or
 - Members of the Board of Commissioners serve as members of the Board of Directors, members of the Board of Commissioners or Executive Officers who carry out supervisory functions in 1 (one) non-bank subsidiary controlled by Danamon;

With the exception:

 - Non-independent members of the Board of Commissioners who carry out functional duties of the Company's shareholders in the form of a legal entity in their business group, and/or
 - Members of the Board of Commissioners serve in non-profit organizations or institutions.
 - Members of the Board of Commissioners only can be a member of at most 5 (five) in which the person concerned serves.
- All Commissioners have no concurrent positions prohibited by the Financial Services Authority regarding the implementation of corporate governance for commercial banks, as reflected in the table below:

Concurrent Positions of a Member of the Board of Commissioners

Name	Position at Danamon	Position at Other Companies
Takayoshi Futae	President Commissioner	Member of the Board of Directors, Senior Managing Executive Officer Chief Executive, Global Commercial Banking Business Unit, Chief Operating Officer-International-Mitsubishi UFJ Financial Group Inc Senior Managing Corporate Executive Group Head, Global Commercial Banking Business Group COO-I, MUFG Bank, Ltd Alternate Director, Dah Sing Financial Holdings Limited
JB Kristiadi	Vice President Commissioner (Independent)	Member of the Board of Commissioners-PT Citra Tubindo Tbk. Member of the Independent Team for Bureaucratic Reform-Ministry of State Apparatus Empowerment and Bureaucratic Reform

Name	Position at Danamon	Position at Other Companies
Made Sukada	Commissioner (Independent)	Nothing
Peter Benyamin Stok	Commissioner (Independent)	Nothing
Masamichi Yasuda	Commissioner	Senior Managing Corporate Executive-MUFG Bank, Ltd. -Mitsubishi UFJ Financial Group
Noriaki Goto	Commissioner	Managing Executive Officer, Regional Executive for Asia Pacific-Mitsubishi UFJ Financial Group Inc.
		Senior Managing Executive Officer, Regional Executive For Asia Pacific-MUFG Bank Ltd-Mitsubishi UFJ Financial Group Inc
		Vice Chairman, Nomination and Remuneration Committee Member-Bank of Ayudhaya Public Company Limited
		Economic Partnership Agreements (EPA) Committee Member (EPA is a small committee under JABCC)-The Japan Australia Business Cooperation Committee (JABCC)
		Chairman-MUFG Bank (China) Ltd.
Nobuya Kawasaki	Commissioner	Managing Director, Deputy Head of Global Commercial Banking Planning Division-MUFG Bank, Ltd-Mitsubishi UFJ Financial Group Inc.
Hedy Maria Helena Lopian	Commissioner (Independent)	Nothing

Share Ownership of Members of the Board of Commissioners

Members of the Board of Commissioners convey information disclosure regarding securities transactions of Danamon and its Subsidiaries to the Corporate Secretary at least 1 (one) working day before the transaction and a maximum of 1 (one) working day after

the transaction occurs as stipulated in the internal policy regarding the Personal Securities Trading Policy and Non Public Material Information .

As of December 31, 2020, information on the list of share ownership owned by members of the Board of Commissioners, either directly or indirectly, is as follows:

Name	Position	Share Ownership in				Information
		Danamon	Other Banks	Non-Bank Financial Institutions	Other Companies	
Takayoshi Futae	President Commissioner	-	-	Mitsubishi UFJ Financial Group Inc . The number of shares owned 9,184	-	Share ownership percentage: 0.000%
JB Kristiadi	Vice President Commissioner (Independent)	-	-	-	-	-
Made Sukada	Commissioner (Independent)	-	-		PT Ciputra Development Tbk. The number of shares owned is 3,082	-
					PT Waskita Karya Tbk. Total shares owned 100,000	-
					PT Perusahaan Gas Negara, Persero The number of shares owned is 20,000	-
					PT Adhi Karya Tbk. Total shares owned 50,000	-
					PT Bank Negara Indonesia Tbk. The number of shares owned is 10,000	-

Name	Position	Share Ownership in				Information
		Danamon	Other Banks	Non-Bank Financial Institutions	Other Companies	
					PT HM Sampoerna Tbk. The number of shares owned is 20,000	-
					PT Wijaya Karya Tbk. The number of shares owned is 40,000	-
Peter Benyamin Stok	Commissioner (Independent)	-	-		PT Telkom (Persero) Tbk. The number of shares owned is 153,900	-
					Energi Mega Persada Tbk. Number of shares held 451,125.00	-
					Jababeka Industrial Estate Tbk. The number of shares owned is 33.00	-
					Krakatau Steel (Persero) Tbk. Number of shares held 500.00	-
					Resource Alam Indonesia Tbk. Total shares owned 335,000.00	-
					Semen Indonesia (Persero) Tbk. number of shares owned by 20,500.00	-
					Wahana Ottomitra Multiartha Tbk. Number of shares held 1,009,600.00	-
					Waskita Beton Precast Tbk. The number of shares owned is 608,000.00	-
Masamichi Yasuda	Commissioner	-	MUFG Bank The number of shares owned is 127,100	-	-	Share ownership percentage: 0.00098%
Noriaki Goto	Commissioner	-	-	Mitsubishi UFJ Financial Group Inc The number of shares owned 26,773	-	Share ownership percentage: 0.000%
Nobuya Kawasaki	Commissioner	-	-	-	-	-

Name	Position	Share Ownership in				Information
		Danamon	Other Banks	Non-Bank Financial Institutions	Other Companies	
Hedy Maria Helena Lopian	Commissioner (Independent)		CIMB Niaga	The number of shares owned is 173,400		

Diversity Policy on Composition of the Board of Commissioners

In the nomination process for members of the Board of Commissioners, in addition to paying attention to the minimum requirements, the scope and balance of knowledge, expertise and experience as well as diversity needs are also taken into consideration in determining the composition of the Board of Commissioners. The optimal composition of the Board of Commissioners will increase the effectiveness of the implementation of the duties and responsibilities of the Board of Commissioners.

In this regard, Danamon has a Diversity Policy which serves as a reference in the nomination process for candidates for the Board of Commissioners. Danamon appreciates and respects any differences in viewpoints, knowledge, ability and experience of each individual, and does not discriminate on race, ethnicity, gender, and religion.

Remuneration for the Board of Commissioners

Indicators and Procedures for Determining the Remuneration of the Board of Commissioners

The amount of remuneration for the members of the Board of Commissioners is determined based on the performance of each member by taking into account the duties and responsibilities of the Board of Commissioners.

The remuneration formula refers to Danamon's internal policies, applicable external regulations, industry comparison and takes into account Danamon's performance. The Remuneration Committee provides recommendations to the Board of Commissioners and submitted it to the General Meeting of Shareholders for approval. The remunerations is distributed by the President Commissioner. The GMS approved the granting of power to the President Commissioner of Danamon to determine the amount of bonus/tantieme for the 2020 financial year as well as the amount of salary or honorarium and allowances for the fiscal year 2021 for each member of the Board of Commissioners based on the recommendation of the Remuneration Committee .

Remuneration Structure for the Board of Commissioners

Package remuneration that is received by the members of the Board of Commissioners and the classification of remuneration levels and the number of members of the Board of Commissioners who received the package of remuneration within 1 (one) year, are disclosed in the Remuneration Policy section in this report.

Procedure for Determining the Remuneration of the Board of Commissioners

The Remuneration Committee collects information on remuneration standards for positions and similar industries in the market by taking into account Danamon's performance. The Committee makes recommendations to the Board of Commissioners.

Remuneration Committee

The Board of Commissioners studies the recommendations of the Remuneration Committee and proposes the remuneration of the Board of Commissioners to the GMS.

Board of Commissioners

The GMS determines the remuneration for the members of the Board of Commissioners and authorizes the President Commissioner to carry out the distribution to each member of the Board of Commissioners.

General Meeting of Shareholders

Distribution of remuneration to members of the Board of Commissioners in accordance with the resolutions of the GMS.

Remuneration of Members of the Board of Commissioners

Board of Commissioners Meeting

Board of Commissioners Meeting Policy

1. The Board of Commissioners must hold a meeting at least 1 (one) time in 2 (months).
2. The Board of Commissioners shall hold a minimum of 2 (two) times the meeting of the Board of Commissioners of the year which was attended by all members physically.
3. Meetings of the Board of Commissioners can be held if attended by at least 75% of all members of the Board of Commissioners.
4. The Board of Commissioners must hold a meeting with the Board of Directors at least 1 (one) time in 4 (four) months.
5. Members of the Board of Commissioners are required to attend the Board of Commissioners meeting at least 75% of the total Board of Commissioners meetings in a year. Members of the Board of Commissioners who cannot physically attend the meeting can participate in the meeting via teleconference or videoconference.
6. The Board of Commissioners meeting is chaired by the President Commissioner. If the President Commissioner is not present, members of the Board of Commissioners who are present at the meeting are appointed to chair the meeting.
7. The Board of Commissioners must schedule meetings for the following year before the end of the financial year. At scheduled meetings, the meeting invitation and meeting materials/materials must be submitted to the participants no later than 5 (five) days prior to the meeting. In the event that the meeting is not scheduled, the meeting materials or materials are submitted to the participants no later than before the meeting is held.

8. Decisions of the Board of Commissioners meeting are taken by deliberation to reach consensus. In the event that deliberation to reach consensus does not occur, the decision is determined by at least 2/3 (two thirds) of the members of the Board of Commissioners who are present or represented at the meeting. Decisions made by 2/3 (two thirds) are based on the principle of one person, one vote.
9. The results of the Board of Commissioners meeting including the joint meeting of the Board of Commissioners and the Board of Directors must be recorded in the minutes of the meeting, signed by all members of the Board of Commissioners who are present, and submitted to all members of the Board of Commissioners and well documented.
10. In the event that there is a member of the Board of Commissioners who does not sign the results of the meetings, he/she must state the reasons in writing in a separate letter which is attached to the minutes of the meeting.
11. All decisions of the Board of Commissioners are binding for all members of the Board of Commissioners. Dissenting opinions that occur in the meeting of the Board of Commissioners shall be clearly stated in the minutes of the meeting along with the reason for differences in opinions.
12. The Board of Commissioners can make legitimate and binding decisions without holding a meeting of the Board of Commissioners, provided that all members of the Board of Commissioners submit written approval to the decision.
13. In a meeting of the Board of Commissioners, a member of the Board of Commissioners can only be represented by another member of the Board of Commissioners with the power of attorney.
14. Every member of the Board of Commissioners who in any way, either directly or indirectly, has a personal interest or conflict in a transaction, contract or a proposed contract where Danamon is one of the parties, is obliged to state the nature of that interest in a meeting of the Board of Commissioners and has no right to participate in voting related to the transaction, contract or proposed contract as mentioned above, unless the meeting of the Board of Commissioners determines otherwise.

Board of Commissioners Meeting Frequency

Throughout 2020, the Board of Commissioners held 7 meetings of the Board of Commissioners and 4 meetings of the Commissioners together with the Board of Directors.

Board of Commissioners Meeting Agenda

No.	Meeting Date	Meeting agenda
1	January 21, 2020	<ul style="list-style-type: none"> • Risk Oversight Committee Report • Audit Committee Report • Corporate Governance Committee Report • Integrated Corporate Governance Committee Report
2	March 23, 2020	<ul style="list-style-type: none"> • Audit Committee Report • Risk Oversight Committee Report
3	May 12, 2020	<ul style="list-style-type: none"> • Audit Committee Report • Risk Oversight Committee Report
4	June 22, 2020	<ul style="list-style-type: none"> • Audit Committee Report • Risk Oversight Committee Report
5	August 24, 2020	<ul style="list-style-type: none"> • Audit Committee Report • Risk Oversight Committee Report • Corporate Governance Committee Report • Integrated Corporate Governance Committee Report • Nomination Committee Report
6	October 26, 2020	<ul style="list-style-type: none"> • Audit Committee Report • Risk Oversight Committee Report • Nomination Committee Report
7	November 27, 2020	<ul style="list-style-type: none"> • Audit Committee Report • Risk Oversight Committee Report • Nomination Committee Report • Remuneration Committee Report

Agenda for the Joint Meeting of the Board of Commissioners and the Board of Directors

No.	Meeting Date	Meeting agenda
1	January 21, 2020	<ul style="list-style-type: none"> Financial Performance 2019 Fund Transfer Pricing Update SME
2	May 12, 2020	<ul style="list-style-type: none"> Business Update (CEO Update, Financial Update, SME Update, and HR Update) The effect of COVID-19 (Crisis Command Center, Stress Test, Adira Finance Update) Operational Cost Study Update Digital Banking
3	August 24, 2020	<ul style="list-style-type: none"> Business Update (CEO Update, and Financial Update) Restructuring of COVID-19 and NPL Employee Engagement Survey
4	October 26, 2020	<ul style="list-style-type: none"> Business Update (CEO Update, Financial Update, and Asset Quality Update) Extraordinary General Meeting of Shareholders

Meeting Attendance Rate

The attendance of the members of the Board of Commissioners at the meetings held during 2020 is as follows:

Commissioner	Attendance rate at Board of Commissioners Meeting	Attendance rate at Meetings of Commissioners with Directors
Takayoshi Futae	100%	100%
JB Kristiadi	100%	100%
Masamichi Yasuda	100%	100%
Made Sukada	100%	100%
Peter Benyamin Stok	100%	100%
Noriako Goto	100%	100%
Nobuya Kawasaki	100%	100%

All meetings held during the 2020 meet quorum requirements and were attended either physically or through technology teleconference by the members of the Board of Commissioners. Decision making was conducted by deliberation and consensus, and there were no dissenting opinions in the meetings in 2020. Information about schedules, agendas, materials, results and minutes of meetings held have been distributed to the participants of the meeting and has been documented well.

Schedule of the Board of Commissioners Meeting Planned Year 2021

At the end of 2020, the Board of Commissioners has compiled a schedule of planned meetings to be held in 2021 for 6 (six) meetings of the Board of Commissioners and 4 (four) meetings of the Board of Commissioners with the Board of Directors.

Implementation of Board of Commissioners' Duties and Recommendations 2020

In the implementation of its supervisory function, the Board of Commissioners provides recommendations to the Board of Directors by taking into account the input from the Committee which assists and reports directly to the Board of Commissioners.

Performance Assessment of the Board of Commissioners

Danamon has a performance appraisal policy which is used as a guideline to assess the effectiveness of the implementation of the duties and responsibilities

of the Board of Commissioners both collegially and individually. The performance evaluation of the Board of Commissioners is carried out by considering several components, including:

1. Structure and composition of the Board of Commissioners.
2. The effectiveness of the implementation of the work programs of the committees under the Board of Commissioners.
3. Supervision of strategy implementation and company management.
4. Implementation of good corporate governance at Danamon.
5. Implementation of risk management and internal control in dealing with potential risks.

The performance assessment of the Board of Commissioners individually is carried out annually by the President Commissioner based on benchmarks that have been agreed upon by each member of the Board of Commissioners. The results of the performance appraisal of the members of the Board of Commissioners are one of the basic considerations for the Nomination Committee in providing recommendations to the Board of Commissioners to re-appoint members of the

Board of Commissioners as well as for consideration in preparing the remuneration structure for the Board of Commissioners.

Orientation Program for New Commissioners

For New Commissioners, Danamon has an introduction program with the aim of providing an understanding of the vision, mission and corporate culture of Danamon, code of conduct, organizational structure, line of businesses, the Board of Commissioners' Charter and Code of Conduct as well as banking and capital market regulations. Program orientation are done via On-Boarding Program and a brief presentation by the management as well as units of business and units other support in face-to-face.

Board of Commissioners Training Program

Members of the Board of Commissioners are always given the opportunity to improve their competence through training programs/seminars/workshops held internally and externally. In 2020, the participation of members of the Board of Commissioners in training programs/seminars/workshops is as follows:

Board of Commissioners Training Table

Commissioner	Training/Conference/Seminar/Workshop	Facilitator	Location	Date
Hedy Maria Helena Lopian	Fintech: Impact & Strategy for Bank (Refreshment Class for Risk Management Certificate)	GPS	Jakarta	February 2020
	IFRS9/PSAK 71 and RAROC Refreshment Training	CIMB Niaga	CIMB Niaga	February 28, 2020
	People Priorities in Response to Covid 19	Boston Consulting Group	Online	April 2, 2020
	Suka Duka Restrukturisasi	ILUNI FEB UI	Online	May 6, 2020
	Socialization of POJK No.11/2020-Banking Stimulus as a Countercyclical to the Impact of COVID-19	APINDO	Online	May 6, 2020
	COVID-19 Pandemic and Employee Resilience	APINDO	Online	May 12, 2020
	Restructuring and Handling of Non Performing Loans during the COVID-19 Pandemic Period	BARA (Bankers Associates for Risk Management)	Online	May 14, 2020
	Socialization of Fiscal Stimulus as a Countercyclical to the impact of COVID-19	APINDO	Online	May 15, 2020
	Navigating the New Normal: Pandemic, Mitigation and Economic Recovery	ISEI	Online	June 9, 2020
	Leading in Crisis-Preparing for the Rebound	Korn Ferry	Online	June 15, 2020
	Changes in Uncertain Times. Perspective from a 73 year old	Pri Notowidigdo	Online	June 17, 2020

Commissioner	Training/Conference/Seminar/Workshop	Facilitator	Location	Date
	Reset & Transformation: Pushing the Role of Business in Speeding Up National Economic Recovery (Airlangga Hartarto)	HIPMI-KADIN-APINDO	Online	June 18, 2020
	Digital Transformation In the Age of COVID-19 Time to Change	Oliver Wyman	Online	June 19, 2020
	New National Scale Rating Criteria and Rating implications	Fitch Rating	Online	June 24, 2020
	Lesson from China Rebound	Korn Ferry	Online	July 1, 2020
	Rising Credit Risks for issuers in Emerging Souteast Asia	Moody's	Online	July 7, 2020
	Reward in the post Covid world	Korn Ferry	Online	July 16, 2020
	Digital Signature for Credit/Leasing Contracts	ILUNI FEB UI	Online	July 16, 2020
	Indonesia Economic Prospects	The World Bank	Online	July 16, 2020
	Bank Indonesia Policy Respns in Mitigating the COVID-19 Pandemic	Indonesia Banking School	Online	July 24, 2020
	Policy Synergy for National Economic Recovery	Indonesia Banking School	Online	July 24, 2020
	Digital Strategies for Business: Leading the Next Generation Enterprise	Columbia Business School/EMERITUS	Online Certification	June-August 2020
	Sharing session with Halodoc	BCA Sekuritas	Online	August 6, 2020
	The New Normal & Sustainable Finance	Indonesia Banking School	Online	August 7, 2020
	How Banks Would Cater Millennial Customers	Perbanas Institute	Online	August 7, 2020
	Path Toward National Economic Recovery-Airlangga Hartarto	APINDO	Online	August 12, 2020
	Sharing session with Sayur Box	BCA Sekuritas	Online	August 14 2020
	Indonesia on the rebound: How the Digital Economy is fueling Indonesia's economy recovery	Korn Ferry	Online	August 14, 2020
	Sharing session with Amarthia	BCA Sekuritas	Online	August 24, 2020
	Sharing session with Gojek	BCA Sekuritas	Online	August 28 2020
	CFO Forum: Post Implementasi PSAK 71 dan Isu-isu Penerapannya	Perbanas Institute	Online	October 23, 2020
	Bank Strategy in the Digital Era	Indonesia Banking School	Online	November 13, 2020
	Developing a Digital Financial Ecosystem. Broadening Financial Access for Post-Pandemic Economic Recovery	Infobank	Online	December 15, 2020

COMMITTEES UNDER THE BOARD OF COMMISSIONERS

In carrying out its duties, the Board of Commissioners has 6 (six) committees to support the effectiveness of its duties and responsibilities, namely:

- Audit Committee;
- Risk Monitoring Committee;
- Nomination Committee;
- Remuneration Committee;
- Corporate Governance Committee;
- Integrated Corporate Governance Committee.

Each committee shall have the Work Guidelines and Code of Conduct for the committee, drafted and reviewed periodically based on state laws. Committee membership is appointed by the Board of Commissioners based on the Decision of the Board of Commissioners

Meeting. All committees are chaired by an Independent Commissioner.

Performance Assessment of the Board of Commissioners Committee

The Board of Commissioners evaluates the performance of the Committees of the Board of Commissioners based on reports on the implementation of duties and responsibilities submitted by each committee regularly. The performance of the Board of Commissioners' committees during the year 2020 was considered good by the Board of Commissioners and contributed in supporting the implementation of the duties and responsibilities of the Board of Commissioners.

Committee Member Profiles

Name, Age and Position	Citizenship & Domicile	Position	Period of Office	Qualifications	Education History Expertise
Takayoshi Futae 59 years President Commissioner	Citizenship Japan and domiciled in Singapore	<ul style="list-style-type: none"> • Member of the Remuneration Committee • Member of the Nomination Committee 	December 2018 -Present	Finance	<ul style="list-style-type: none"> • Graduated with an economics degree from Osaka University in Osaka Japan • Obtained a Master's degree in Business Administration from the Booth School of Business, university of Chicago, USA

Work Experience (Position, Agency and Serving Period)

- Commissioner of Danamon, 2018-present.
- Vice Chairman of the Board of Bank of Ayudhya.
- Vice-chairman of the Board of Bank of Ayudhya Plc (Krungsri), Thailand.
- Director on the Board of Security Bank Corporation, Philippines, 2016-2018.
- Regional Executive for MUFG Bank in Asia, 2018.
- Senior Managing Director-MUFG Bank, 2017.
- Chief Executive Officer of MUFG Bank's Asia & Oceania region, 2017.
- Corporate banking, credit and corporate advisory.
- Part of the Structured Finance Division, serving the MNCs and the non-Japanese corporates.
- Senior roles in structured finance, project and asset based finance, and corporate restructuring-10 years.
- The Sanwa Bank, Ltd. which was a predecessor of MUFG Bank, 1983.

Name, Age and Position	Citizenship & Domicile	Position	Period of Office	Qualifications	Education History Expertise
J.B. Kristiadi 74 Years, Independent Commissioner	Indonesia	<ul style="list-style-type: none"> • Chairman of the Nomination Committee • Chairman of the Remuneration Committee • Member of the Audit Committee 	<ul style="list-style-type: none"> • April 2017-Present • April 2017-Present 	Finance/Risk Management	<ul style="list-style-type: none"> • PhD (Public Administration), Sorbonne University, France in 1979 • Certificate (Short Course) Adam Smith Institute London 1980

Work Experience (Position, Agency and Serving Period)

- Deputy President Commissioner, Danamon, 2005-present.
- Member of the National Bureaucratic Reform Team under the leadership of the Vice President of the Republic of Indonesia, 2018-Present.
- Commissioners, several SOEs (PT Tambang Batu Bara Bukit Asam, 1980; PT Bank Dagang Negara, 1982; PT Aneka Tambang, 1986; and Bank BNI, 2005).
- Secretary, Tax and Customs Reform Initiative Team, 2010.
- Special Staff, Minister of Finance, 2009-2011.
- Professor, Padjadjaran State University Bandung, 2007-present.
- Secretary General, Ministry of Finance, 2005
- Secretary General, Ministry of Communication and Information, 2003-2005.
- Deputy, Minister for Administrative Reform, 2001-2003.
- Assistant to the Coordinating Minister for Development Supervision, 1999-2001.
- Chairman, State Administration Institute (LAN) of the Republic of Indonesia, 1990-1998.
- Director, Budget Development, Ministry of Finance, 1987-1990.
- Director, Directorate General of Monetary State Wealth Development, 1980-1987.

Name, Age and Position	Citizenship & Domicile	Position	Period of Office	Qualifications	Education History Expertise
Made Sukada 68 Years Independent Commissioner	Indonesia	<ul style="list-style-type: none"> • Chairman of the Risk Oversight Committee • Member of the Nomination Committee • Member of the Corporate Governance Committee • Member of the Remuneration Committee 	April 2017-Present	Finance/Risk Management	<ul style="list-style-type: none"> • Bachelor degree in Accounting from Padjajaran University, Bandung in 1977 • Master of Economics from the University of Pittsburgh, USA, 1984

Work Experience (Position, Agency and Serving Period)

1. Independent Commissioner of Danamon, 2014-present
2. Member of the Supervisory Board, Danamon Peduli Foundation, 2014-present
3. Advisor to the Board of Governors, BI, 2010-2014
4. Member of the Risk Oversight Committee, PT Bank Permata Tbk., 2010-2014.
5. Executive Director of Economic Research and Monetary Policy, Bank Indonesia, 2006-2010
6. Deputy Executive Director of IMF assignments-Washington DC, 2004-2006
7. Position of Director of Bank Indonesia in various Departments, 1998-2010
8. Deputy Director at the Directorate of Monetary Management, 1995
9. Associate Representative at the Representative Office of Bank Indonesia New York, 1993-1995
10. Bank Indonesia Credit Analyst, 1979

Name, Age and Position	Citizenship & Domicile	Position	Period of Office	Qualifications	Education History Expertise
Peter Benjamin Stok 71 years Independent Commissioner	Indonesia	<ul style="list-style-type: none"> • Chairman of the Audit Committee • Chairman of the Corporate Governance Committee • Chairman of the Integrated Corporate Governance Committee 	April 2020-Present	Finance	Bachelor of Economics from University Padjajaran, Bandung-Indonesia

Work Experience (Position, Agency and Serving Period)

- Independent Commissioner of Danamon, 2018-present
- OJK panelist team for the implementation of fit and proper test for candidates for directors and commissioners of the Bank, 2016-2018

- President Commissioner of Bank Negara Indonesia, 2009-2015
- Commissioner of Bank Permata, 2008-2009
- President Director of Bank Niaga, 2000-2006
- President Director of Bank Dagang Negara, 1999-2000
- President Commissioner of Danamon, 1998-1999
- Vice President Director at Bank Pelita, 1997-1998
- Vice President Director of Bank Niaga, 1994-1997
- Member of the Board of Directors of Bank Niaga, 1991-1994

Name, Age and Position	Citizenship & Domicile	Position	Period of Office	Qualifications	Education History Expertise
Masamichi Yasuda 60 years Komisaris	Jepang	<ul style="list-style-type: none"> • Member of the Integrated Corporate Governance Committee • Member of the Corporate Governance Committee • Member of the Risk Oversight Committee 	April 2020-Present	Risk Management, Credit and Treasury	Bachelor of Law, Hitotsubashi University, 1983

Work Experience (Position, Agency and Serving Period)

- Member of the Board of Directors, Deputy President CEO of Global Markets Business-Mitsubishi UFJ Morgan Stanley Securities Co., Ltd., Tokyo, Japan, April 2019-Present
- Senior Managing Executive Officer Global Head of Sales and Trading-Mitsubishi UFJ Securities Holdings Co., Ltd., Tokyo, Japan, April 2019-Present
- Member of the Board of Directors, Senior Managing Executive Officer CRO (Chief Risk Officer) in charge of Corporate Risk-MUFG Bank, Ltd., Tokyo, Japan, April 2018-March 2019
- Management Division, Credit policy & Planning Division CCO (Chief Credit Officer-MUFG Bank, Ltd., Tokyo, Japan, April 2018-March 2019)
- Senior Managing Director CRO (Chief Risk Officer) in charge of Corporate Risk Management Division, Credit policy & Planning Division-The Bank of Tokyo-Mitsubishi UFJ, Ltd., Tokyo, Japan, May 2017-April 2018
- CCO (Chief Credit Officer)-The Bank of Tokyo-Mitsubishi UFJ, Ltd., Tokyo, Japan, May 2017-April 2018
- Managing Director CRO (Chief Risk Officer) in charge of Corporate Risk Management Division-The Bank of Tokyo-Mitsubishi UFJ, Ltd., Tokyo, Japan, April 2016-May 2017
- Credit policy & Planning Division CCO (Chief Credit Officer)-The Bank of Tokyo-Mitsubishi UFJ, Ltd., Tokyo, Japan, April 2016-May 2017
- Managing Director CRO (Chief Risk Officer) in charge of Corporate Risk Management Division Credit policy & Planning Division-The Bank of Tokyo-Mitsubishi UFJ, Ltd., Tokyo, Japan, June 2015-April 2016
- Managing Executive Officer-The Bank of Tokyo-Mitsubishi UFJ, Ltd., Tokyo, Japan, May 2015-June 2015
- Managing Executive Officer-The Bank of Tokyo-Mitsubishi UFJ, Ltd., Tokyo, Japan, May 2014-May 2015
- Deputy Chief Executive, Global Markets Unit-The Bank of Tokyo-Mitsubishi UFJ, Ltd., Tokyo, Japan, May 2014-May 2015
- Executive Officer and General Manager Global Planning Division-The Bank of Tokyo-Mitsubishi UFJ, Ltd., Tokyo, Japan, May 2011-May 2014
- Executive Officer Deputy Chief Financial Officer-The Bank of Tokyo-Mitsubishi UFJ, Ltd., Tokyo, Japan, June 2009-May 2011
- UnionBanCal Corporation and Union Bank, N.A.-The Bank of Tokyo-Mitsubishi UFJ, Ltd., Tokyo, Japan, June 2009-May 2011
- General Manager and Treasurer Global Markets Division for the Americans-The Bank of Tokyo-Mitsubishi UFJ, Ltd., Tokyo, Japan, May 2008-June 2009
- Joined The Bank of Tokyo, Ltd., Yaesu-dori Branch (one of the predecessors of The Bank of Tokyo-Mitsubishi UFJ, Ltd.)-The Bank of Tokyo Ltd., Tokyo, Japan, April 1983
- Senior Managing Corporate Executive Group Head, Global Markets Business Group-Mitsubishi UFJ Financial Group, Inc., Tokyo, Japan, April 2019-Present
- Member of the Board of Directors, Senior Managing Corporate Executive Group CRO (Chief Risk Officer)-Mitsubishi UFJ Financial Group, Inc., Tokyo, Japan, April 2018-March 2019
- Director, Senior Managing Executive Officer Group CRO (Chief Risk Officer)-Mitsubishi UFJ Financial Group, Inc., Tokyo, Japan, May 2017-March 2018
- Director, Managing Executive Officer Group CRO (Chief Risk Officer)-Mitsubishi UFJ Financial Group, Inc., Tokyo, Japan, June 2015-May 2017
- Managing Officer in charge of Compliance and Risk Management-Mitsubishi UFJ Financial Group, Inc., Tokyo, Japan, May 2015-June 2015
- Executive Officer of Market Business, Integrated Global Markets Business Group-Mitsubishi UFJ Financial Group, Inc., Tokyo, Japan, May 2014-May 2015
- Executive Officer and General Manager Global Planning Division-Mitsubishi UFJ Financial Group, Inc., Tokyo, Japan, May 2011-May 2014

Name, Age and Position	Citizenship & Domicile	Position	Period of Office	Qualifications	Education History Expertise
Noriaki Goto 58 Years Commissioner	Jepang	<ul style="list-style-type: none"> Member of the Nomination Committee Member of the Remuneration Committee 	April 2020-Present	Finance	Bachelor's, Law, Waseda University

Work Experience (Position, Agency and Serving Period)

- Senior Managing Executive Officer Regional Executive for Asia Pacific, MUFG Bank Ltd., Singapore, May 2019-Present
- President & Chief Executive Officer, Bank of Ayudhya Public Company Limited, Bangkok, January 2015-May 2019
- Chief Executive Officer, Company Limited, Bangkok, January 2014-December 2014
- Executive Officer & General Manager, Global Planning Division, The Bank of Tokyo-Mitsubishi UFJ Ltd, Tokyo, August 2013-December 2013
- Executive Officer & General Manager, Americas Holding Division, The Bank of Tokyo-Mitsubishi UFJ Ltd, New York, July 2011-August 2013
- Executive Officer & General Manager, Planning Division for the Americas, The Bank of Tokyo-Mitsubishi UFJ Ltd, New York, October 2010-August 2013
- Senior Vice President & Deputy General Manager, Planning Division for the Americas, The Bank of Tokyo-Mitsubishi UFJ Ltd, New York, February 2009-October 2010
- Deputy General Manager, Compliance Division for the Americas, The Bank of Tokyo-Mitsubishi UFJ Ltd, New York, January 2008-February 2009
- Senior Vice President, Compliance Division for the Americas, The Bank of Tokyo-Mitsubishi UFJ Ltd, New York, December 2006-January 2008
- Chief Manager, Corporate Planning Division, The Bank of Tokyo-Mitsubishi UFJ Ltd, Tokyo, January 2006-December 2006
- Chief Manager, Integration Planning Division, The Bank of Tokyo-Mitsubishi UFJ Ltd, Tokyo, June 2004-December 2005
- Senior Manager, Corporate Policy Division, The Bank of Tokyo-Mitsubishi UFJ Ltd, Tokyo, April 2001-June 2004
- Senior Manager, Integration Planning Officer, The Bank of Tokyo-Mitsubishi UFJ Ltd, Tokyo, April 2001-June 2004
- Manager, Asset management Planning Division, The Bank of Tokyo-Mitsubishi UFJ Ltd, Tokyo, August 1998-May 2000
- Executive Vice Chairman, The Bank of Tokyo-Mitsubishi Employee Union, Tokyo, August 1997– August 1998
- Secretary General, The Bank of Tokyo-Mitsubishi Employee Union, Tokyo, August 1996– August 1997
- Manager-Accounting Division, The Bank of Tokyo-Mitsubishi Ltd, Tokyo, June 1991-August 1996
- Marunouchi Branch, The Bank of Tokyo Ltd, Tokyo, July 1988-June 1989
- Capital Market Division No. 2, The Bank of Tokyo Ltd, Tokyo, May 1987-July 1988
- Ikebukuro Branch, The Bank of Tokyo Ltd, Tokyo, April 1985-May 1987

Name, Age and Position	Citizenship & Domicile	Position	Period of Office	Qualifications	Education History Expertise
Nobuya Kawasaki 48 Years Commissioner	Jepang	<ul style="list-style-type: none"> Member of the Risk Oversight Committee Member of the Corporate Governance Committee Member of the Integrated Corporate Governance Committee 	April 2020-Present	Finance	<ul style="list-style-type: none"> Master's, Mechanical Engineering, Keio University Bachelor's, Mechanical Engineering, Keio University

Work Experience (Position, Agency and Serving Period)

- Managing Director, Deputy Head of Global Commercial Banking Planning Division MUFG Bank Ltd., Singapore, August 2019-Present
- Managing Director of Global Commercial Banking Planning Division MUFG Bank Ltd., Singapore, August 2018-August 2019

- Managing Director of Planning Division for Asia & Oceania MUFG Bank Ltd., Singapore, September 2013– August 2018
- Managing Director, Vice President Mitsubishi UFJ Morgan Stanley Securities, Japan, October 2006 – September 2013
- Manager of Credit Portfolio Management Division The Bank of Tokyo Mitsubishi Ltd, Japan, October 2005–October 2006
- Manager Mitsubishi Securities, Japan, October 2002–October 2005
- Associate Product Development Division The Bank of Tokyo Mitsubishi Ltd, Japan, September 1998–October 2002
- Associate Marunouchi Branch The Bank of Tokyo Mitsubishi Ltd, Japan, April 1997– September 1998

Name, Age and Position	Citizenship & Domicile	Position	Period of Office	Qualifications	Education History Expertise
Mawar IR Napitupulu 58 Years Independent Party	Indonesia	<ul style="list-style-type: none"> • Member of the Audit Committee • Member of the Risk Oversight Committee 	April 2020–Present	Accounting, Financial Audit, Risk Management and Control	<ul style="list-style-type: none"> • Master's of Business Administration, Katholieke Universiteit Leuven, Belgium, Majoring in Finance • Bachelor's in Accounting, University of Indonesia

Work Experience (Position, Agency and Serving Period)

- Senior Managing Partner-Amir Abadi Jusuf, Aryanto, Mawar & Rekan Public Accountant Office-a member firm of RSM International, July 1994–Present
- Lecturer in the Accounting Department, Faculty of Economics, Universitas Indonesia, 1985–Present
- Associate Consultant, Management Institute, Faculty of Economics, Universitas Indonesia, 1990–1994
- Senior Auditor-SGV Utomo, Member Firm of Arthur Andersen & Co. Chase Plaza 8th Floor, Jakarta, 1986–1988
- Chairman & Member of the Supervisory Board, Indonesian Institute of Public Accountants, 2018–Present
- Member, Indonesian Audit Committee Association, 2004–Present
- Member, Indonesian Association of Receivers and Administrators, 1999–Present

Name, Age and Position	Citizenship & Domicile	Position	Period of Office	Qualifications	Education History Expertise
Zainal Abidin 65 Years Independent Party	Indonesia	<ul style="list-style-type: none"> • Member of the Audit Committee • Member of the Risk Oversight Committee • Member of the Integrated Corporate Governance Committee 	April 2020–Present	Banking Monitoring and Inspection; Money Markets, Foreign Exchange, Trade and Bond Investments, Derivatives and Forex Management; SME Development, Micro Lending, Banking Training and Development; Risk Management	<ul style="list-style-type: none"> • Master of Arts (MA) in Development Economics, Williams College, U.S., 1989 • Bachelor of Economics, Airlangga University, 1982 • Certified Chartered Accountant (CA-Indonesia)

Work Experience (Position, Agency and Serving Period)

- Independent Party, Danamon 2020–Present
- President Commissioner, PT Artajasa Pembayaran Elektronik (Artajasa Payment Electronics), 2017–2020
- President Commissioner, PT Mekar Prana Indah, September 2014–2017
- Executive Director at Department of Credit, Rural Bank and MSME, Bank Indonesia, 2012–2013

- Director at Directorate of Accounting and Payment Systems, Bank Indonesia, 2012-2012
- Senior Researcher in Banking Regulation and Central Banking Studies, Bank Indonesia, 2008-2012
- Director at Directorate of Bank Supervision and Examination, Bank Indonesia, 2007-2008
- Deputy Director/Head of Dealing Room/Head of

Foreign Exchange Management Bureau at Directorate of Foreign Reserve Management, Bank Indonesia, 2001-2007

- Trainee, Junior Staff until Deputy Director at Directorate of Bank Supervision and Examination, Bank Indonesia, 1982-2001

Name, Age and Position	Citizenship & Domicile	Position	Period of Office	Qualifications	Education History Expertise
Manggi Taruna Habir 67 Years Independent Party	Indonesia	<ul style="list-style-type: none"> • Member of the Risk Oversight Committee 	April 2020-Present	Finance/Risk Management	<ul style="list-style-type: none"> • Bachelor's in Economics, McGill University, Canada • Master's in Business Administration, University of Michigan, U.S. • Master's in Public Administration, Harvard University, U.S.

Work Experience (Position, Agency and Serving Period)

- Independent Commissioner, Danamon, 2005-2020
- Previously President Commissioner of PT Asuransi Adira Dinamika
- Previously Chair of the Supervisory Board of Yayasan Danamon Peduli
- Director, Standard & Poor's, Singapore, 2002-2005.
- President Director, PT Pefindo, 1998-2001
- Research Director, PT Bahana Securities, 1995-1998
- Business and Economics Correspondent, Far Eastern Economic Review, 1982-1985
- Several Key Positions in Citibank N.A. Jakarta, 1985-1991

Name, Age and Position	Citizenship & Domicile	Position	Period of Office	Qualifications	Education History Expertise
Din Syamsuddin 62 Years Chairman of the Sharia Supervisory Board	Indonesia	<ul style="list-style-type: none"> • Member of the Integrated Corporate Governance Board • Chairman of the Sharia Supervisory Board 	April 2020-Present	Islamic Law (Sharia), Islamic Political Science, and Interfaith/Intercultural Communications	<ul style="list-style-type: none"> • Bachelor's, UIN Syarif Hidayatullah Jakarta • Master's, University of California, Los Angeles (UCLA), U.S. • Doctorate, University of California, Los Angeles (UCLA), U.S.

Work Experience (Position, Agency and Serving Period)

- Professor of Political Islamic Thought, UIN Jakarta, 1982-Present
- General Chairman of PP Muhammadiyah, 2005-2015
- Chairman of the Board of Advisors, MUI, 2015-Present
- Vice Chairman of the steering Committee, Association of Indonesian Muslim Intellectuals, 2005-2010
- President, Asian Conference on Religions for Peace (ACRP), 2004-Present
- Co-President, World Conference of Religions for Peace (WRCP), 2006-Present
- Chairman, World Peace Forum, 2006-Present
- Founder and Chairman, Center for Dialogue and Cooperation among Civilizations. 2007-Present
- Member, Leadership Council of United Nation Sustainable Development Solution Network, 2015-Present
- Member, Group for Strategic Vision Russia-Islamic World, 2006-Present
- Special Envoy of the President of Republic of Indonesia for Interfaith and Intercultural Dialogue and Cooperation, 2017-2018
- President Moderator, Asian Conference of Religions for Peace Japan 2008-Present

Name, Age and Position	Citizenship & Domicile	Position	Period of Office	Qualifications	Education History Expertise
Roy Fahrizal Permana 47 Years Executive Officer for Human Resources	Indonesia	<ul style="list-style-type: none"> Secretary and Member of the Remuneration Committee Secretary and Member of the Nomination Committee 	<ul style="list-style-type: none"> 2018-Present 2018-Present 	<ul style="list-style-type: none"> Risk Management Certificate (BSMR) level 1 Human Resources Management Rewards and Performance Management 	Master's, Industrial Engineering

Work Experience (Position, Agency and Serving Period)

- Rewards Head, Danamon, 2018-Present
- Secretary and Member of the Remuneration Committee and Nomination Committee, Danamon, 2018-Present
- Country Head of HR, Grab Indonesia, 2017-2018
- Rewards and Services Head, Bank UOB Indonesia, 2009-2017
- Secretary and Member of the Remuneration and Nomination Committee, Bank UOB Indonesia, 2009-2017
- Compensation and Benefit Head, Esia-BakrieTelecom, 2008-2009
- Managerial Positions in Human Resources including Rewards and Performance Management, HR Operation, HR Area and Business Partner, Bank CIMB Niaga, 2003-2008
- HR Compensation and Benefit Analyst, Texmaco Group, 1998-2003
- Financial Executive, Bank Umum Nasional, 1998

Name, Age and Position	Citizenship & Domicile	Position	Period of Office	Qualifications	Education History Expertise
Djoko Sudyatmiko 76 Years Independent Commissioner, PT Adira Dinamika Multi Finance Tbk.	Indonesia	<ul style="list-style-type: none"> Member of the Integrated Corporate Governance Committee Independent Commissioner at PT Adira Dinamika Multi Finance Tbk. 	April 2020-Present	Economics and Corporate Governance	Bachelor's, Electrical Engineering, Institut Teknologi Bandung

Work Experience (Position, Agency and Serving Period)

- Chairman of the Nomination and Remuneration Committee, PT Adira Dinamika Multi Finance, 2015-Present
- Member of the Audit Committee, PT Adira Dinamika Multi Finance, 2015-2016
- Chairman of the Corporate Governance Committee, PT Adira Dinamika Multi Finance, 2014-Present
- Commissioner, ASCO Group, 2012-Present
- Commissioner and Independent Commissioner, 2011-Present
- Member of the Risk Management Committee, 2011-Present
- Chairman of the Audit Committee, 2011-2015
- Chairman of the Audit Committee and Risk Management Committee, 2010-2011
- Member of the Nomination and Remuneration Committee, 2004-2015
- Independent Commissioner, 2004-2011
- Member of the Audit Committee and Risk Management Committee, 2004-2010
- Commissioner, PT Pakoakuina- Automotive Wheel Rim Manufacturer, 2003-2020
- Commissioner, PT Inkoasku-Automotive Wheel Rim Manufacturer, 2003-2010
- Commissioner, PT Palingda-Automotive Wheel Rim Manufacturer, 2003-2010
- Commissioner, PT Adira Sarana Armada, 2003-2009
- Commissioner, PT Asuransi Adira Dinamika, 2003-2008
- President Commissioner, 2002-2004

- Commissioner, PT Kharaba Unggul/PT Makro Indonesia, 1990-2000
- Commissioner, PT Dharma Sarana Perdana, 1989-1995
- Commissioner, PT Astra Graphia Tbk., 1986-1989
- Member of the People's Consultative Assembly (MPR), 1992-1997
- Member of the People's Representative Council (DPR and People's Consultative Assembly (MPR), 1971-1992

Name, Age and Position	Citizenship & Domicile	Position	Period of Office	Qualifications	Education History Expertise
Kevin Ludwick 56 Years Representative of MUFG Jakarta	U.K. citizen domiciled in Singapore	Member of the Integrated Corporate Governance Committee	July 2020-Present	Finance	University of Cambridge with both Masters and Bachelor of Arts (Law)

Work Experience (Position, Agency and Serving Period)

- Chief Compliance Officer for MUFG Asia Pacific Region and General Manager for Asian Compliance Office (ACO), July 2016
- General Manager and Chief Compliance Officer for the bank's regional headquarters for EMEA (Europe, Middle East and Africa)
- Financial organisations such as PaineWebber International, Banque Indosuez and with the Bank of America
- Head departments for Europe & Japan Supervision, Listing and Markets-UK Financial Services Authority (FSA)

Name, Age and Position	Citizenship & Domicile	Position	Period of Office	Qualifications	Education History Expertise
Tatsuya Ishikawa 51 Years Representative of MUFG Jakarta	Japanese citizen domiciled in Singapore	Member of the Integrated Corporate Governance Committee	July 2020-Present	Finance/Risk Management	Master's of Engineering in Applied Systems Science, Kyoto University, Japan

Work Experience (Position, Agency and Serving Period)

- Managing Director, Head of Risk Management Office for Asia, Chief Risk Officer for Asia, August 2019-Present
- Managing Director, Head of Global Market Planning Division, June 2018-August 2019
- Managing Director, Head of Market Risk Management Office, December 2016-May 2018
- Managing Director, Head of Treasury Department for the ASEAN region, June 2013-December 2016
- Director, International Treasury and Investment Division, January, 2010-June 2013
- Various positions at the firm since started his career at Bank of Sanwa in 1995, including Manager of Bank of Japan's Institute for Monetary and Economic Studies (2001-2002) and Corporate Risk Management Division, 1997-2001, 2002-2013

Name, Age and Position	Citizenship & Domicile	Position	Period of Office	Qualifications	Education History Expertise
Andre S.Painchaud 49 Years Representative of MUFG Jakarta	Singaporean citizen domiciled in Singapore	Member of the Integrated Corporate Governance Committee	July 2020-Present	Finance/Risk Management	<ul style="list-style-type: none"> Bachelor's of Science, Salem State College, U.S. Master's of Business Administration, Finance, Bentley College, U.S.

Work Experience (Position, Agency and Serving Period)

- Head of the Internal Audit and Credit Examination-The Bank of Tokyo-Mitsubishi UFJ, Ltd.
- Audit Director, Quality Assurance for Institutional Clients Group at Citibank Singapore
- Managing Director & Head of Internal Audit for Asia region-Daiwa Capital Markets, November 2008-June 2013
- Securities Compliance Examiner in Boston, U.S. in July 1995-April 2002

Name, Age and Position	Citizenship & Domicile	Position	Period of Office	Qualifications	Education History Expertise
Adam Hartono Asihin 49 Years Representative of U Finance	Indonesia	Member of the Integrated Corporate Governance Committee	July 2020-Present	Finance	<ul style="list-style-type: none"> Master's, Management, Universitas Gajah Mada Bachelor's, Law, Universitas Gajah Mada

Work Experience (Position, Agency and Serving Period)

- Corporate Legal Consultant on Banking, Finance, Capital Markets, and Foreign Investment-Adam Xie & Partners Sekutu Pengurus, 2007-Present
- Corporate Legal Consultant on Banking, Finance, Capital Markets, and Foreign Investment-Rosetini & Partners Sekutu, 2004-2006
- Corporate Legal Consultant on Banking, Finance, and Foreign Investment-Rosetini, Melanita & Partners Associate, 2002-2003
- Corporate Legal Consultant on Banking, Finance, and Foreign Investment-Rosetini & Associates, 2001-2002
- Corporate Legal Consultant on Banking, Finance, and Foreign Investment-Konsultan hukum independen, November 1998-December 1999
- Corporate Legal Consultant on Banking, Finance, and Foreign Investment-Hendra & Associates, November 1997-June 1998
- Corporate Legal Consultant on Banking, Finance, and Foreign Investment-Hendra Tadjuddin, Simatupang, July 1997-October 1997
- Corporate Legal Consultant on Banking, Finance, and Foreign Investment-Hendra, Tadjuddin, Shnatupang, Mara.mis associate, March 1997-June 1997
- Corporate Legal Consultant on Banking, Finance, and Foreign Investment-Hendra, Tadjuddin, Simatupang Associate, March 1996-February 1997
- Assistant to the President Director, PT Young Sinaneka Mataram, May 1994-February 1995

Independent Party in the Committee

Independent parties are parties outside Danamon who do not have financial, management, share ownership and/or family relationships with members of the Board of Commissioners, Directors and/or controlling shareholders or relationships with Danamon that may affect their ability to act independently. The Board of Commissioners appoints Independent Parties (Mawar Napitupulu and Zainal Abidin) as independent members of the Board of Commissioners' committees, namely the Audit Committee, Risk Oversight Committee, and Integrated Corporate Governance Committee based on the recommendation of the Nomination Committee. The appointed Independent Party must meet the competency and independence requirements required by the committee.

AUDIT COMMITTEE

The Audit Committee was formed to support the implementation of the duties and responsibilities of the Board of Commissioners to monitor and evaluate the planning and implementation of audits as well as to monitor the follow-up of audit results in assessing the adequacy of internal control, including the adequacy of the financial reporting process. The Audit Committee ensures that the integrity, accuracy and adequacy of financial reports and all important risks have been considered. The Audit Committee also monitors the effectiveness of compliance with regulations. The Audit Committee also provides recommendations for public accountants from the appropriate public accounting firm and supervises its effectiveness.

Audit Committee Charter and Code of Conduct

The Audit Committee has the Audit Committee Charter which regulates matters related to the implementation of duties and responsibilities, organization, membership requirements, independence, authority, meeting implementation, work ethics, and the term of the Audit Committee. The Audit Committee Charter and Code of Conduct are reviewed periodically to comply with the prevailing regulations and Bank's needs. In 2019, the Audit Committee Charter was updated.

Duties and Responsibilities of the Audit Committee

The Audit Committee has duties and responsibilities, including the following:

1. Finance report
 - a. Review financial information that will be published by Danamon to the public and/or to authorities, including: financial reports, projections and other reports relating to Danamon's financial information.
 - b. Monitor and evaluate the compliance of financial reports with applicable accounting standards.
 - c. Reviewing the adequacy of the audits performed by the public accountant to ensure that all significant risks have been considered.
 - d. Examine complaints relating to the accounting and financial reporting processes of Danamon.
2. External Audit
 - a. Recommend to the Board of Commissioners regarding the appointment, reappointment, dismissal or replacement, requirements for involvement, and remuneration of public accountants to be proposed to the Annual General Meeting of Shareholders (AGMS).
 - b. In preparing recommendations, the Audit Committee will consider the following:
 - Independence of Public Accountants, Public Accounting Firms and people in the Public Accounting Firm.
 - The scope of the audit.
 - Audit fees.
 - Expertise and experience of Public Accountants, Public Accounting Firms and the Audit team of the Public Accounting Firm.
 - Audit methodologies, techniques and tools used by the Public Accounting Firm.
 - The benefits of fresh eye perspectives that will be obtained through the replacement of the Public Accountant, Public Accounting Firm, and the audit team from the Public Accounting Firm.
 - c. Review the scope of work and work results of a public accountant, the independence and objectivity of the public accountant every year, and state it in the Annual Report.
 - The total amount of fees paid to the public accountant for the financial year and
 - Breakdown of fees paid in total for audit and non-audit services, or negative statements, and whether all significant risks in the Annual Report have been considered.
 - d. Review financial report audits, significant findings, and recommendations of public accountants and the responses of the Board of Directors.
 - e. Evaluating the implementation of the provision of audit services on annual historical financial information by a Public Accountant and/or Public Accountant Firm at least through:
 - The conformity of the audit implementation by the Public Accountant and/or Public Accountant Firm with the applicable auditing standards;
 - Sufficient time for field work;
 - Assessment of the scope of services provided and the adequacy of sampling; and
 - Recommendations for improvements given by the Public Accountant and/or Public Accounting Firm.
 The results of this Audit Committee evaluation are no later than 6 (six) months after the financial year ends.
 - f. Monitor and evaluate the planning and implementation of public accountant audits as well as monitor follow-up to audit results in order to assess the adequacy of internal control, including the adequacy of the financial reporting process.
 - g. Monitor and evaluate the compliance of public accountants with applicable auditing standards.

3. Internal Audit

- a. Monitor and evaluate the implementation of duties including the adequacy and effectiveness of the Internal Audit Unit function.
- b. Review the independence of the Head of the Internal Audit Unit and ensure that the Head of the Internal Audit Unit has direct and unrestricted access to the Board of Directors, Board of Commissioners and Sharia Supervisory Board.
- c. Reviewing the scope of work and the audit plan of the Internal Audit Unit, including ensuring interactions with the Board of Directors, Board of Commissioners, Sharia Supervisory Board, External Auditor, and the Financial Services Authority and other matters related to audit implementation.
- d. Review significant findings and recommendations from the Internal Audit Unit and the Board of Directors' responses.
- e. Monitor and evaluate the follow-up implementation by the Board of Directors on the findings of the Internal Audit Unit, Public Accountants, and audit findings from the Financial Services Authority and/or other regulators.
- f. Review audit reports and ensure that the Board of Directors takes necessary corrective actions quickly to resolve control weaknesses, fraud, compliance issues with policies, laws and regulations, or other issues identified and reported by SKAI, External Auditors, and the Financial Services Authority and or other regulators.
- g. Provide recommendations to the Board of Commissioners regarding:
 - Appointment and dismissal of the Head of SKAI
 - Internal Audit Charter Approval
 - Annual audit plan, scope and budget allocation for SKAI
 - Providing the overall SKAI annual remuneration as well as performance awards.

4. Internal control

Review and report to the Board of Commissioners on a regular basis, the adequacy and effectiveness of internal controls established by the Board of Directors, including financial, operational, compliance and information technology controls.

5. Compliance

- a. Reviewing the compliance framework, scope of work and compliance function plan.
- b. Reviewing compliance with laws and regulations related to Danamon's activities.

- c. Review legal matters that may have a material impact on financial reports, related compliance policies and reports received from regulators.

6. Others

- a. In carrying out its duties and responsibilities, the Audit Committee acts independently.
- b. The Audit Committee examines suspected errors in the decisions of the Board of Directors meeting or irregularities in the implementation of the resolutions of the Board of Directors meeting. The examination can be carried out by the Audit Committee or by an independent party appointed by the Audit Committee at Danamon's expense.
- c. The Audit Committee must prepare, review and update the Audit Committee Charter on a regular basis.
- d. The Audit Committee is required to submit a review report to all members of the Board of Commissioners after the review report has been completed by the Audit Committee.
- e. Provide independent opinion in the event of disagreements between the Board of Directors and a public accountant for the services rendered.
- f. Maintain the confidentiality of documents, data and information of Danamon.
- g. The Audit Committee reviews and provides opinions to the Board of Commissioners regarding potential conflicts of interest in Danamon.
- h. Audit Committee members are required to improve competence through continuous education and training.

Audit Committee Authority

The Audit Committee has the following powers:

1. Investigate any issues that are included in its terms of reference, access and cooperation with the Board of Directors and the discretion to invite every director or executive officer to attend Audit Committee meetings, and to have reasonable resources in order to carry out their functions properly.
2. Review affiliated transactions and conflict of interest after receiving the assessment report from the Compliance Director, to ensure that these transactions are carried out with due regard to the interests of Danamon and minority shareholders and are carried out fairly based on normal commercial terms.
3. If necessary, involve independent parties outside the Audit Committee to help carry out their duties.
4. Invite/appoint reviewers.

5. Perform other powers assigned by the Board of Commissioners.
6. The Audit Committee can access Danamon's documents, data and information regarding the required employees, funds, assets and company resources while still paying attention to applicable confidentiality provisions.
7. The Audit Committee can communicate directly with employees, including the Board of Directors and those who carry out the functions of internal audit, risk management, and accountants regarding the duties and responsibilities of the Audit Committee.

Structure, Membership, Expertise and Legal Basis for Appointment of the Audit Committee

Structure and Membership of the Audit Committee

The Audit Committee consists of 4 (four) members, consisting of 2 (two) Independent Commissioners (Peter Benjamin Stok and JB Kristiadi) and 2 (two) Independent Parties (Mawar IR Napitupulu and Zainal Abidin). The Audit Committee is chaired by an Independent Commissioner, namely Peter Benjamin Stok. The structure and membership of the Audit Committee have met the prevailing regulations.

Structure and Membership of the Audit Committee

No.	Name	Position at Danamon	Position in the Audit Committee
1	Peter Benjamin Stok	Independent Commissioner	Chairman
2	JB Kristiadi	Vice President Commissioner (Independent Commissioner)	Member
3	Mawar IR Napitupulu	Independent Party	Member
4	Zainal Abidin	Independent Party	Member

Expertise of Audit Committee Members

All members of the Audit Committee have fulfilled the applicable regulations related to the expertise requirements of members of the Audit Committee covering the fields of finance and/or accounting, risk management, banking and/or law, with due regard to their respective integrity, good character and morals as stated in the statement letter. personal.

Legal Basis of Appointment

Members of the Audit Committee are appointed through a Circular Decree of the Board of Commissioners as a substitute for decisions taken at the Board of Commissioners Meeting of PT Bank Danamon Indonesia Tbk. Number KSR-Kom.Corp.Sec-02 dated April 21, 2020.

Independence of the Audit Committee Members

All members of the Danamon Audit Committee are independent (Independent Commissioner and Independent Party). Non-independent commissioners and Directors are not allowed to become members of the Audit Committee. Audit Committee members must comply with Danamon's Code of Conduct.

Length of service

The term of office of members of the Audit Committee must not exceed the term of office of the Board of Commissioners as stipulated in the Articles of Association and can only be re-elected for the next 1 (one) period.

Policy and Implementation of Audit Committee Meetings

Audit Committee Meeting Policy

1. Committee meetings are held at least once every 3 (three) months according to Danamon's needs.
2. Meetings can be held if attended by at least 51% (fifty one percent) of the total members.
3. Meeting decisions are made based on the principle of deliberation and consensus. In the event that deliberation to reach consensus does not occur, decisions are made based on majority votes. Decisions made based on majority votes are based on the principle of 1 (one) person and 1 (one) vote.
4. Every meeting is recorded in the minutes, well documented, signed by all members present, and submitted to the Board of Commissioners.
5. Dissenting opinions that occur in meetings and their reasons must be clearly stated in the minutes of the meeting.

Implementation, Attendance Level, and Meeting Agenda

Throughout 2020, the Audit Committee held 7 (seven) meetings with attendance levels and meeting agendas as follows:

Attendance Level of Committee Members in Meetings

Name	Level of Attendance at Meetings
Peter Benyamin Stock	100%
JB Kristiadi	100%
Napitupulu roses	100%
Zainal Abidin	100%

Meeting agenda

No.	Date	Meeting agenda
1	January 16, 2020	<ul style="list-style-type: none"> Independent Auditor Appointment 2020 Integrated Internal Audit of Financial Conglomeration MUFG Asia Internal Audit-Audit and Collaboration Plan Assessment of Internal Control System Implementation Internal Audit Update Fraud Case Update Whistleblower Report
2	March 17, 2020	<ul style="list-style-type: none"> Proposed Revision of the Integrated Internal Audit Charter Internal Audit Update Whistleblower Report Whistleblower Services
3	May 6, 2020	<ul style="list-style-type: none"> Internal Audit Update Whistleblower Report
4	June 18, 2020	<ul style="list-style-type: none"> PSAK 71-Financial Instrument Disclosure Internal Audit Update Whistleblower Report
5	August 13, 2020	<ul style="list-style-type: none"> Proposed Changes to the 2020 Internal Audit Plan Internal Audit Update Whistleblower Report
6	October 15, 2020	<ul style="list-style-type: none"> Internal Audit Update Whistleblower Report Internal Quality Assurance Results Update Analytics Data
7	November 5, 2020	<ul style="list-style-type: none"> Proposed 2021 Internal Audit Plan Internal Audit Organization Change Update

Implementation of Audit Committee Work Activities in 2020

1. The appointment of PwC as the external auditor for Danamon.
2. Review and/or evaluate related updates:
 - a. internal audit;
 - b. fraud cases and whistleblower reports;
 - c. assessment of the application of the internal control system;
 - d. revision of the Integrated Internal Audit Charter;
 - e. PSAK 71-Financial Instrument Disclosure;
 - f. Internal Quality Assurance results;
 - g. analytics data;
 - h. integrated internal audit of the Financial Conglomeration;

- i. MUFG Asia internal audit-audit and collaboration plan;
- j. the proposed 2021 internal audit plan and changes to the internal audit organization.

Statement of the Audit Committee on the Effectiveness of the Internal Control System

The internal control system implemented by Danamon is considered to be effective and adequate, reflected in the effectiveness of the implementation of internal control functions, including internal audit, risk management, compliance, financial and operational control functions. The Audit Committee regularly submits reports on its work implementation to the Board of Commissioners.

RISK OVERSIGHT COMMITTEE

The Risk Oversight Committee is responsible for carrying out the risk oversight function and providing recommendations or independent professional opinions to the Board of Commissioners regarding risk management frameworks and policies consistent with Danamon's risk appetite. The name of the Risk Oversight Committee in English has changed from Risk Monitoring Committee to Risk Oversight Committee since July 2020.

Risk Oversight Committee Charter

The Risk Oversight Committee has a Risk Oversight Committee Charter which regulates matters related to the implementation of duties and responsibilities, membership, work ethics, independence, tenure and meeting implementation. The Risk Oversight Committee Charter is reviewed periodically.

Duties and Responsibilities of the Risk Oversight Committee

The Risk Oversight Committee has the following duties and responsibilities:

1. Prepare and review/update the Risk Oversight Committee Charter periodically;
2. Provide supervision in the implementation of risk management practices;
3. Evaluating bank and integrated risk management policies and evaluating the suitability of risk management policies with their implementation in order to provide recommendations to the Board of Commissioners, at least once a year;
4. Provide independent professional opinion to the Board of Commissioners and recommend to the Board of Directors actions that can be considered to strengthen the risk management framework;
5. Monitor and evaluate the Risk Management Work Unit and the implementation of its committee duties in order to provide recommendations to the Board of Commissioners.
6. Recommend to the Board of Commissioners the Risk Appetite Statement (RAS) Framework, including thresholds and triggers;
7. Reviewing all risk management policies and regulatory/internal documents that require Board of Commissioners approval, as recommended by the Board of Directors;

8. Monitor the effectiveness of the Policies, Procedures, Tools, Limits and Risk Management Framework prepared by the Risk Management Committee, Integrated Risk Directorate, Support Work Units and Business Work Units;

9. Ensuring the accountability of the Board of Directors and Executive Officers in carrying out their duties and responsibilities related to the effective implementation of Bank and Integrated risk management;

10. Initiating an investigation or investigation of matters that require independent review and assessment related to Fraud, Conflict of Interest, Irregularities in Governance, Negligence and Code of Conduct Violations.

The Authority of the Risk Oversight Committee

The Risk Oversight Committee has the following powers:

1. Access required Danamon documents, data and information.
2. Communicating directly with employees, Directors and other parties related to the implementation of their duties and responsibilities.
3. Involve independent parties in order to help carry out their duties if necessary.
4. Perform other powers assigned by the Board of Commissioners.

Structure, Membership, Expertise and Legal Basis for Appointment of the Risk Oversight Committee

Structure and Membership Risk Oversight Committee

The Risk Oversight Committee consists of 6 (six) members, consisting of 1 (one) Independent Commissioner, 2 (two) Commissioners, 3 (three) independent parties. The structure and membership of the Risk Oversight Committee have complied with the prevailing regulations.

2020 Risk Oversight Committee Membership Composition

No.	Name	Position at Danamon	Position in the Risk Oversight Committee
1.	Made Sukada	Commissioner (Independent)	Chairman
2.	Masamichi Yasuda	Commissioner	Member
3.	Nobuya Kawasaki	Commissioner	Member
4.	Manggi Taruna Habir	Independent Party	Member
5.	Napitupulu roses	Independent Party	Member
6.	Zainal Abidin	Independent Party	Member

Legal Basis of Appointment

The membership composition of the Risk Oversight Committee is determined based on the Circular Decision of the Board of Commissioners as a Substitute for the Decisions taken at the Board of Commissioners Meeting of PT Bank Danamon Indonesia Tbk. Number KSR-Kom. Corp.Sec-002 dated April 3, 2020.

Independence of the Risk Oversight Committee Members

The majority of Committee members are Independent Commissioners and Independent Parties in an effort to maintain independence and objectivity. Members of the Board of Directors are not allowed to become members of the Risk Oversight Committee.

Length of service

The term of office of committee members may not be longer than the term of office of the Board of Commissioners as stipulated in the Articles of Association.

Policy and Implementation of Risk Oversight Committee Meetings**Risk Oversight Committee Meeting Policy**

1. Meetings are held at least once in 3 (three) months according to Danamon's needs.

2. Meetings can be held if attended by at least 51% (fifty one percent) of members including Independent Commissioners and Independent Parties either face to face and/or virtually.
3. Meeting decisions are made based on the principle of deliberation and consensus. In the event that deliberation to reach consensus does not occur, decisions are made based on majority votes. Decisions made based on majority votes are based on the principle of 1 (one) person 1 (one) vote.
4. Meeting decisions must be recorded in the minutes of meeting minutes, well documented, signed by all Committee members present, and submitted to the Board of Commissioners.
5. Dissenting opinions and reasons for differences in Committee meetings and their reasons must be clearly stated in the minutes of the meeting.

Implementation, Attendance Level, and Meeting Agenda

During 2020, the Risk Oversight Committee held 12 (twelve) meetings with attendance levels and meeting agendas as follows:

Attendance Level of Committee Members in Meetings

Name	Level of Attendance at Meetings
Made Sukada	100%
Masamichi Yasuda	92%
Nobuya Kawasaki	100%
Manggi Taruna Habir	100%
Napitupulu roses	100%
Zainal Abidin	100%

Meeting agenda

No.	Meeting Date	Meeting agenda
1	January 20, 2020	<ul style="list-style-type: none"> • Treasury and Capital Market Updates • Compliance Update • Integration Risk Update

No.	Meeting Date	Meeting agenda
2	February 27, 2020	<ul style="list-style-type: none"> • Treasury Trading Limits • Market and Liquidity Risk Limits for Balance Sheet Management • Adjustment of Credit Risk Management Framework between MUFG Bank and Danamon • Technology Risk Management Policy Update • Integration Risk Update • 2019 Sustainability Report • ICAAP Semester II 2019 • RAS Parameters-Low Quality Credit
3	March 20, 2020	<ul style="list-style-type: none"> • Results of the Thematic Stress Test for COVID-19 • Business Continuity Management Update
4	April 8, 2020	<ul style="list-style-type: none"> • Proposed Limits for Available For Sale (AFS) • Dual Currency Investment (DCI) Product Initiative
5	April 30, 2020	<ul style="list-style-type: none"> • RAS study • Integration Risk Update • Compliance Update • Treasury and Capital Market Update
6	June 11, 2020	<ul style="list-style-type: none"> • Credit Risk Policy-Review and Updates • Risk Oversight Committee Charter-Review and Updates • Risk Management Portfolio Update • Recovery Plan Monitoring • The Effect of Adira Finance's Loan Restructuring on the Joint Financing Report • Proposed Write-Off Loans • MUFG Information Exchange Framework Update
7	July 10, 2020	<ul style="list-style-type: none"> • Revised Memo for the Stimulus of the Influence of COVID-19
8	July 30, 2020	<ul style="list-style-type: none"> • RAS Parameter Update-Single Obligor • Update the Business Banking Unit • Integration Risk Update • ICAAP update • Integrated Risk Management Committee Charter • Methodology and Integration Risk Profile Boundaries • Legal Updates and Litigation • Compliance Update • Treasury and Capital Market Updates
9	August 28, 2020	<ul style="list-style-type: none"> • Adira Finance Update • Consumer Banking Update • P2P Loan Update • Integration Risk Update
10	September 24, 2020	<ul style="list-style-type: none"> • Adira Finance Portfolio Update • Update the Enterprise Banking Portfolio • Update the SME Portfolio • Peer Banks Analysis • Credit Parameters • Funding and Franchise Building • Antasena Project • Stress Test • Compliance Update
11	October 23, 2020	<ul style="list-style-type: none"> • Recovery Plan Study • Market and Liquidity Risk Policy • Adira Finance Loan Restructuring • Integration Risk Update • Legal Updates and Litigation • Treasury and Capital Market Update • Compliance Update

No.	Meeting Date	Meeting agenda
12	November 23, 2020	<ul style="list-style-type: none"> • Sustainable Finance Action Plan • Integrated Risk Management Policy • Extension of the Covid-19 Stimulus • Proposed Market and Liquidity Risk Limits • Sustainable Finance Credit Framework and Guidelines • Intragroup Transaction Policy • COC & NPL plans

Implementation of 2020 Risk Oversight Committee Work Activities

Important activities carried out by the Risk Oversight Committee in 2020 include:

1. Evaluating updates related to integrated risk, compliance, treasury and capital markets, the Business Banking unit, law, and litigation.
2. Review related updates:
 - 2019 Sustainability Report
 - ICAAP Semester II 2019
 - RAS Parameters-Low Quality Credit, Single Obligor
 - Results of the thematic stress test for COVID-19
 - Memo of the Stimulus of the Influence of COVID-19
 - Extension of the COVID-19 Stimulus
 - Business Continuity Management
 - Dual Currency Investment (DCI) Product Initiative
 - Risk management portfolio and business portfolio
 - Adira Finance Loan Restructuring
 - The Effect of Adira Finance's Loan Restructuring on the Joint Financing Report
 - Recovery Plan
 - Sustainable Finance Action Plan

- MUFG's Information Exchange Framework
- Adjustment of Credit Risk Management Framework between MUFG Bank and Danamon
- Peer bank analysis
- Credit Parameters
- Funding and Franchise Building
- Antasena Project
- Risk Oversight Committee Charter and Integrated Risk Management Committee Charter
- Credit Risk Policy, Technology Risk Management Policy, Market and Liquidity Risk Policy, Integration Risk Management Policy, Intragroup Transaction Policy, Sustainable Finance Credit Framework and Guidelines
- Integrated Risk Profile Methodology and Limitations
- Limits for treasury trading, market and liquidity risk for balance sheet management, and Available For Sale (AFS)

The Risk Oversight Committee reports its activities and recommendations to the Board of Commissioners on a regular basis.

NOMINATION COMMITTEE

The Nomination Committee is a committee that helps carry out the functions and duties of the Board of Commissioners to review and assess the nominations of members of the Board of Directors and members of the Board of Commissioners. The Nomination Committee reports to the Board of Commissioners.

Nomination Committee Charter and Code of Conduct

The Nomination Committee has a Nomination Committee Charter which regulates matters relating to objectives, accountability, structure and membership, tenure, duties and responsibilities, authority, meetings and meeting implementation, and reporting. The Nomination Committee Charter is reviewed periodically.

Duties, Responsibilities and Authorities of the Nomination Committee

Duties and responsibilities

The Nomination Committee has duties and responsibilities, including:

1. Provide recommendations to the Board of Commissioners regarding:
 - a. Composition of positions of members of the Board of Commissioners and/or members of the Board of Directors
 - b. Policies and criteria required in the Nomination process
 - c. Performance evaluation policy for members of the Board of Commissioners and/or members of the Board of Directors
2. Review, evaluate and provide recommendations regarding the system and procedure for selecting and/or replacing members of the Board of Commissioners and Directors.

3. Identifying, reviewing and recommending candidate members of the Board of Commissioners and/or Directors including the President Director to the Board of Commissioners to be submitted to the General Meeting of Shareholders for approval.
 4. Recommend to the Board of Commissioners, independent parties who will become members of the committees of the Board of Commissioners.
 5. At Danamon's expense, the Nomination Committee may from time to time use its authority to use the services of one or more search firms to identify candidates (including to agree on fees and terms of such search companies).
 6. Can evaluate all members of the Board of Commissioners and/or Directors who will be reappointed at the General Meeting of Shareholders.
 7. Assess and evaluate Candidates in the same way, regardless of gender, race, religion or source of initial recommendations.
 8. Review and evaluate Candidates based on the minimum requirements and other criteria taking into account all facts and circumstances deemed appropriate, among others, the proposed Candidate's banking knowledge and expertise, the depth and breadth of professional experience or other background characteristics, their independence, and the needs of the Board of Commissioners./Directors.
 9. Propose all candidates (both identified internally and by shareholders) who pass the evaluation to the Board of Commissioners through a circular letter to be nominated as a member of the Board of Commissioners/Directors in the next General Meeting of Shareholders.
 10. The official appointment of candidates as members of the Board of Commissioners/Directors will be carried out after the GMS approves and after all the requirements as required by regulations including but not limited to the OJK fit and proper test or other authorities have been fulfilled.
 11. Evaluate and recommend candidates for the Board of Commissioners and Directors of subsidiaries who have a significant impact on Danamon, to the Board of Commissioners of Danamon. The Nomination Committee may give (no objection) to candidates for members of the Board of Directors of a subsidiary.
 12. Assist the Board of Commissioners in assessing the performance of members of the Board of Commissioners and/or members of the Board of Directors based on benchmarks that have been prepared as evaluation materials.
 13. Provide recommendations to the Board of Commissioners regarding capacity building programs for members of the Board of Commissioners and/or members of the Board of Directors.
 14. Obligated to improve competence through continuous education and training.
 15. Must prepare, review and update the Nomination Committee Charter regularly. The Nomination Committee Charter is available on the Danamon website.
 16. Maintain the confidentiality of all documents, data and information of Danamon.
- The Nomination Committee is obliged to report the implementation of its duties and responsibilities as well as the nomination procedures that have been carried out to the Board of Commissioners. This report is part of the report on the implementation of the duties of the Board of Commissioners and is submitted at the GMS.

Nomination Committee Authority

The Nomination Committee is authorized to, among others:

1. Access documents, data and information required from Danamon.
2. Communicating directly with employees, Directors, and other parties related to the implementation of their duties and responsibilities.
3. Involve independent parties to help carry out their duties if needed.
4. Perform other powers assigned by the Board of Commissioners.

Structure, Membership, Expertise and Legal Basis for the Appointment of the Nomination Committee

Nomination Committee Structure and Membership

In 2020, there were changes to the structure and membership of the Nomination Committee. The Nomination Committee consists of 5 (five) members, consisting of 2 (two) Independent Commissioners, 2 (two) Commissioners, and 1 (one) Danamon Executive Officer in charge of Human Resources. The structure and membership of the Nomination Committee have met the prevailing regulations.

2020 Nomination Committee Membership Composition

No.	Name	Position at Danamon	Position on the Nomination Committee
1	JB Kristiadi	Vice President Commissioner (Independent)	Chairman
2	Made Sukada	Commissioner (Independent)	Member
3	Takayoshi Futae	President Commissioner	Member
4	Noriaki Goto	Commissioner	Member
5	Roy F Permana	Executive Human Resources Officer	Member

Nomination Committee Members' Expertise

All Committee members comply with the applicable provisions related to the expertise requirements of Committee members, by taking into account their respective integrity, character and morals as outlined in a personal statement.

Legal Basis of Appointment

The members of the Nomination Committee are appointed by decreeCircular of the Board of Commissioners as a substitute for the decisions taken at the Board of Commissioners Meeting of PT Bank Danamon Indonesia Tbk.KSR-Kom Number. Corp.Sec-002 dated 3 April 2020.

Independence of the Nomination Committee

To uphold independence and objectivity, the Nomination Committee is chaired by an Independent Commissioner, namely JB Kristiadi. Members of the Board of Directors are not allowed to become members of the Nomination Committee. Nomination Committee members must comply with Danamon's Code of Conduct .

Length of service

The term of office of the members of the Nomination Committee shall not be longer than the term of office of the Board of Commissioners as stipulated in the Articles of Association and can be re-elected only for the next 1 (one) period.

Policy and Implementation of Nomination Committee Meetings

The Nomination Committee Meeting

During 2020, the Nomination Committee held 5 (five) meetings with the attendance levels of each Committee member as follows:

Name	Number of Attendance (Total 5 meetings)
JB Kristiadi	5/5
Takayoshi Futae	5/5
Made Sukada	5/5
Noriaki Goto	2/5
Roy F Permana	5/5

Nomination Committee Meeting Policy

1. The Nomination Committee Meeting is held regularly at least 1 (one) time in 4 (four) months.
2. The Nomination Committee meeting can only be held if attended by the majority of the Nomination Committee members and attended by the Chair of the Nomination Committee including the Executive Officer in charge of Human Resources.
3. The decision of the Nomination meeting is made based on the principle of deliberation to reach a consensus.
4. In the event that consensus does not occur, decisions are made based on majority votes. Decisions made are based on the principle of 1 (one) person and 1 (one) vote.
5. Dissenting opinions that occur in the Nomination Committee meeting and their reasons must be clearly stated in the minutes of the meeting.
6. Each Nomination Committee meeting is recorded in the minutes, well documented, and signed by all members of the Nomination Committee present.
7. Minutes of the Nomination Committee meeting must be submitted in writing to the Board of Commissioners.

2020 Nomination Committee Meeting Agenda

No.	Meeting Date	Meeting agenda
1	January 24, 2020	Member of the Independent Audit Committee under the Board of Commissioners
2	March 04, 2020	Composition of BOC, BOD and DPS of PT Bank Danamon Indonesia Tbk. for the approval of the Board of Commissioners for the period 2020-2023
3	April 03, 2020	The composition of the members of the Board of Commissioners in each Committee at PT Bank Danamon Indonesia Tbk.
4	July 20, 2020	Composition of the Integrated Corporate Governance Committee
5	September 17, 2020	New Independent Commissioner from the Board of Commissioners of PT Bank Danamon Indonesia Tbk.

Implementation of the Work Activities of the Nomination Committee in 2020

In general, the important work activities of the Nomination Committee can be summarized as follows:

1. Reviewing the candidate nominations for the Independent Audit Committee.
2. Recommended candidates for the Independent Audit Committee.
3. Provide recommendations on the composition of the Board of Commissioners' Committees.
4. Provide recommendations on the composition of the members of the Board of Commissioners in each Committee at Danamon.
5. Reviewing the nomination of candidate members of the Integrated Corporate Governance Committee.
6. Reviewing the nominations for new members of the Danamon Independent Commissioner.
7. Provide recommendations on the nomination of a new member of the Independent Commissioner of Danamon.

The activities and recommendations of the Nomination Committee are reported periodically to the Board of Commissioners.

REMUNERATION COMMITTEE

The Remuneration Committee is a committee that assists in carrying out the functions and duties of the Board of Commissioners regarding the remuneration policy and remuneration structure of the Board of Commissioners, Sharia Supervisory Board, Independent Parties, Directors and certain Senior Management. The Remuneration Committee is responsible to the Board of Commissioners for the effectiveness of the Bank's remuneration framework and policies and structure.

Remuneration Committee Charter and Code of Conduct

The Remuneration Committee has a Remuneration Committee Charter which regulates matters related to objectives, accountability, structure and membership, tenure, duties and responsibilities, authority, meetings and meeting implementation, and reporting. The Remuneration Committee Charter is reviewed regularly.

Duties and Responsibilities of the Remuneration Committee

Duties and responsibilities

The Remuneration Committee has duties and responsibilities, including:

1. Formulate policies, evaluate and provide recommendations to the Board of Commissioners regarding:
 - a. Remuneration structure and amount for the Board of Commissioners and Directors and if necessary, for Senior Management.
 - b. Remuneration, including salaries, allowances, bonuses and incentives that will be given based on the achievement of targets and targets that have been determined for the President Director and other members of the Board of Directors, members of the Board of Commissioners and the Sharia Supervisory Board.
 - c. Remuneration, including salaries and allowances of Independent Parties.
2. Assist the Board of Commissioners in assessing performance according to the remuneration received by each member of the Board of Commissioners and/or members of the Board of Directors.
3. Taking into account the following matters in preparing the structure, policies, and amount of Remuneration:
 - a. Remuneration that applies to the industry is in accordance with the business activities and business scale of Danamon in the industry
 - b. Fairness remuneration compared to peer groups
 - c. Duty, responsibilities and authorities of members of the Board of Directors and/or members of the Board of Commissioners in relation to achieving the goals and performance of the Bank

- d. Target performance or performance of each member of the Board of Directors and/or members of the Board of Commissioners
 - e. Balance between fixed and variable allowances
 - f. Danamon's financial performance and compliance with applicable regulations
 - g. Consideration of Danamon's long-term goals and strategies
4. Evaluating the structure, policies, and amount of remuneration as referred to above at least 1 (one) time in 1 (one) year.
 5. Review and update the charter periodically.
 6. Maintain the confidentiality of all documents, data and information of Danamon.
 7. Improve competence through continuous education and training.

The Remuneration Committee is required to report the implementation of its duties and responsibilities as well as the remuneration procedures that have been carried out to the Board of Commissioners. This report is part of the report on the implementation of the duties of the Board of Commissioners and is submitted at the GMS.

Remuneration Committee Powers

1. Access documents, data and information about employees, Senior Management, Directors and/or Board of Commissioners.
2. Communicating directly with employees, Directors, and other parties related to the implementation of their duties and responsibilities.
3. Involve independent parties to help carry out their duties if needed.

4. Perform other powers assigned by the Board of Commissioners.

Structure, Membership, Expertise and Legal Basis for Appointment of Remuneration Committee

Remuneration Committee Structure and Membership

In 2020, there were be changes to the structure and membership of the Remuneration Committee. Based on the 23 March 2020 GMS, it was decided and approved the resignation of 1 (one) member of the Independent Commissioner, namely Manggi Taruna Habir. In addition, there are additions Made Sukada and Noriaki Goto as new members of the Remuneration Committee.

Therefore, the Remuneration Committee consists of 5 (five) members, consisting of 2 (two) Independent Commissioners, 2 (two) Commissioners, and 1 (one) Danamon Executive Officer in charge of Human Resources. The structure and membership of the Remuneration Committee has met the prevailing regulations.

Expertise of Remuneration Committee Members

All Committee members comply with the applicable provisions related to the expertise requirements of Committee members, by taking into account their respective integrity, character and morals as outlined in a personal statement.

Legal Basis of Appointment

Members of the Remuneration Committee are appointed through a Circular Decision of the Board of Commissioners as a substitute for decisions taken at the Board of Commissioners Meeting of PT Bank Danamon Indonesia Tbk.KSR-Kom Number KSR-Kom Number. Corp. Sec-002 dated 3 April 2020.

Members of the 2020 Remuneration Committee

No.	Name	Position at Danamon	Position on the Remuneration Committee
1	JB Kristiadi	Vice President Commissioner (Independent)	Chairman
2	Made Sukada	Commissioner (Independent)	Member
3	Takayoshi Futae	President Commissioner	Member
4	Noriaki Goto	Commissioner	Member
5	Roy F Permana	Executive Human Resources Officer	Member

Independence of the Remuneration Committee

To uphold independence and objectivity, the Remuneration Committee is chaired by an Independent Commissioner, namely JB Kristiadi. Members of the Board of Directors are not allowed to become members of the Remuneration Committee. Remuneration Committee members must comply with Danamon's Code of Conduct .

Length of service

The term of office of members of the Remuneration Committee shall not be longer than the term of office of the Board of Commissioners as stipulated in the Articles of Association and can be re-elected only for the next 1 (one) period.

Policy and Implementation of Remuneration Committee Meetings

Remuneration Committee Meeting Policy

1. Remuneration Committee Meetings are held regularly at least 1 (one) time in 4 (four) months.
2. The Remuneration Committee meeting can only be held if attended by the majority of the members of the Nomination Committee and by the Chair of the Nomination Committee, including the Executive Officer in charge of Human Resources.
3. Meeting decisions are made based on the principle of deliberation and consensus.

4. In the event that consensus does not occur, the decision will be determined by a majority vote. Decisions made by majority vote are made based on the principle of 1 (one) person 1 (one) vote. Dissenting opinions in the meeting and reasons for differences must be clearly stated in the minutes of the meeting.

5. Each meeting is recorded in the minutes, well documented, signed by all members of the Remuneration Committee who are present, and submitted to the Board of Commissioners.

Implementation of Remuneration Committee Meetings

During 2020, the Remuneration Committee held 5 (five) meetings with the meeting attendance rate of each Committee member as follows:

Table of Attendance of Members at Remuneration Committee Meetings

Name	Number of Attendance (total 5 meetings)
JB Kristiadi	5/5
Takayoshi Futae	5/5
Manggi Taruna Habir *	2/5
Made Sukada	3/5
Noriaki Goto	2/5
Roy F Permana	5/5

Note:

* Resigned from a member of the Board of Commissioners based on the GMS March 23, 2020

Main Agenda for the 2020 Remuneration Committee Meeting

No.	Meeting Date	Main Agenda
1	January 24, 2020	Independent Audit Committee candidate remuneration package
2	February 14, 2020	2019 Performance Bonus and 2020 Salary Increase
3	May 12, 2020	Payment of Retention Bonus (RB) and 2020 Long-Term Incentive Program
4	September 17, 2020	New Independent Commissioner Remuneration
5	December 15, 2020	Proposed 2020 Long-Term Incentive program

2020 Remuneration Committee Work Activities Report

In general, the work activities of the Remuneration Committee can be summarized as follows:

1. Reviewing candidates for the Independent Audit Committee.
2. The main guide for setting bonuses and bonuses.
3. Recommend tantiem and salary increase 2020.
4. Conducting a review of 2020 long-term retention bonus payments and incentives.

5. Review the recruitment of new Independent Commissioners.
6. Reviewing the proposed 2020 Long-Term Incentive program.

The activities and recommendations of the Remuneration Committee are reported periodically to the Board of Commissioners.

CORPORATE GOVERNANCE COMMITTEE

The Corporate Governance Committee is a committee that assists in the implementation of the duties and responsibilities of the Board of Commissioners in overseeing the effectiveness of the governance structure, framework, policies and resources to support the implementation of the principles of good corporate governance. The Corporate Governance Committee is responsible to the Board of Commissioners in terms of overseeing the implementation of good corporate governance and Danamon's compliance with regulations.

Corporate Governance Committee Charter and Code of Conduct

The Corporate Governance Committee has a Committee Charter that regulates matters related to objectives, accountability, structure and membership, tenure, duties and responsibilities, authority, meetings and implementation, as well as reporting. The Corporate Governance Committee Charter is reviewed periodically.

Duties and Responsibilities of the Corporate Governance Committee

Duties and responsibilities

In carrying out its duties and responsibilities, the Integrated Corporate Governance Committee must act independently. The duties and responsibilities of the Governance Committee include:

1. Comply with Danamon's code of conduct.
2. Evaluating the structure and governance framework as well as the suitability of Danamon's governance policies.
3. Review and assess the principles and implementation of Danamon's governance on a regular basis and submit recommendations for improvements to the Board of Commissioners.
4. Reporting to the Board of Commissioners various governance implementation discrepancies and submitting actions that can be taken in order to improve.

5. Reviewing the corporate governance report issued by Danamon to ensure the transparency and accuracy of the report and recommending improvements to the Board of Directors.
6. Delivering recommendations for the endorsement of the Board of Commissioners on Danamon's corporate governance reports and corporate governance policies.
7. Prepare, review and update the Committee Charter regularly. The Committee Charter is available on the Company's website.
8. Maintain the confidentiality of all documents, data and information of Danamon.
9. Reporting the activities of the Corporate Governance Committee to the Board of Commissioners.

Corporate Governance Committee Authority

The Corporate Governance Committee's powers, among others:

1. Access documents, data and Danamon information required.
2. Communicating directly with employees, Directors and other parties related to the implementation of duties and responsibilities.
3. Involve independent parties to help carry out their duties if needed.
4. Perform other powers assigned by the Board of Commissioners.

Structure, Membership, Expertise and Legal Basis for Appointment of Corporate Governance Committee

Structure and Membership of the Governance Committee

The Corporate Governance Committee consists of 4 (four) members, consisting of 2 (two) Independent Commissioners and 2 (two) Commissioners.

2020 Corporate Governance Committee Membership Composition

No.	Name	Position at Danamon	Position on the Governance Committee
1	Peter B. Stok	Commissioner (Independent)	Chairman
2	Made Sukada	Commissioner (Independent)	Member
3	Masamichi Yasuda	Commissioner	Member
4	Nobuya Kawasaki	Commissioner	Member

Expertise of Corporate Governance Committee Members

All committee members comply with applicable regulations related to the expertise requirements of the Corporate Governance Committee members, with due regard to their respective integrity, good character and morals as stated in a personal statement.

Legal Basis of Appointment

Members of the Danamon Governance Committee are appointed through a Circular Decision of the Board of Commissioners as a substitute for decisions taken at the Board of Commissioners Meeting, namely Number KSR-Kom.Corp.Sec-002 dated April 3, 2020.

Independence of the Corporate Governance Committee

To uphold independence and objectivity, the Corporate Governance Committee is chaired by an Independent Commissioner, namely Peter B. Stok. Members of the Board of Directors are not allowed to become members of the Corporate Governance Committee. Members of the Corporate Governance Committee are required to comply with Danamon's Code of Conduct.

Length of service

The term of office of the members of the Corporate Governance Committee shall not be longer than the term of office of the Board of Commissioners as stipulated in the Articles of Association and can be re-elected only for the next 1 (one) term.

Policy and Implementation of Corporate Governance Committee Meetings

Corporate Governance Committee Meeting Policy

1. Meetings are held according to Danamon's needs at least 1 (one) time in 1 (one) semester.
2. Minimum attendance of committee meetings is 51% (fifty one percent) of the members of the Corporate Governance Committee.
3. Meeting decisions are made based on the principle of deliberation and consensus.
4. In the event that consensus does not occur, the decision will be determined by a majority vote. Decisions made by majority vote are made based on the principle of 1 (one) person 1 (one) vote.
5. Dissenting opinions in the meeting and reasons for differences must be clearly stated in the minutes of the meeting.
6. Every meeting is recorded in the minutes, well documented, signed by all members of the Corporate Governance Committee who are present, and submitted to the Board of Commissioners.

Implementation, Attendance Level, and Meeting Agenda

During 2020, the Corporate Governance Committee held 2 (two) meetings with attendance levels and meeting agendas as follows:

Attendance Level of Committee Members in Meetings

Name	Attendance Rate In a meeting
Peter Benyamin Stok	100%
Made Sukada	100%
Masamichi Yasuda	100%
Nobuya Kawasaki	100%

Meeting agenda

No.	Meeting Date	Meeting agenda
1	January 20, 2020	<ul style="list-style-type: none"> • Update on GCG Self-Assessment semester II-2019 • Updates related to Bank governance: <ol style="list-style-type: none"> a. GMS 2020 b. Spin-offs Aceh Sharia and Qanuns c. Regulator Audit Findings d. Term of Office of the Audit Committee • Post Merger Action Updates: <ol style="list-style-type: none"> a. Framework Financial Conglomeration b. Timeline

No.	Meeting Date	Meeting agenda
2	July 28, 2020	<ul style="list-style-type: none"> • Update on GCG Self-Assessment semester I-2020 • Updates related to Bank governance: <ol style="list-style-type: none"> a. BOOK 4 b. Spin-offs Aceh Sharia and Qanuns c. Regulator Audit Findings d. Composition of the Board of Commissioners e. Compliance with the Free Float Shares Rules f. Action Plan and Implementation related to COVID-19 regulations g. ASEAN CG Scorecard 2019 results

Implementation of Corporate Governance Committee Work Activities in 2020

The Corporate Governance Committee during 2020 has carried out:

- Reviewing the implementation of Danamon's governance and the results of Danamon's GCG Self-Assessment.
- Reviewing the agenda and material of the 2020 Annual GMS.
- Reviewing sharia spin-off plans, the Aceh Qanun, and the Financial Conglomeration.
- Reviewing the results of the 2019 ASEAN CG Scorecard.
- Review compliance with regulations related to the term of office of the Audit Committee, the composition of the Board of Commissioners, and free float shares.

The Corporate Governance Committee reports activities and recommendations to the Board of Commissioners on a regular basis.

THE INTEGRATED CORPORATE GOVERNANCE COMMITTEE

Danamon, as the Main Entity of the Danamon Group Financial Conglomeration, forms an Integrated Corporate Governance Committee to assist the implementation of the duties of the Board of Commissioners as the Main Entity's Board of Commissioners, particularly in carrying out the supervisory function of the implementation of integrated corporate governance in the Danamon Group Financial Conglomeration, in accordance with the laws and regulations applies. The Integrated Corporate Governance Committee reports to the Board of Commissioners.

Integrated Corporate Governance Committee Charter and Code of Conduct

Danamon's Integrated Corporate Governance Committee has a Committee Charter that regulates matters related to objectives, accountability, structure and membership, tenure, duties and responsibilities, authority, meetings and implementation, as well as reporting. The Integrated Corporate Governance Committee Charter is reviewed periodically.

Duties and Responsibilities of the Integrated Corporate Governance Committee

Duty and Responsibility

Duty and the responsibilities of the Integrated Corporate Governance Committee among others:

1. Evaluating the implementation of integrated corporate governance at least through assessment of the adequacy of internal control and implementation of the integrated compliance function.
2. Provide recommendations to the Board Main Entity Commissioner in terms of improving integrated corporate governance policies.
3. Improve the competence of members through continuous education and training.
4. Have, review and update the Integrated Corporate Governance Committee Charter regularly.
5. Maintain confidentiality of all documents, data and information of the Main Entity and Subsidiaries.

Integrated Corporate Governance Committee Authority

The powers of the Integrated Corporate Governance Committee include:

1. The Integrated Corporate Governance Committee has the authority to access documents, data and information required from the Main Entity, Subsidiaries and Related Companies, while adhering to internal policies each entity and the applicable laws and regulations.
2. The Integrated Corporate Governance Committee has the authority to communicate directly with employees, the Board of Directors and other parties in the Main Entity, Subsidiaries and Related Companies.
3. The Integrated Corporate Governance Committee has the authority to involve independent parties to assist in carrying out its duties, if necessary.
4. The Integrated Corporate Governance Committee has the authority to exercise other powers granted by the Board of Commissioners of the Danamon/Main Entity.

Structure, Membership, Expertise and Legal Basis for Appointment of Integrated Corporate Governance Committee

Structure and Membership of the Integrated Corporate Governance Committee

In line with the changes in the MUFG Group Financial Conglomeration, the Integrated Corporate Governance Committee has 10 (ten) members, namely:

1. From the Main Entity consisting of:
 - a. 1 (one) Independent Commissioner.
 - b. 1 (one) Independent Party.
 - c. 2 (two) Commissioners.
 - d. 1 (one) member of the Sharia Supervisory Board.
2. From the Subsidiary: 1 (one) Independent Commissioner who represents and is appointed from the Subsidiary.
3. From Related Companies:
 - a. 3 (three) Supervisory Board representing and appointed from the Related Company.
 - b. 1 (one) Independent Commissioner who represents and is appointed from the Related Company.

The composition of the members of this Committee has met the Integrated Corporate Governance Committee Charter and the Committee members' independence requirements.

Composition of the Integrated Corporate Governance Committee

No.	Name	Position	Position on the Integrated Corporate Governance Committee
1	Peter B. Stok	Commissioner (Independent) of the Main Entity	Chairman
2	Masamichi Yasuda	Main Entity Commissioner	Member
3	Nobuya Kawasaki	Main Entity Commissioner	Member
4	Zainal Abidin	Independent Party of Main Entity	Member
5	M. Din Syamsuddin	Chairman of the Main Entity Sharia Supervisory Board	Member
6	Djoko Sudyatmiko	Independent Commissioner of Adira Finance	Member
7	Kevin Ludwick	Managing Director of Asia Compliance Office (ACO)-MUFG Jakarta	Member
8	Tatsuya Ishikawa	Managing Director of Asia Risk Management Office (ARMO)-MUFG Jakarta	Member
9	Andre S. Painchaud	Managing Director of Asia Internal Audit Office (AIAO)-MUFG Jakarta	Member
10	Adam Hartono Asihin	Independent Commissioner of UFI	Member

Expertise of Integrated Corporate Governance Committee Members

Each member has the skills needed to carry out the committee's function by taking into account that each member has integrity, good character and morals as stated in a personal statement.

Legal Basis of Appointment

Members of the Integrated Corporate Governance Committee are appointed through Circular Decisions of Directors' Resolutions as Substitutes for Decisions taken at the Board of Directors Meeting of PT Bank Danamon Indonesia Tbk. Number KSR-DIR.Corp.Sec-002 which is effective from July 28, 2020.

Independence of the Integrated Corporate Governance Committee

To uphold independence and objectivity, the Integrated

Corporate Governance Committee is chaired by an Independent Commissioner, namely Peter B. Stok. Members of the Board of Directors are not allowed to become members of the Integrated Corporate Governance Committee.

Length of service

The term of office of members of the Integrated Corporate Governance Committee cannot be longer than the term of office of the Board of Commissioners as stipulated in the Articles of Association.

Policy and Work Implementation of Integrated Corporate Governance Committee Meetings

Integrated Corporate Governance Committee Meeting Policy

1. Meetings are held as needed at least 1 (one) time in 1 (one) semester.

2. Minimum attendance of committee meetings is 51% (fifty one percent) of the members of the Integrated Corporate Governance Committee.
3. Meeting decisions are made based on the principle of deliberation and consensus. In the event that consensus does not occur, the decision will be determined by a majority vote. Decisions made by majority vote are made based on the principle of 1 (one) person 1 (one) vote.
4. Dissenting opinions in the meeting and reasons for differences must be clearly stated in the minutes of the meeting.
5. Every meeting is recorded in the minutes, well documented, signed by all members of the Integrated Corporate Governance Committee who are present and submitted to the Board of Commissioners of the Main Entity.

Implementation of the Integrated Corporate Governance Committee Meeting in 2020

Implementation, Attendance Level, and Meeting Agenda During 2020, the Integrated Corporate Governance Committee has held 2 (two) meetings with attendance levels and meeting agendas as follows:

Attendance Level of Committee Members in Meetings

Name	Attendance Rate In a meeting
Peter Benyamin Stok	100%
Masamichi Yasuda	100%
Nobuya Kawasaki	100%
Zainal Abidin	100%
M Din Syamsudin	100%
Djoko Sudyatmiko	100%
Kevin Ludwick	100%
Tatsuya Ishikawa	100%
Andre S Painchaud	100%
Adam Hartono Asihin	100%

Meeting agenda

No.	Date	Meeting agenda
1	January 20, 2020	<ul style="list-style-type: none"> • Update on ICG Self-Assessment for semester II-2019 • Updates related to the governance of the Bank and Subsidiaries: <ol style="list-style-type: none"> a. Framework Financial Conglomeration b. Updates from Subsidiaries
2	July 28, 2020	<ul style="list-style-type: none"> • Update on ICG Self-Assessment for semester I-2020 • Appointment of new members of the Integrated Corporate Governance Committee • Updates related to the governance of the Bank and Subsidiaries: <ol style="list-style-type: none"> a. Financial Conglomeration Agreement b. Updates from Subsidiaries c. Updates from Related Companies

Implementation of Integrated Corporate Governance Committee Work Activities in 2020

The Integrated Corporate Governance Committee during 2020 has carried out:

- Examine the implementation of Integrated Corporate Governance and the results of the self-assessment of the implementation of Integrated Corporate Governance.
- Appoint new members of the Integrated Corporate Governance Committee (based on nominations from the Nomination Committee and the Board of Commissioners).
- Review MUFG Group Financial Conglomeration Agreement.

The Integrated Corporate Governance Committee reports activities and recommendations to the Board of Commissioners periodically.

› THE BOARD OF DIRECTORS

The Board of Directors is a corporate organ that is collectively responsible for managing the company for the interests and objectives of the company and representing the company both inside and outside the court according to the Articles of Association.

The appointment of members of the Board of Directors is carried out by the General Meeting of Shareholders (GMS) after considering the recommendation of the Nomination Committee through the Board of Commissioners. The appointment is effective from the date determined in the GMS and ends at the closing of the 3rd (third) GMS after the date of appointment. If there is an addition/appointment of new members of the Board of Directors, the term of office of the new member of the Board of Directors begins on the date specified in the GMS and ends on the same date as the term of office of the other member of the Board of Directors.

The Board of Directors is accountable for the implementation of its duties to the GMS. In carrying out its duties, the Board of Directors is given clear authorities and responsibilities in accordance with the Articles of Association which are guided by the prevailing laws and regulations. Members of the Board of Directors whose tenure has ended may be re-elected by the GMS for the next 3 years.

Work Guidelines and Procedures (The Charter) of the Board of Directors

The Board of Directors has the Charter which are formulated and reviewed periodically based on applicable regulations (Financial Services Authority/Bank Indonesia), international best practices and best corporate governance practices. The Board of Directors work guidelines and code of conduct contains and regulates matters related to general provisions, membership structure, duties and responsibilities, committee formation, authority, transparency, work ethics, meetings, terms of office and reporting.

Board of Directors Work Ethics

Members of the Board of Directors have work ethics, as follows:

1. It is prohibited to use Danamon for personal, family, and/or other party interests that may harm or reduce the profits and reputation of Danamon and its subsidiaries.
2. It is prohibited to take and/or receive personal benefits from Danamon other than remuneration and other facilities determined by the General Meeting of Shareholders.
3. It is prohibited to hold concurrent positions as a member of the Board of Commissioners, Board of Directors, or executive officers at other banks, companies and/or

other institutions. Does not include concurrent positions if the Board of Directors who is responsible for the supervision of participation in Danamon's Subsidiaries, carries out functional duties as a member of the Board of Commissioners in a non-bank subsidiary controlled by Danamon, as long as the concurrent position does not result in neglecting the implementation of duties and responsibilities as members of the Board of Directors.

4. It is prohibited to own more than 25% (twenty five percent) shares either individually or collectively of the paid-up capital of Danamon and/or in another company.
5. It is prohibited to give general power of attorney to other parties which will result in the transfer of duties and functions of the Board of Directors.
6. It is prohibited to use individual advisors and/or professional services as consultants unless they meet the following requirements: 1) The project is of a special nature; 2) Based on a clear contract, which at least includes the scope of work, responsibilities and duration of employment as well as the costs; 3) Consultants are independent parties and have the qualifications to work on special projects.
7. It is prohibited, either directly or indirectly, to make incorrect statements regarding material facts or not to disclose material facts so that the statements made are not misleading regarding the condition of Danamon that occurred at the time the statement was made.
8. Subject to Danamon's Code of Conduct, the prevailing laws and regulations, as well as Danamon's internal policies.

Transparency/Disclosure of the Board of Directors

1. The Board of Directors must disclose the information in the Corporate Governance Implementation Report, among others:
 - a. Shares ownership, both in Danamon as well as in other banks and other companies, which are domiciled at home and overseas;
 - b. Financial and family relationships with fellow members of Danamon's Board of Commissioners, other members of the Board of Directors and/or controlling shareholders of Danamon;
 - c. Remuneration and facilities received from Danamon;
 - d. Positions at another company.
2. The Board of Directors is required to disclose Danamon's strategic policies on employment to employees.

Duties and Responsibilities of the Board of Directors

The Duties and Responsibilities of the Board of Directors, among others:

1. Take full responsibility for the implementation of Danamon's management.
2. Manage Danamon with the authority and responsibility as stipulated in the Articles of Association of Danamon and the prevailing laws and regulations.
3. Implementing the principles of corporate governance in each of Danamon's business activities at all levels of the organization.
4. Take full responsibility for setting the short term and long term strategic direction and the priorities of Danamon.
5. Follow up the audit findings and recommendations from Danamon's internal audit working unit, external auditors, supervisory results of the Financial Services Authority, Bank Indonesia and/or the other regulators.
6. Implementing Danamon's social responsibility programs.
7. Forming an Internal Audit Working Unit, Risk Management Working Unit and Compliance Working Unit, in order to implement the principles of good corporate governance.
8. Maintain a healthy and open relationship with the Board of Commissioners and support the Board of Commissioners in carrying out their role as a supervisory organ.
9. Responsible for the implementation of the duties to shareholders through the General Meeting of Shareholders.
10. Disclose to employees about strategic Human Resources policies in the field of employment.
11. Provide accurate, relevant and timely data and information to the Board of Commissioners.
12. Ensuring the implementation of Integrated Corporate Governance in the Financial Conglomeration as stipulated in the Integrated Corporate Governance Policy.

Authority of the Board of Directors

1. Representing Danamon inside and outside the court regarding all matters and in all events, binding Danamon with other parties and other parties with Danamon and carrying out all actions, both regarding management and ownership, but with restrictions and conditions as stated in the Danamon's Articles of Association.
2. Performing other authorities granted in the Danamon's Articles of Association and the prevailing rules and regulations.

Diversity Policy on the Composition of the Board of Directors

Danamon has a diversity policy which is used as a reference in the nomination process for candidate members of the Board of Directors. Danamon appreciates and respects any differences in the perspective, knowledge, skills and experience of each individual, and does not discriminate on race, ethnicity, gender and religion.

In the nomination process, apart from paying attention to the minimum requirements and other criteria, the scope and balance of knowledge, skills and experience as well as the need for diversity are taken into consideration by Danamon to obtain the optimal composition of the Board of Directors. The optimal composition of the Board of Directors can optimize decision making and will ultimately improve company's performance.

Succession Policy of the Board of Directors

Danamon has a succession policy for members of the Board of Directors which is used to maintain continuity of leadership in the future. Implementation of succession is conducted through the identification of executive officials who show potential, through the Talent Review Program. Each member of the Board of Directors is required to submit a minimum of 2 (two) successor candidates who will be evaluated and identified for their competency and skill gap. These replacement candidates will be grouped in the talent inventory to be recommended to the Nomination Committee.

Nomination Policy for the Board of Directors

The Nomination Policy is formulated as a basis for the identification process of candidates for members of the Board of Directors with the best qualifications that meet the minimum requirements as stipulated in laws and regulations and other criteria.

The Nomination Committee will conduct the identification of candidates for the Board of Directors. If necessary, the Nomination Committee can use the services of a third party (search firm). The Nomination Committee identifies candidates who meet the requirements, interviews and selects candidates (including conducting background checks and references).

The Nomination Committee will consider the knowledge, expertise and professional experience, as well as the diversity of composition without discriminating against race, ethnicity, gender and religion in identifying the candidates. The Nomination Committee proposes the selected candidates to the Board of Commissioners for approval and ratification at the General Meeting of Shareholders. The Nomination Committee will also conduct an evaluation to all members of the Board of Directors who will be reappointed at the General Meeting of Shareholders.

Number, Composition and Criteria of the Board of Directors

The composition of the Board of Directors is as follows:

No.	Name	Position
1	Yasushi Itagaki	President Director
2	Michellina L. Triwardhany	Vice President Director
3	Honggo Widjojo Kangmasto	Vice President Director
4	Herry Hykmanto	Director
5	Adnan Qayum Khan	Director
6	Rita Mirasari	Director
7	Heriyanto Agung Putra	Director
8	Dadi Budiana	Director
9	Naoki Mizoguchi	Director
10	Muljono Tjandra	Director

All members of the Board of Directors have passed the fit and proper test from the OJK.

The majority of the members of the Board of Directors are Indonesian citizens and all of them are domiciled in Indonesia. The Board of Directors is led by a President Director who comes from a professional group with adequate integrity and competence. The President Director is an independent party that has no management relationship, ownership and/or financial relationships and/or family relationships with the controlling shareholders.

When appointed, all members of the Board of Directors have met the requirements of integrity, competency and financial reputation, among others have good character and morals, have never been declared bankrupt, have never been convicted of a criminal act, and have knowledge, expertise and experience in the operational field as bank executives.

Number and Composition of Directors

Name	Position	GMS date	Effective Date (OJK/BI Approval)	Period of Office	Number of Appointment	Domicile
Yasushi Itagaki	Director	March 20, 2018 March 26, 2019 *	September 7, 2018 April 25, 2019	2018-2020 2019-2020	2x	Indonesia
	President Director	October 1, 2019 March 23, 2020	December 5, 2019 December 5, 2019	2019-2020 2020-2022		

Name	Position	GMS date	Effective Date (OJK/BI Approval)	Period of Office	Number of Appointment	Domicile
Michellina Laksmi Triwardhary	Director	April 29, 2010	May 27, 2010	2010-2011 2011-2014 2014-2017 2017-2020	5x	Indonesia
	Vice President Director	March 20, 2018 March 26, 2019 * March 23, 2020	March 14, 2018 April 25, 2019 April 25, 2019	2018-2020 2019-2020 2020-2022		
Honggo Widjojo Kangmasto	Vice President Director	October 1, 2019 March 23, 2020	December 5, 2019 December 5, 2019	2019-2020 2020-2022	2x	Indonesia
Herry Hykmanto	Director	April 03, 2008	May 13, 2008	2008-2011 2011-2014 2014-2017 2017-2020	5x	Indonesia
		March 26, 2019 * March 23, 2020	April 25, 2019 April 25, 2019	2019-2020 2020-2022		
Adnan Qayum Khan	Director	April 28, 2016	August 8, 2016	2016-2017 2017-2020	3x	Indonesia
		March 26, 2019 * March 23, 2020	April 25, 2019 April 25, 2019	2019-2020 2020-2022		
Rita Mirasari	Director	September 07, 2016	September 14, 2016	2016-2017 2017-2020	3x	Indonesia
		March 26, 2019 * March 23, 2020	April 25, 2019 April 25, 2019	2019-2020 2020-2022		
Heriyanto Agung Son	Director	April 28, 2016	December 23, 2016	2016-2017 2017-2020	3x	Indonesia
		March 26, 2019 * March 23, 2020	April 25, 2019 April 25, 2019	2019-2020 2020-2022		
Dadi Budiana	Director	March 20, 2018 March 26, 2019 * March 23, 2020	October 17, 2018 April 25, 2019 April 25, 2019	2018-2020 2019-2020 2020-2022	2x	Indonesia
Muljono Tjandra	Director	October 1, 2019 March 23, 2020	December 5, 2019 December 5, 2019	2019-2020 2020-2022	2x	Indonesia
Naoki Mizoguchi	Director	October 1, 2019 March 23, 2020	December 5, 2019 December 5, 2019	2019-2020 2020-2022	2x	Indonesia

Note:

* In accordance with the resolution of the EGMS on March 26, 2019, it has been approved to change the composition of the Board of Directors due to the merger process (merger) between Danamon and PT Bank Nusantara Parahyangan Tbk. ("BNP").

Scope of Work and Responsibilities of Each Member of the Board of Directors

Each member of the Board of Directors has a field of duty and authority which is governed by referring to the Articles of Association and Directors' Decrees. In 2020, based on the Organizational Structure, the scope of duties and responsibilities of each Member of the Board of Directors is as follows:

Directors	Scope of Duty and Responsibility
Yasushi Itagaki (President Director)	In charge of all duties and powers of the Board of Directors and directly supervises the Internal Audit, PT Adira Dinamika Multi Finance Tbk., Treasury Capital Market, Information Technology, Operations
Michellina L. Triwardhary (Vice president director)	Branch Network, Consumer Banking, Small & Medium Enterprises (SME)
Honggo Widjojo Kangmasto (Vice president director)	Enterprise & Transactional Banking

Directors	Scope of Duty and Responsibility
Herry Hykmanto (Director)	Sharia & Micro Banking
Adnan Qayum Khan (Director)	Integrated Risk
Rita Mirasari (Director)	Compliance and Corporate Secretary
Heriyanto Agung Putra (Director)	Human Resources
Dadi Budiana (Director)	Credit
Muljono Tjandra (Director)	Finance
Naoki Mizoguchi (Director)	Global Alliance Strategy

Independency of Members of the Board of Directors

All members of the Board of Directors have no family relationship and financial relationship as stated in the statement letter and signed by the members of the Board of Directors and renewed every year. Members of the Board of Directors have met the independence requirements in accordance with the provisions of Good Corporate Governance Implementation which are accommodated in the Board of Directors' Work Guidelines and Rules (The Charter).

Family Relations and Financial Relations of Members of the Board of Directors

Name	Position	Family Relationship with						Financial Relations With					
		Members of the Board of Commissioners		Members of the Board of Directors		Controlling shareholders		Members of the Board of Commissioners		Members of the Board of Directors		Controlling shareholders	
		Yes	Not	Yes	Not	Yes	Not	Yes	Not	Yes	Not	Yes	Not
Yasushi Itagaki	President Director	-	√	-	√	-	√	-	√	-	√	-	√
Michellina Laksmi Triwardhany	Vice President Director	-	√	-	√	-	√	-	√	-	√	-	√
Honggo Widjojo Kangmasto	Vice President Director	-	√	-	√	-	√	-	√	-	√	-	√
Herry Hykmanto	Director	-	√	-	√	-	√	-	√	-	√	-	√
Adnan Qayum Khan	Director	-	√	-	√	-	√	-	√	-	√	-	√
Rita Mirasari	Director	-	√	-	√	-	√	-	√	-	√	-	√
Heriyanto Agung Putra	Director	-	√	-	√	-	√	-	√	-	√	-	√
Dadi Budiana	Director	-	√	-	√	-	√	-	√	-	√	-	√
Muljono Tjandra	Director	-	√	-	√	-	√	-	√	-	√	-	√
Naoki Mizoguchi	Director	-	√	-	√	-	√	-	√	-	√	-	√

Concurrent Positions of Members of the Board of Directors

The Board of Directors discloses the position or other positions as outlined in the statement letter signed by the members of the Board of Directors and is updated annually. Does not include concurrent positions for the Board of Directors who have supervisory responsibilities in the Subsidiary, carry out functional duties and serve as the Board of Commissioners of the Subsidiary. All members of the Board of Directors of Danamon do not have multiple positions prohibited in accordance with OJK regulations concerning the Implementation of Corporate Governance for Commercial Banks.

Position of Member of the Board of Directors of Danamon in a Subsidiary Company

Name	Position at Danamon	Position at Subsidiary Company
Yasushi Itagaki	President Director	President Commissioner of PT Adira Dinamika Multi Finance Tbk.
Michellina Laksmi Triwardhany	Vice President Director	-
Honggo Widjojo Kangmasto	Vice President Director	-
Herry Hykmanto	Director	-
Adnan Qayum Khan	Director	-
Rita Mirasari	Director	-
Heriyanto Agung Putra	Director	-
Dadi Budiana	Director	-
Muljono Tjandra	Director	-
Naoki Mizoguchi	Director	-

Shares Ownership of Members of the Board of Directors

All members of the Board of Directors do not own shares that reach 25% of the paid-up capital of a company. Direct or indirect shares ownership of each member of the Board of Directors in Danamon, Other Banks, Other Financial Institutions and other Companies, is as follows:

Name	Position	Share Ownership at				Information
		Danamon	Other Banks	Non-Bank Financial Institutions	Other Companies	
Yasushi Itagaki	Director	-	-	-	-	
Michellina Laksmi Triwardhany	Vice President Director	-	-	-	PT Sapta Selera Kreasi	Share ownership percentage: 18.75%
Honggo Widjojo Kangmasto	Vice President Director	81,800	-	-	-	
Herry Hykmanto	Director	131,856	-	-	-	
Adnan Qayum Khan	Director	307,000	The Royal Bank of Scotland Plc The number of shares owned is 190	-	-	
Rita Mirasari	Director	122,800	-	-	-	
Heriyanto Agung Putra	Director	141,200	-	-	PT Garuda Indonesia (Persero) The number of shares owned 207,804	Share ownership percentage: 0.002%
Dadi Budiana	Director	58,666	-	-	-	
Muljono Tjandra	Director	-	-	-	-	
Naoki Mizoguchi	Director	-	-	-	-	

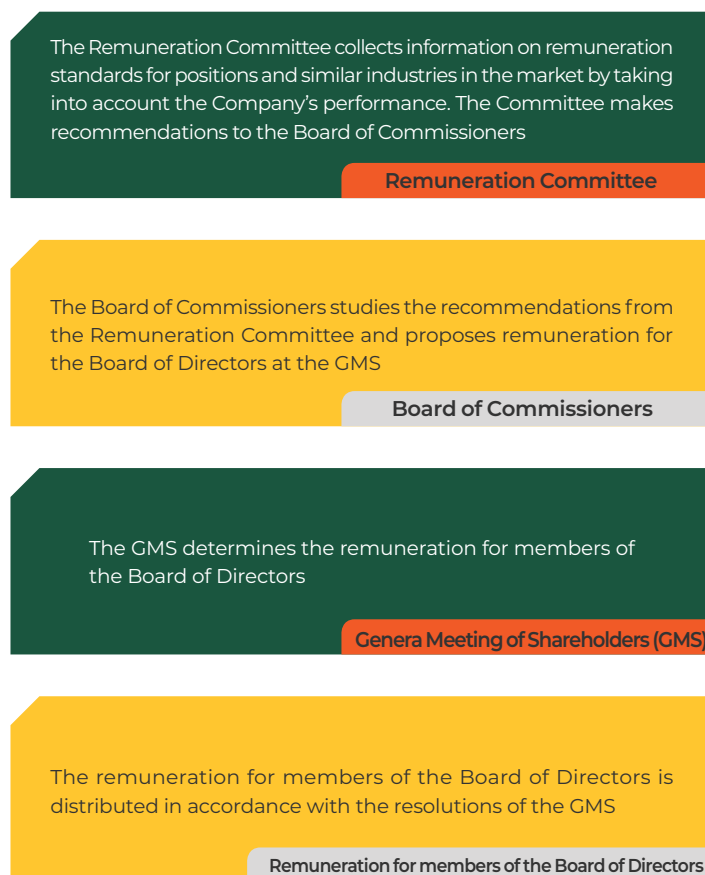
Remuneration for the Board of Directors

Indicators for Determination of Remuneration for the Board of Directors

The remuneration of the Board of Directors is recommended by the Remuneration Committee by referring to the remuneration principles of Danamon and the results of assessment of target achievement (goal setting), applicable regulations, similar industries in the market (industry comparison), and Danamon's performance. Committee recommendations are submitted to the Board of Commissioners for approval from the GMS.

Procedure for Determining Remuneration for the Board of Directors

The process for determining the Remuneration of the Board of Directors can be described as follows:



Remuneration Structure for Members of the Board of Directors

Remuneration packages for members of the Board of Directors are paid periodically and the classification of remuneration levels and the number of members of the Board of Directors who receive a remuneration package within 1 (one) year is disclosed in the Remuneration Policy section of this report.

Meetings of the Board of Directors

Meeting Policy of the Board of Directors

1. The Board of Directors is obliged to hold a Board of Directors meeting periodically at least 1 (one) time every month.
2. The Board of Directors is obliged to hold a Board of Directors meeting together with the Board of Commissioners periodically at least 1 (one) time in 4 (four) months.
3. The Board of Directors must schedule a meeting of the Board of Directors as well as a meeting with the Board of Directors and the Board of Commissioners for the following year before the end of the financial year.
4. Every policy and strategic decision must be decided at a meeting of the Board of Directors by taking into account the provisions of the Bank's Articles of Association and other laws and regulations.

5. At the scheduled meeting, meeting materials are submitted to participants no later than 5 (five) days before the meeting is held.
6. In the event that a meeting is held outside of the compiled schedule as referred to above, the meeting materials are submitted to the meeting participants no later than before the meeting is held.
7. Invitation to the meeting is submitted to participants at least 3 (three) days before the meeting is held.
8. The President Director chairs the Board of Directors meeting. In the event that the position of the President Director is vacant or the President Director is unable to attend the meeting of the Board of Directors, then a member of the Board of Directors who is elected by the members of the Board of Directors will chair the meeting of the Board of Directors.
9. A member of the Board of Directors can only be represented in a meeting of the Board of Directors by another member of the Board of Directors based on a power of attorney.
10. A meeting of the Board of Directors can be held if at least 75% of the members of the Board of Directors are attending.
11. Decisions in the Board of Directors' meeting are made based on deliberation to reach consensus. In the event that consensus does not occur, decision making is carried out based on majority votes. Making decisions based on majority votes is based on the principle of 1 (one) person and 1 (one) vote.
12. Each member of the Board of Directors who personally in any way, either directly or indirectly has an interest in a transaction, contract or proposed contract, in which Danamon is a party, must state the nature of the interest in the Board of Directors Meeting and is not entitled to participate in the making vote on matters relating to the proposed transaction or contract, unless the Board of Directors determines otherwise.
13. The results of the Board of Directors meeting must be recorded in minutes of meeting, signed by all members of the Board of Directors who are present, and submitted to all members of the Board of Directors and to the Corporate Secretary.
14. The results of the meeting of the Board of Directors together with the Board of Commissioners must be stated in the minutes of the meeting, signed by all members of the Board of Directors and members of the Board of Commissioners who were present, and submitted to all members of the Board of Directors and members of the Board of Commissioners and to the Corporate Secretary.
15. In the event that a member of the Board of Directors and/or a member of the Board of Commissioners does not sign the results of the above meetings, he/she must state the reasons in writing in a separate letter attached to the minutes of the meeting.
16. Dissenting opinions which occurs in a meeting of the Board of Directors, must be clearly stated in the minutes of the meeting along with the reasons for the difference in opinion.
17. The Board of Directors can also take legal and binding decisions without holding a meeting of the Board of Directors, provided that all members of the Board of Directors agree in writing by signing a decree containing the proposal concerned. Decisions made in this way have the same legal force as decisions made legally at a meeting of the Board of Directors.

Frequency of the Board of Directors Meetings

During 2020, the Board of Directors held up to 41 meetings of the Board of Directors and 3 meetings of both the Board of Directors and the Board of Commissioners. All meeting resolutions were documented in the minutes of the meetings. Decision making in all meetings was carried out by deliberation and consensus and there were no dissenting opinions.

Attendance Level of Members of the Board of Directors at the Board of Directors Meetings and the Board of Directors Joint Meeting with the Board of Commissioners

Directors	Attendance level at Directors Meeting	Attendance level at Meeting of the Board of Directors and the Board of Commissioners
Yasushi Itagaki	100%	100%
Michellina Laksmi Triwardhany	91%	100%
Honggo Widjojo Kangmasto	100%	100%
Herry Hykmanto	100%	100%
Adnan Qayum Khan	95%	100%

Directors	Attendance level at Directors Meeting	Attendance level at Meeting of the Board of Directors and the Board of Commissioners
Rita Mirasari	98%	100%
Heriyanto Agung Putra	100%	100%
Dadi Budiana	100%	100%
Naoki Mizoguchi	98%	100%
Muljono Tjandra	100%	100%

Board of Directors Meeting Agenda

No.	Date	Agenda
1	January 13, 2020	<ul style="list-style-type: none"> • Fund Transfer Pricing Framework • Asset Quality Update • Performance Monitoring Framework with Balanced Scorecard • Financial Report 2019
2	January 17, 2020	<ul style="list-style-type: none"> • Financial Performance 2019
3	January 20, 2020	<ul style="list-style-type: none"> • Audit Results 2019
4	January 27, 2020	<ul style="list-style-type: none"> • Global Rollout Management Update • Volcker Rule Management Framework Update
5	February 3, 2020	<ul style="list-style-type: none"> • IFRS Implementation and Capital Calculation • COVID-19 Update
6	February 10, 2020	<ul style="list-style-type: none"> • IFRS Implementation 9 • E-Project/E-PAM • Risk Comment Framework • Credit Risk Policy Amendments • RAS Parameters: Low Quality Credit & Cascading RAS
7	February 24, 2020	<ul style="list-style-type: none"> • Financial performance • Product Proposal-Dual Currency Investment • Grab Project Update
8	March 5, 2020	<ul style="list-style-type: none"> • COVID-19 Update
9	March 9, 2020	<ul style="list-style-type: none"> • Balanced Scorecard 2020 • Collaboration with Krungsri • Termination of LIBOR • Definition and Category Attrition Rate
10	March 16, 2020	<ul style="list-style-type: none"> • Project SKY • COVID-19 update • Thematic Credit Stress Test-COVID-19
11	March 24, 2020	<ul style="list-style-type: none"> • Global Update Roll Out • Update Crisis Command Center • Aceh Qonun Update • Network Issues
12	April 6, 2020	<ul style="list-style-type: none"> • Information Technology Update
13	April 20, 2020	<ul style="list-style-type: none"> • Operational Cost Study • Projected Interest Rate Effect • Asset Quality Update • Antasena Update
14	April 27, 2020	<ul style="list-style-type: none"> • Financial performance
15	May 4, 2020	<ul style="list-style-type: none"> • Digital Banking Update • Recovery Plan Dashboard • Credit Approval Authority and Hierarchy
16	May 15, 2020	<ul style="list-style-type: none"> • Financial Projection for Semester I 2020
17	May 19, 2020	<ul style="list-style-type: none"> • Financial performance • Asset Quality Update • Update on Information Technology and Business Process Reengineering • Digital Banking Initiative Update

No.	Date	Agenda
18	June 2, 2020	<ul style="list-style-type: none"> • Digital Banking Initiative Update • Revised Bank Business Plan • Changes in Tax Regulations • Update Crisis Command Center
19	June 9, 2020	<ul style="list-style-type: none"> • Revised Business Plan • Update Crisis Command Center
20	June 15, 2020	<ul style="list-style-type: none"> • Revised Business Plan • Asset Quality Update • Digital Banking Initiative Update • Update Crisis Command Center • Update on Information Technology and Business Process Reengineering
21	June 18, 2020	<ul style="list-style-type: none"> • Financial performance
22	June 29, 2020	<ul style="list-style-type: none"> • Digital Banking Initiative Update
23	July 13, 2020	<ul style="list-style-type: none"> • Loan Forgiveness Adira Quantum • Sharia Funding Strategy • Digital Banking Initiative Update • Update on Information Technology and Business Process Reengineering • Danamon Birthday Event
24	July 22, 2020	<ul style="list-style-type: none"> • Financial performance
25	July 27, 2020	<ul style="list-style-type: none"> • Bank Bukopin facilities
26	August 10, 2020	<ul style="list-style-type: none"> • Adira Insurance Sharia Spin Off
27	August 19, 2020	<ul style="list-style-type: none"> • Financial performance
28	August 25, 2020	<ul style="list-style-type: none"> • Proposed Information Technology Budget Process • Update on Information Technology and Business Process Reengineering • Kick Off Audit 2020
29	September 7, 2020	<ul style="list-style-type: none"> • Financial Projections 2020 • Asset Quality Update
30	September 23, 2020	<ul style="list-style-type: none"> • Financial performance • Update on Information Technology and Business Process Reengineering
31	October 5, 2020	<ul style="list-style-type: none"> • Extraordinary General Meeting of Shareholders • Rolling Forecast Update • Asset Quality Update
32	October 8, 2020	<ul style="list-style-type: none"> • Adira Insurance Sharia Spin Off Update
33	October 19, 2020	<ul style="list-style-type: none"> • 2020 Projections and 3 Year Plans • Update on Information Technology and Business Process Reengineering
34	October 21, 2020	<ul style="list-style-type: none"> • Financial performance
35	November 2, 2020	<ul style="list-style-type: none"> • 3 Year Plan Update • Audit Plan 2021
36	November 16, 2020	<ul style="list-style-type: none"> • 3 Year Plan Update • Asset Quality Update • Update on Information Technology and Business Process Reengineering • Kick Off the 2020 Financial Report Making Process
37	November 19, 2020	<ul style="list-style-type: none"> • Asset Quality Update
38	November 23, 2020	<ul style="list-style-type: none"> • Financial performance
39	November 30, 2020	<ul style="list-style-type: none"> • Re-Entry Plan-Work Arrangements • OJK Audit Update • Business Intelligence-Tableau
40	December 10, 2020	<ul style="list-style-type: none"> • Update Crisis Command Center
41	December 14, 2020	<ul style="list-style-type: none"> • 2020 Interim Audit Results • Financial performance • Cost allocation • SOX implementation • OJK Audit Update

Agenda for the Board of Directors and Board of Commissioners Meeting

No.	Date	Agenda
1	March 23, 2020	<ul style="list-style-type: none"> Financial performance Revised Internal Audit Charter
2	June 22, 2020	<ul style="list-style-type: none"> Business Update Revised 2020 Business Plan Loan Write-Off Duniatex
3	November 26 and 27, 2020	<ul style="list-style-type: none"> Business Update (CEO, Financial, and Asset Quality Update) 3 Year Plan 3 Year Plan-Cross Functional Team 3 Year Plan-Business 3 Year Plan-Foundation and Enabler

Meeting Schedule for 2021

At the end of 2020, the Board of Directors has compiled a schedule of meetings to be held in the following year as many as 25 (twenty five) Board of Directors meetings and 3 (three) meetings of the Board of Directors together with the Board of Commissioners.

Attendance of Members of the Board of Directors at the Annual GMS

The Board of Directors' accountability for the implementation of duties and responsibilities is conveyed to shareholders through the 2020 Annual GMS. All members of the Board of Directors were present at the Annual GMS which was held on March 23, 2020.

Implementation of Duties and Responsibilities of the Board of Directors in 2020

The Board of Directors carries out Danamon's business activities in a directed and planned manner to fulfill its obligations to stakeholders. The Board of Directors carries out its duties and responsibilities, including:

- Consistently follow up on the implementation of Danamon's long-term strategy that was formulated in 2019.
- Taking steps to encourage growth with prudent principles on Danamon's main business lines, which include Small & Medium Enterprises, Enterprise Banking, and Consumer Banking.
- Established a Crisis Command Center to create and monitor health protocols related to COVID-19, ensuring optimal health protection for employees and customers, in addition to minimum disruption in operations and services.
- Implementing the government's economic stimulus program by providing credit relaxation to customers affected by the COVID-19 pandemic in accordance with regulatory provisions.

- Increase collaboration with MUFG in increasing credit, funding, process efficiency, and improving human resource capabilities.
- Increase investment in digital technology solutions to provide excellent customer service and automate operational processes to make them more efficient and effective.

Performance Appraisal of the Board of Directors Performance Appraisal Implementation Process

The performance appraisal of the Board of Directors is carried out based on the collegial work of all members of the Board of Directors towards the achievement of the Danamon work plan. In addition, the performance appraisal of the Board of Directors also considers the duties and responsibilities of the Board of Directors in accordance with the laws and regulations and/or the Articles of Association of Danamon.

Performance Appraisal Criteria

The criteria for evaluating the performance of the Board of Directors are based on the overall achievement, including aspects of Financial, Franchise Building, Risk and Control, Human Capital and Danamon Core Values, as follows:

- Financial performance,
- Bank Health Level,
- Capital,
- Risk profile,
- Compliance with regulations,
- The significance of the audit results,
- Long term goals and strategies, as well
- Implementation of the principles of corporate governance.

Executor of Assessment

The performance appraisal of the Board of Directors is carried out by the Board of Commissioners and the results of the performance assessment of the Board of Directors are taken into consideration in increasing the effectiveness of the performance of the Board of

Directors. In addition, the Board of Directors performance appraisal is conveyed in the form of accountability for the implementation of duties and responsibilities at the Annual GMS.

Performance Assessment of Members of the Board of Directors

All members of the Board of Directors have performance targets as outlined in the balance scorecard in accordance with the duties and responsibilities of each member of the Board of Directors, including compliance management, risk control and human resources. The performance assessment of the members of the Board of Directors is conducted every 6 (six) months by the President Director.

Opinion of the Board of Commissioners on the Performance of the Board of Directors

The implementation of Danamon's strategy and the responsiveness of the Board of Directors succeeded in maintaining the stability of the Bank in facing economic challenges due to the COVID-19 pandemic. In 2020, the Bank managed to maintain positive profitability with net income after tax reaching IDR1.1 trillion. Total loans disbursed by the Bank and its subsidiaries reached IDR134.2 trillion, in which the Enterprise Banking segment managed to achieve an annual growth of 25% assisted by the collaboration with MUFG.

From the aspect of asset quality, Danamon continues to ensure risk management that adheres to the principle of prudence, and is always guided by the risk appetite statement. As a result, Danamon has succeeded in improving asset quality despite the challenging economic conditions. The NPL ratio stood at 2.8%, an improvement of 0.1% from the previous year of 2.9%. In addition, the Bank also made proactive reserves to strengthen the balance sheet. Due to this, the Bank succeeded in increasing the loan loss provision ratio to a record high of 201%.

Danamon's capital level has been successfully improved with the Capital Adequacy Ratio (CAR) recorded at 25.1%, well above the minimum level stipulated by regulations. This gives Danamon the ability to grow as well as the strength to deal with the potential impact of the economic slowdown caused by the pandemic.

For the good achievements in 2020, as well as the dedication that continues to be shown, the Board of Commissioners gives the highest appreciation to all levels of the Board of Directors.

Orientation Program for New Directors

Danamon has an orientation program for new members of the Board of Directors through providing On-Boarding Packs and brief understanding by related units face-to-face to provide a deeper understanding of the organization, duties and responsibilities, as well as the processes that exist in Danamon.

Training Program of the Board of Directors

Danamon provides opportunities for members of the Board of Directors to participate in various trainings, certifications, workshops and conferences in developing competence, professionalism and insight on an ongoing basis. During 2020, members of the Board of Directors have participated in training, certification, workshops and conferences as follows:

Director's name	Training/Conferences/Seminars/ Workshops	The organizers	Location	Date
Yasushi Itagaki	JP Morgan's ASEAN Banks Forum	JP Morgan	Singapore	January 7, 2020
	Agile Leadership session for Executive	Danamon	Jakarta	January 29, 2020
	Covid-19-Force Majeure? Indonesian Legal Perspective and Potential Dispute	AHP Webinar	Online	April 22, 2020
	Advance Level Treasury Dealer	Banking Professional Certification Institute (LSPP)	Jakarta	April 24, 2020
	What Economic History Can Teach Us About Covid19 with Niall Ferguson	Barclays Asia Forum Webcast Series	Online	June 18, 2020
	Leadership For The Long Run Through The Pandemic (Linda Hill, The Wallace Brett Donham Professor)	Harvard Business Publishing, Corporate Planning (Webinar)	Online	July 7, 2020
	Complex Decision Making (Sameh Abadir, IMD Professor of Negotiation)	IMD Webinar	Online	July 10, 2020
	New Norm in Technology-Our Next BCG Digital Transformation Network Interaction	BCG Webinar	Online	July 14, 2020
	Risk Management Certifications-Refreshment	Effective Pro	Jakarta	July 15, 2020
	Sustainable Finance Awareness for Top Level Management	Banking Professional Certification Institute (LSPP)	Jakarta	July 24, 2020
	Multifinance Road to Recovery	Indonesian Financial Services Association (APPI)	Jakarta	October 1, 2020
	Anti-Bribery Corruption	Danamon	Online	November 19, 2020
	Danamon Compliance 2020	Danamon	Online	December 14, 2020
Michellina Laksmi Triwardhany	Agile Leadership session for Executive (BOD & BOM)	Hugo Messer (EKIPA)	Danamon Tower	January 29, 2020
	Covid-19-Force Majeure? Indonesian Legal Perspective and Potential Dispute	Assegaf Hamzah & Partner Law Office	Online	April 22, 2020
	Digital Transformation in the Age of Covid-Time to Change	Oliver Wyman	Online	June 19, 2020
	Rise of the Contactless Economy	Deloitte	Online	September 14, 2020
	Inside the Mind of the Digital Leader	IMD (International Institute for Management Development)	Online	September 24-25, 2020
	Reimagining the next normal for Asia and the world	McKinsey	Online	October 12, 2020
	Agile Transformation by Anita Sutjipto	Danamon	Online	October 21, 2020
	Sharing insight and trends pre vs post COVID-19 for payment and behavior	MasterCard	Online	November 18, 2020

Director's name	Training/Conferences/Seminars/ Workshops	The organizers	Location	Date
Herry Hykmanto	Webinar: "Membangun Kesepahaman dan Komitmen Bersama untuk Menghadapi COVID-19"	Danamon	Online	May 14, 2020
	Webinar "Welcoming the New Normal"	Danamon	Online	June 12, 2020
	Webinar: Online Socialization COVID-19	Danamon	Online	July 9, 2020
	Webinar "The Art of Talent Development", a Collaboration session between BDI and MUFG	Danamon	Online	September 14, 2020
	Anti Bribery and Corruption (ABC)	Danamon	Online	December 1, 2020
	Year-End Sharia Workshop 2020	Danamon	Online	December 15, 2020
	Sharia Workshop 2020-Day 2	Danamon	Online	December 16, 2020
Adnan Qayum Khan	What Economic History Can Teach Us About Covid-19 with Niall Ferguson	BARCLAYS	Online	June 18, 2020
	Visualizing the New Normal in Bank Lending	BARA (Bankers Association for Risk Management)	Online	December 2, 2020
	Cyber Security Risk Awareness: 1. Phishing eMail Risk Awareness 2. Digital Cyber Risk Awareness	IRM Provided by: Horangi Consultant	Online	December 11, 2020
Rita Mirasari	WORKSHOP & CERTIFICATION Banking Compliance Level 3 (Executive)	FKDKP-Trainer	Jakarta	January 23, 2020
	Agile Leadership session for Executive	Danamon	Jakarta	January 29, 2020
	PWC Leadership Series: "Harnessing Opportunities: A Closer Look at the Omnibus Job Creation and Tax Bills"	PWC	Jakarta	February 26, 2020
	A Leader's Imperative on Leadership's Traits & Digital Technology	Prof.Dr. Djokosantoso Moeljono	Jakarta	February 27, 2020
	Credit Restructuring as an Impact of COVID-19 (Implementation of POJK No. 11/POJK.03/2020)	Infobank	Jakarta	April 21, 2020
	Sustaining the Banking Industry Amid the COVID-19 Pandemic Through Credit Relaxation and Interest Subsidy Policies	Bisnis Indonesia & OJK	Jakarta	May 15, 2020
	Credit Restructuring-The Regulatory and Industry Perspectives (Study of POJK No. 11/POJK.03/2020. Credit Restructuring Strategy Amid Various Scenarios under COVID-19)	LPPI	Jakarta	May 19, 2020
	Series 2: SMEs Restructuring	ILUNI FHUI & ILUNI FEB UI	Jakarta	July 2, 2020

Director's name	Training/Conferences/Seminars/Workshops	The organizers	Location	Date
	Bank Business Sustainability (Governance Prediction Model)	LPPI	Jakarta	August 4, 2020
	Open Banking Pro-Cons	LPPI	Jakarta	August 18, 2020
	Crime Profiling and Vulnerability to Money Laundering and Terrorism Financing as an Impact of the COVID-19 Crisis	FKDKP	Jakarta	August 19, 2020
	PEN Challenges & Policy Strategies for Inclusive Economic Development in the New Normal Era	ISEI	Jakarta	August 26, 2020
	Role of Financial Authorities in Supporting the Growth of Sharia Economy Digitalization in Indonesia	Indonesia Banking School (IBS)	Jakarta	August 28, 2020
	Webinar: The Art of Talent Development	Danamon	Jakarta	September 14, 2020
	Role of Sharia Guarantee in Speeding Up National Economic Recovery	Infobank	Jakarta	September 17, 2020
	Webinar "Effective Banking Supervision in Digital Era"	OJK	Jakarta	September 18, 2020
	Role of Financial Services Sector in PEN	IBS	Jakarta	September 18, 2020
	Understanding of Terms Related to Reporting of Data for Single Customer Savings Account Protection-PLPS No. 05/2019	FKDKP	Jakarta	September 23, 2020
	Traditional Banks VS Challenger Banks in The Era of Banking	Infobank	Jakarta	September 29, 2020
	Implementation of National Policy to Support Food Security and Energy Independence	ILUNI UI	Jakarta	October 15, 2020
	Digital Governance Talk Show	Infobank	Jakarta	October 22, 2020
	SOEs as Economic Drivers "Future of Agents of Development Post-Job Creation Law"	Infobank	Jakarta	November 3, 2020
	OJK Teaches: Webinar Invitation for Safe Investing in the Capital Markets During Pandemic	OJK	Jakarta	November 5, 2020
	Banking Preparedness for 2020 Local Elections	FKDKP	Jakarta	November 6, 2020
	Client Briefing on Omnibus Law: What We Know so Far	HHP Law Firm	Jakarta	November 10, 2020
	AML/CFT Related Virtual Asset	PPATK	Jakarta	November 12, 2020
	Danamon Teaches Workshop: Implementing Good Governance in Banking	Danamon	Jakarta	November 12, 2020
	"Omnibus Law: The Way Forward"	PWC	Jakarta	November 25, 2020
	U.S. Regulation Seminar	MUFG	-	December 2, 2020
	Compliance	Danamon	Jakarta	December 7, 2020
	ABC Policy	Danamon	Jakarta	December 7, 2020
	Integrity Pact	Danamon	Jakarta	December 7, 2020

Director's name	Training/Conferences/Seminars/ Workshops	The organizers	Location	Date
Heriyanto Agung Putra	Code of Conduct 2020	Danamon	Online	January 20, 2020
	Hobby to Improve Happiness & Productivity	DPP PMSM/PMSM Millennials	Jakarta	January 28, 2020
	Agile Leadership for Executive	Danamon	Menara Danamon	January 29, 2020
	IR Role in the Context of Business in the Disruption Era	Industrial Relation (PMSM)	Jakarta	February 12-14, 2020
	Global Talent Trends in 2020	HR Training and Development (PMSM)	Jakarta	February 21, 2020
	How To Manage Your Business During Pandemic	OneHR & HR NextGenz	Online	April 7, 2020
	Using Creativity for Work Fun Wherever	DPP PMSM/PMSM Millennials	Online	April 9, 2020
	From Worrier to Warrior	OneHR & HR NextGenz	Online	May 14, 2020
	Leading in The New Normal Reimagining HR Priorities & people Strategies (Insight From Danamon Journey of Navigating the Crisis)	Darwinbox	Online	June 18, 2020
	Public Housing Savings Account: Solution or New Problem	HR Training and Development (PMSM)	Online	July 9, 2020
	Leveraging People With Disabilities As Company's Added Value	DPP PMSM/PMSM Millennials, OneHR, HR NextGenz	Online	July 16, 2020
	HR Meet and Talk Opportunities, hallenges and Preparedness for HR Practitioners in Indonesia Facing Industry 4.0	HR Training and Development (PMSM)	Online	August 11, 2020
	Best Company to Work For in 2020	HR Asia	Online	October 2, 2020
	Compliance 2019	Danamon	Online	October 3, 2020
	Organizational Restructuring Strategy	Industrial Relation (PMSM)	Online	October 10, 2020
	Revolutionized Learning in Industry 5.0	Strategic Cooperation (PMSM)	Online	October 13, 2020
	Implementing Diversity & Inclusion Practices through Company Culture	HR Training and Development (PMSM)	Online	15 October, 2020
	Problematics of Workforce Issues Post-Passage of the Job Creation Law	Industrial Relation (PMSM)	Online	October 21, 2020
	Outsourcing Implementation Strategy Post-Passage of the Job Creation Law	Industrial Relation (PMSM)	Online	October 31, 2020
	The Future is Now Transforming HR Through Learning Development	PPM Manajemen	Online	November 5, 2020
	What's Your Current 2021 Pay Strategy: Key to Survive and Thrive	Future HR (FTHR)	Online	November 5, 2020
	Understanding Law No. 11/2020 in Implementing New Labor Policies in the Company	Future HR (FTHR)	Online	November 10, 2020
	Adapting to The Digital Age and a New World of Work	HRM Asia	Online	November 10, 2020

Director's name	Training/Conferences/Seminars/Workshops	The organizers	Location	Date
	Labor Disparities in the Perspective of the Job Creation Law and the Pandemic	Industrial Relation (PMSM)	Online	November 28, 2020
	Predictive Analytics & Machine Learning Workshop for HR Decision	Digital Communication and Media x Talentlytica (PMSM)	Online	December 3-5, 2020
	Organization & Employee Resilience	HR Training and Development (PMSM)	Online	December 4, 2020
	New Perspective of Performance Management	PMSM DPD Jatim	Online	December 5, 2020
	Indonesia Best Companies In Creating Leaders from Within 2020	SWA & NBO	Online	December 7, 2020
	Building Your 2021 Winning Human Capital Blueprint	NBO & LinkedIn	Online	December 16, 2020
Dadi Budiana	Agile Leadership For Executive	Danamon	Jakarta	January 29, 2020
	Covid-19-Force Majeure? Indonesian Legal Perspective and Potential Dispute	Assegaf Hamzah & Partner Law Office	Online	April 22, 2020
	2020 Compliance	Danamon	Online	October 9, 2020
	Anti Bribery Corruption (Anti Bribery and Corruption)	Danamon	Online	November 24, 2020
	Danamon's Code of Conduct 2020	Danamon	Online	December 4, 2020
Muljono Tjandra	Danamon's Code of Conduct 2020	Danamon	Online	January 27, 2020
	Agile Leadership for Executive	Danamon	Online	January 29, 2020
	Risk Management Certifications-Refreshment (BSMR)	Danamon and Efektifpro	Online	July 15, 2020
	Anti Bribery Corruption (Anti-Bribery and Corruption)	Danamon	Online	December 3, 2020
	Information Risk Management Event (Cyber Security Awareness)	Danamon	Online	December 11, 2020
	New Fraud Awareness	Danamon	Online	December 20, 2020
	Occupational Health and Safety	Danamon	Online	December 20, 2020
	APU PPT: Customer Due Diligence (2018)	Danamon	Online	December 29, 2020
	2020 Compliance	Danamon	Online	December 30, 2020
	Cyber Security Awareness	Danamon	Online	December 30, 2020
	New Business Continuity Management	Danamon	Online	December 30, 2020
	Danamon Sustainability	Danamon	Online	December 30, 2020
	Information Security Awareness	Danamon	Online	December 30, 2020
	Compliance Concept and Its Implementation	Danamon	Online	December 30, 2020
	Elearning ORM & QA-2020	Danamon	Online	December 30, 2020

Director's name	Training/Conferences/Seminars/ Workshops	The organizers	Location	Date
Naoki Mizoguchi	Agile Leadership Training	Hugo Messer (EKIPA)	Danamon Tower	January 29, 2020
	Information Sharing from Danamon	Integrated Risk-Danamon	Online	May 6, 2020
	Webinar Training-Digital Partnership Framework Session 1	Danamon	Online	August 4, 2020
	Webinar Training-Digital Partnership Framework Session 2	Danamon	Online	August 12, 2020
	FY2020 Overseas GM Conference Training	MUFG	Online	October 29, 2020
	Information Risk Management Event (Cyber Security Awareness)	Danamon	Online	December 11, 2020

› COMMITTEES UNDER THE BOARD OF DIRECTORS

COMMITTEES UNDER THE BOARD OF DIRECTORS

In order to support the effectiveness of the implementation of the duties and responsibilities of the Board of Directors, the Board of Directors has committees under the Board of Directors which are tasked with assisting the Board of Directors to provide suggestions and recommendations that can be used as a reference in making decisions related to the implementation of the duties and responsibilities of the Board of Directors.

Committees under the Board of Directors are as follows:

1. Risk Management Committee
2. Human Resources Committee
3. Assets & Liabilities Committee
4. Information Technology Steering Committee
5. Integrated Risk Management Committee

RISK MANAGEMENT COMMITTEE

Committee Structure and Membership

Chairman	President Director
Substitute Chair	Integrated Risk Director
Permanent member	Directors
Non-Permanent Members	Executive Officer-Board of Management
	Executive Officers

If necessary, the Risk Management Committee will invite other internal parties including Subsidiaries to attend the meeting.

The Risk Management Committee oversees 2 (two) Sub-Committees, namely the Credit Policy Sub-Committee and the Sustainability Sub-Committee. Further explanation regarding the Sub-Committee can be seen in the Risk Management section.

Voting Rights Status and Decision Making

Each committee member has equal voting rights. Committee decisions are made based on deliberation to reach consensus. In the event that consensus does not occur, the decision is made based on majority votes.

Committee duties and responsibilities

The Risk Management Committee is responsible for evaluating and providing recommendations to the President Director and Directors on matters relating to:

1. Assist the Board of Directors in carrying out its responsibilities related to risk management.

Charter of the Committees

Each committee under the Board of Directors has Charter as a reference and binds each committee member. The Committee Charter regulates, among other things membership, duties and responsibilities, meeting implementation and reporting. The Committee's Charter are constantly updated in accordance with developments in Danamon and regulations.

Performance Assessment of the Board of Directors Committee

During 2020, the Committees under the Board of Directors have performed their functions and contributed to support the implementation of the duties and responsibilities of the Board of Directors.

2. Formulation of a risk management strategy, policy and framework, including the establishment of Risk Appetite parameters and threshold, Key Risk Indicators and Risk Tolerance limits to help define the boundaries under which the Bank's management can operate to achieve their business objectives.
3. Preparation of contingency plans to anticipate various risks that may arise from time to time and allow Danamon to continue operating even in stressful conditions.
4. Ensuring good Corporate Governance in the application of Risk Management, with a suitable framework for identification, measurement and escalation of risks in a timely manner, and approval of exposure to Related Parties as well as deviation in policies and/or business decisions.
5. Ensuring all business and operational activities are in line with applicable regulations, risk policies and procedures, by approving and monitoring exceptions, deviations and violations that may occur.

6. Ensuring that Danamon has sufficient reserves to protect against the realization of potential inherent risks, as well as ensuring that Danamon has adequate disaster recovery procedures for business continuity.
7. Assessment of various existing and emerging risks faced by Danamon, including:
 - a. Credit risk portfolio;
 - b. Market and Liquidity Risk;
 - c. Operational Risk and Fraud;
 - d. Reputation Risk;
 - e. Information Security and Information Technology Risks;
 - f. Legal and Litigation Risks;
 - g. Compliance Risk, including financial crime risk;
 - h. Strategic Risk; and
 - i. Other significant risk issues on a regular basis.
8. Implementation of risk management processes and improvements in line with external and internal changes that may affect the capital adequacy ratio and their respective risk profiles.
9. Evaluating the risk organization and infrastructure in the Danamon to ensure that risk management processes, systems and tools are in accordance with the development of the organization and business plans.
10. Overseeing the sub-committees under the Risk Management Committee which consists of the Credit Policy and the Sustainability Sub Committee.

Risk Management Committee Meetings

During 2020, the Committee held 11 meetings and was attended by the following members of the Board of Directors:

Name	Position	Total Attendance of Members of the Board of Directors at Risk Management Committee Meetings
Yasushi Itagaki	Chairman	11
Adnan Qayum Khan	(Alternate Chair)	11
Michellina Triwardhany	Member	10
Honggo Widjojo Kangmasto	Member	11
Herry Hykmanto	Member	10
Rita Mirasari	Member	10
Heriyanto Agung Putra	Member	11
Dadi Budiana	Member	11
Muljono Tjandra	Member	11
Naoki Mizoguchi	Member	11

Risk Management Committee Meeting 2020

Month	Date	Agenda
January	January 27, 2020	Risk Management, Compliance and Legal Updates
February	February 24, 2020	Risk Management Update
March	March 24, 2020	Risk Management, Compliance and Legal Updates
April	April 20, 2020	Risk Management, Compliance and Legal Updates
June	June 8, 2020	<ul style="list-style-type: none"> Risk Management, Compliance Updates Regular Review of Credit Risk Policy
	June 29, 2020	Risk Management, Compliance and Legal Updates
July	July 27, 2020	Update on Risk Management, Compliance, Legal and Integrated Risk Profile Methodology & Threshold
August	August 25, 2020	Risk Management, Compliance and Legal Updates
September	September 21, 2020	Risk Management, Compliance Updates
October	October 20, 2020	<ul style="list-style-type: none"> Risk Management, Compliance and Legal Updates Annual Recovery Plan Review
November	November 23, 2020	<ul style="list-style-type: none"> Update on Risk Management, Compliance, Legal and Risk Profile Guidelines Annual Review of Integration Risk Management Policy

ASSETS & LIABILITIES COMMITTEE (ALCO)

Committee Structure and Membership

Chairman	President Director
Alternative Chair	Chief Financial Officer (CFO)
Member	Director or appointed member of the following Divisions/Business Units: <ul style="list-style-type: none"> • Sales & Distribution, SME and Consumer Banking • Integrated Risk • Treasury & Capital Market • Enterprise Banking & Financial Institution • Transaction Banking

Voting Rights Status and Decision Making

ALCO consists of members who have the same voting rights, if there is a member of the committee who cannot attend the meeting then he/she can appoint a replacement with voting rights. Delegation of voting rights must be obtained prior to approval from the Chairman of the Committee. The resolution of the Meeting should be adopted based on the deliberation to reach a consensus. In the event no consensus can be reached, the resolution shall be adopted by means of majority voting.

Committee Duties and Responsibilities

The Assets & Liabilities Committee has duties and responsibilities, including:

- Determine the scope of work of the Committee, meeting procedures, work processes and form a sub-committee to support ALCO.
- Determine policies and guidelines regarding liquidity risk, interest rate risk and capital management of Danamon and its subsidiaries that reflect adequate liquidity and capital, stable and diversified funding, and comply with all applicable regulations.
- Determine issuance of securities or other debt instruments in order to provide sufficient liquidity and capital for Danamon, as well as a diversified funding structure.
- Evaluating market conditions and their impact on the condition of Danamon's liquidity, NII, and capital and approving the most appropriate action.
- Review and determine the balance sheet structure to increase Danamon's profitability.
- Review the composition of funding and approve any changes in strategy and alternative funding including new institutional/structural funding.
- Conduct a monthly review of the following topics:
 - Economic and Market Overview
 - Recent moves of the key components of the balance sheet, Yield/COF and NIM
 - Funds Transfer Pricing (FTP)
 - Funding and loan interest rates
 - Market risk and liquidity profiles on balance sheets, AFS portfolio and trading books
 - Monitor on the Contingency Funding Policy (CFP)
 - Capital management and other matters related to ALCO
- Periodically, conduct reviews and approve to the following:
 - Limit framework for market and liquidity risk on balance sheets, AFS portfolios and derivatives for funding. The limit framework is submitted to the BOC for endorsement
 - Assumptions for stress tests on liquidity risk and interest rates
 - Calculation of the core balance of liquidity risk, interest rate risk and calculation of FTP
 - FTP policy and methodology
 - Contingency Funding Policy
 - Target for the Macroprudential Intermediation Ratio (RIM)

Assets & Liabilities Committee Meeting

During 2020, the Committee held 11 (eleven) meetings and were attended by the following members:

Name	Position	Total Member Attendance at ALCO Meetings
Yasushi Itagaki	Chairman	11
Muljono Tjandra	Alternative Chairman	11
Michelina Triwardhany	Member	11

Name	Position	Total Member Attendance at ALCO Meetings
Honggo Widjojo Kangmasto	Member	11
Adnan Qayum Khan	Member	10
Andrew Suhandinata	Member	10
Herman Savio	Member	11

Assets & Liabilities Committee Work Implementation in 2020

The Assets & Liabilities Committee held meetings to discuss the materials which cover:

1. Economic & Market Outlook
2. Balance Sheet Management and business guidelines
3. Fund Transfer Pricing (FTP) Rate Management
4. Review of interest rates for loans and third-party funds
5. Review of Market and Liquidity Risk
6. Management of the Macroprudential Intermediation

Ratio (RIM), Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR)

7. Review of Capital
8. Professional Funding Management
9. Available for Sale (AFS) portfolio management
10. Changes in regulations or new regulations related to liquidity and balance sheets
11. Proposal and management of balance sheet limit structure

INFORMATION TECHNOLOGY STEERING COMMITTEE

Committee Structure and Membership

Chairman	Finance Director
Member	Consumer, SME, Branch Network Director
	Integrated Risk Director
	Global Alliance Strategy Director
	Head of Enterprise Banking
	Chief Information Officer

Other invitations depend on the relevance of each area.

Voting Rights Status and Decision Making

Each committee member has equal voting rights. Decisions made in committee meetings are carried out with the aim of reaching consensus. In the event that deliberation to reach consensus does not occur, decision making shall be made based on voting by means of an affirmative vote of more than ½ (half) of the total valid votes in the Meeting.

Duties and responsibilities

The Committee has duties and responsibilities, including:

1. Periodically reviews and recommends Danamon's IT strategy plan, and ensures that IT projects are in line with the strategic plan.
2. Review and recommend IT policies, including IT Security Policies and IT Risk Management Policies.
3. Review and recommend all IT projects that are in accordance with Danamon's strategy or which have a Capex investment value of more than USD 500 thousand or equivalent in Rupiah.

4. Review the progress of projects and adjust to Danamon's strategy in terms of project status, time, costs & benefits and will be presented by the relevant Business Project Manager Team.
5. Review the post implementation of strategic projects & the benefits of their realization after implementation in terms of costs and benefits.
6. Review the number of transactions through channels and provide recommendations for increasing e-channel transactions in order to align them with the digital banking strategy.
7. Periodically reviews IT Risk Management which covers the following topics:
 - a. Important/strategic projects in progress.
 - b. IT security and Cyber security issues & their remediation.
 - c. IT audit findings and follow-ups on the improvement.

8. Ensuring proper and accurate allocation of IT resources. If necessary, use a third party to assist with the implementation of the project. IT Steering Committee must ensure the availability of policies and procedures for the selection and appointment processes of the third party.
9. Review recommendations from subcommittees and other committees on IT related matters.
10. Provide recommendations for resolving IT-related issues that cannot be resolved by the IT users and providers in an effective, efficient and timely manner.
11. Perform other duties and responsibilities delegated by the Board of Directors from time to time.
12. Prepare an annual committee activity report.

Information Technology Steering Committee Meeting

During 2020, the Committee held 4 (four) meetings. The meetings were attended by the following members of the Board of Directors:

Name	Position	Total Attendance of Members of the Board of Directors at Information Technology Committee Meetings
Muljono Tjandra	Chairman	4
Michellina Triwardhany	Member	2
Adnan Qayum Khan	Member	4
Naoki Mizoguchi	Member	3
Thomas Sudarma	Member	4
Mahesh Ajit Ranade	Member	4

Implementation of Duties of Information Technology Steering Committee in 2020

Information Technology Steering Committee held meetings with discussion materials as follows:

1. Bankwide Collectability Equalization System Project and New EB Internal Rating System
2. Omnichannel Project
3. Danamon Cash Connect Project
4. IT Project Prioritization

HUMAN RESOURCES COMMITTEE

Committee Structure and Membership

Position	HR Committee
Chairman	President Director
Alternative Chairman, Secretary	HR Director
Member	Vice President Director Consumer, SME & Branch Network Vice President Director Corporate Banking Integrated Risk Director

The Human Resources Committee consists of 5 members of the Board of Directors as shown in the table above. The Human Resources Committee is responsible to the Board of Directors, and regularly reports its activities to the Board of Directors.

Voting Rights Status and Decision Making

Each member of the Committee has equal voting rights. Every decision made through the HR Committee Meeting must be decided unanimously. In the event that a decision cannot be obtained, it shall be taken by means of a majority vote. The Chairman of the Human Resources Committee has the right to determine the final decision.

Committee Duties and Responsibilities

1. Provide strategic direction and develop general policies in the field of Human Resources including amendments, in the areas as the following (but not limited to):
 - a. Human Resources Strategy
 - b. General Policy on Employment
 - c. Employee compensation and benefits
 - d. Performance Appraisal Management, including promotion

- e. Talent Management and Succession Planning
- f. Organizational structure and ranks
- g. Employee Training and Development
- h. Company culture and values as well as employee engagement
- i. Employee and industrial relations development
- j. Alignment of policies with subsidiaries
- k. Manpower Planning
- l. Organizational Health and Safety
- 2. Carry out other duties and responsibilities that may be assigned by the Board of Directors to the HR Committee, from time to time.
- 3. The HR Committee can form a sub-committee to carry out the scope of duties and responsibilities of the HR Committee.

Human Resources Committee Meetings

During 2020, the Committee held 8 (eight) meetings and were attended by members of the Board of Directors as follows:

Name	Position	Total Attendance at Human Resources Committee Meetings
Yasushi Itagaki	Chairman	8/8
Heriyanto Agung Putra	Alternative Chairman, Secretary	8/8
Michellina Laksmi Triwardhany	Member	7/8
Honggo Widjojo Kangmasto	Member	6/8
Adnan Qayum Khan	Member	8/8

The results of Committee Meetings must be recorded in a well documented Minutes of Meeting. Meetings are declared a quorum if attended by at least 2/3 of the members of the Human Resources Committee.

Implementation of Duties of Human Capital Committee in 2020

The Human Resources Committee held meetings with the following topics::

No.	Date	Agenda
1	February 03, 2020	<ul style="list-style-type: none"> • Renewal of the Collective Labor Agreement (PKB) 2020-2022 • Disciplinary Action (Disciplinary Committee) • Danamon Peduli employees • Job Simplification Project • Promotion Committee
2	March 04, 2020	Promotion Committee
3	April 09, 2020	<ul style="list-style-type: none"> • 2020 hiring priorities • Job Opportunity in MUFG Singapore
4	June 17, 2020	<ul style="list-style-type: none"> • Health Insurance Renewal 2020-2021 • Implementation of 2020 Annual Leave • Update on the extension of the Collective Labor Agreement
5	July 22, 2020	<ul style="list-style-type: none"> • Hiring Critical positions in IT/Digital • Midyear PA process
6	August 10, 2020	Update on EES 2020 results
7	November 30, 2020	<ul style="list-style-type: none"> • Job Evaluation SME Re-Entry • Bell Curve End Year 2020 proposal & Promotion Committee update • DBT Update • EVP finalization • Overview of the Omnibus Law-Employment Cluster
8	December 08, 2020	2020 Collective Leave Changes

INTEGRATED RISK MANAGEMENT COMMITTEE

The discussion regarding the Integrated Risk Management Committee is disclosed in the Integrated Corporate Governance Report.

> AFFILIATED RELATIONSHIPS AND TRANSACTIONS OF THE BOARD OF DIRECTORS, THE BOARD OF COMMISSIONERS AND MAIN SHAREHOLDERS

Danamon has a Transaction Policy with Affiliated Parties which regulates transactions with affiliated parties. This policy regulates that the affiliate transaction process is carried out based on normal commercial terms and at an arm's length basis and does not harm the interests of Danamon or its minority shareholders.

The Board of Commissioners and Directors of Danamon always maintain independence and have no conflict of interest that could interfere with their ability to carry out their duties professionally and objectively.

Affiliated Relationships of members of the Board of Directors with fellow members of the Board of Directors, members of the Board of Commissioners, Major and/or Controlling Shareholders

All members of the Board of Directors of Danamon are not affiliated with other members of the Board of Directors, members of the Board of Commissioners and with major and/or controlling shareholders.

Affiliated Relationships of members of the Board of Commissioners with fellow members of the Board of Commissioners and Major and/or Controlling Shareholders

All members of the Board of Commissioners have no affiliation with other members of the Board of Commissioners. There are 4 (four) Non Independent Commissioners who have financial relations with the controlling shareholder, namely: Takayoshi Futae, Noriaki Goto, Masamichi Yasuda and Nobuya Kawasaki.

Affiliation between members of the Board of Directors, Board of Commissioners and Major and/or Controlling Shareholders have been disclosed in the table of financial relationships and family relationships on the Board of Commissioners and Directors section in this Corporate Governance Report.

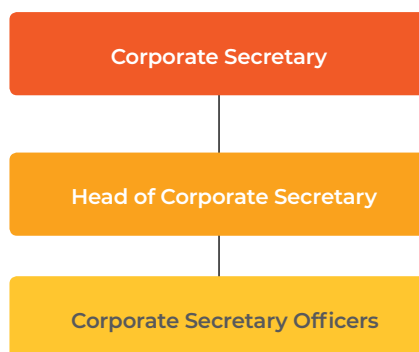
The Policy on Transactions with Affiliated Parties requires members of the Board of Commissioners and Directors to disclose any affiliated transaction plans carried out by themselves or their families to the Corporate Secretary. The material transaction plan will be reviewed by the Compliance Director and subsequently reported to the Audit Committee. In the event of a Conflict of Interest, the member of the Board of Directors and the Board of Commissioners concerned must abstain from the review process and approval of the transaction.

CORPORATE SECRETARY <

The function of the Corporate Secretary is to ensure the delivery of material Danamon information in a timely and accurate manner to all stakeholders. The Corporate Secretary is appointed and dismissed based

on the decision of the Board of Directors. The Corporate Secretary plays an important role in fostering good communication between Danamon and shareholders and other stakeholders.

Corporate Secretary Organizational Structure



Profile of the Corporate Secretary

Rita Mirasari is a Director of Danamon who has served as the Corporate Secretary of Danamon since October 24, 2016 based on Decree No.KSR-DIR.Cor.Sec-003 dated October 17, 2016 concerning the Appointment of Corporate Secretary.



Rita Mirasari
Corporate Secretary

Indonesian citizen, 51 years old and domiciled in Indonesia. Completed her education and obtained Bachelor of Law degree from the University of Indonesia. Pursued her banking career since 1991 at a local bank as a legal officer. Have wide experience in the fields of law, compliance and being a corporate secretary in various leading banks in Indonesia. Last position prior to joining Danamon was Director of Regulatory Compliance & Financial Crime in HSBC-Indonesia. Currently, she is the Director of Compliance and Corporate Secretary.

The complete profile is listed in the Directors Profile.

Duties and Responsibilities of the Corporate Secretary

1. Provide input to the Board of Directors and the Board of Commissioners to comply with statutory provisions in the capital market;
2. As a liaison between Danamon and shareholders, the Financial Services Authority and other stakeholders;
3. Assisting the Board of Directors and the Board of Commissioners in implementing corporate governance which includes:
 - a. Information disclosure to the public, including the availability of information on the website
 - b. Submitting reports to the Financial Services Authority and other authorities
 - c. Organizing and documenting the General Meeting of Shareholders
 - d. Organizing and documenting the meetings of the Board of Directors and/or the Board of Commissioners
 - e. Implementation of company orientation programs for the Board of Directors and/or the Board of Commissioners.

Competency Development for Corporate Secretary

During 2020, various trainings were conducted to improve the competence of the Corporate Secretary as follows:

No.	Training/Conferences/Seminars/Workshops	The organizers	Location	Date
1	WORKSHOP & CERTIFICATION Banking Compliance Level 3 (Executive)	FKDKP-Trainer	Jakarta	January 23, 2020
2	Agile Leadership session for Executive	Danamon	Jakarta	January 29, 2020
3	PWC Leadership Series: "Harnessing Opportunities: A Closer Look at the Omnibus Job Creation and Tax Bills"	PWC	Jakarta	February 26, 2020
4	A Leader's Imperative on Leadership's Traits & Digital Technology	Prof.Dr. Djokosantoso Moeljono	Jakarta	February 27, 2020
5	Credit Restructuring as an Impact of COVID-19 (Implementation of POJK No. 11/POJK.03/2020)	Infobank	Jakarta	April 21, 2020
6	Sustaining the Banking Industry Amid the COVID-19 Pandemic Through Credit Relaxation and Interest Subsidy Policies	Bisnis Indonesia & OJK	Jakarta	May 15, 2020
7	Credit Restructuring-The Regulatory and Industry Perspectives (Study of POJK No. 11/POJK.03/2020. Credit Restructuring Strategy Amid Various Scenarios under COVID-19)	LPPI	Jakarta	May 19, 2020
8	Series 2: SMEs Restructuring	ILUNI FHUI & ILUNI FEB UI	Jakarta	July 2, 2020
9	Bank Business Sustainability (Governance Prediction Model)	LPPI	Jakarta	August 4, 2020
10	Open Banking Pro-Cons	LPPI	Jakarta	August 18, 2020
11	Crime Profiling and Vulnerability to Money Laundering and Terrorism Financing as an Impact of the COVID-19 Crisis	FKDKP	Jakarta	August 19, 2020
12	PEN Challenges & Policy Strategies for Inclusive Economic Development in the New Normal Era	ISEI	Jakarta	August 26, 2020
13	Role of Financial Authorities in Supporting the Growth of Sharia Economy Digitalization in Indonesia	Indonesia Banking School (IBS)	Jakarta	August 28, 2020
14	WEBINAR: THE ART OF TALENT DEVELOPMENT	Danamon	Jakarta	September 14, 2020
15	Role of Sharia Guarantee in Speeding Up National Economic Recovery	Infobank	Jakarta	September 17, 2020
16	Webinar "Effective Banking Supervision in Digital Era"	OJK	Jakarta	September 18, 2020
17	Role of Financial Services Sector in PEN	IBS	Jakarta	September 18, 2020

No.	Training/Conferences/Seminars/Workshops	The organizers	Location	Date
18	Understanding of Terms Related to Reporting of Data for Single Customer Savings Account Protection-PLPS No. 05/2019	FKDKP	Jakarta	September 23, 2020
19	Traditional Banks VS Challenger Banks in The Era of Banking	Infobank	Jakarta	September 29, 2020
20	Implementation of National Policy to Support Food Security and Energy Independence	ILUNI UI	Jakarta	October 15, 2020
21	Digital Governance Talk Show	Infobank	Jakarta	October 22, 2020
22	SOEs as Economic Drivers "Future of Agents of Development Post-Job Creation Law"	Infobank	Jakarta	November 3, 2020
23	OJK Teaches: Webinar Invitation for Safe Investing in the Capital Markets During Pandemic	OJK	Jakarta	November 5, 2020
24	Banking Preparedness for 2020 Local Elections	FKDKP	Jakarta	November 6, 2020
25	Client Briefing on Omnibus Law: What We Know so Far	HHP Law Firm	Jakarta	November 10, 2020
26	AML/CFT Related Virtual Asset	PPATK	Jakarta	November 12, 2020
27	Danamon Teaches Workshop: Implementing Good Governance in Banking	Danamon	Jakarta	November 12, 2020
28	"Omnibus Law: The Way Forward"	PWC	Jakarta	November 25, 2020
29	U.S. Regulation Seminar	MUFG	-	December 2, 2020
30	Compliance	Danamon	Jakarta	December 7, 2020
31	ABC Policy	Danamon	Jakarta	December 7, 2020
32	Integrity Pact	Danamon	Jakarta	December 7, 2020

Implementation of Functions and Duties of the Corporate Secretary 2020

Throughout 2020, the Corporate Secretary has carried out duties and responsibilities in accordance with the functions carried out, among others, as follows:

1. Keep abreast of capital market developments, particularly regulations related to capital market regulations and provide information about these developments to the Board of Commissioners, Directors and stakeholders of Danamon.
2. Organizing and documenting the General Meeting of Shareholders and Public Expose organized by Danamon.
3. Organizing and attending Board of Commissioners meetings, Board of Commissioners meetings attended by the Board of Directors and Committees meetings at the Board of Commissioners level as well as compiling and administering minutes of the meetings.
4. Submit reports related to provisions in the Capital Market, both periodic and incidental reports to the OJK and IDX in a timely manner.
5. Conducting information disclosure in accordance with the prevailing laws and regulations.
6. Preparing recommendations for amendments to the Charters of Committees under the Board of Commissioners and Board of Directors related to the implementation of corporate governance.
7. Make adjustments to the Articles of Association in accordance with the needs of the company as well as the new laws and regulations.
8. Updating/adjusting the Charter of the Board of Directors and the Charter of the Board of Commissioners in accordance with applicable laws and regulations and the implementation of Bank's good corporate governance.
9. Prepare documentation and assist in the Fit and Proper Test process for prospective members of the Board of Directors and the Board of Commissioners.

Information Disclosure in 2020

As a form of information disclosure, Danamon has conveyed information to the public through the Danamon website which is available in Indonesian and English.

Danamon also submits regular, periodic and incidental reports to the Indonesia Stock Exchange and the Financial Services Authority, including through IDXNet electronic reporting (e-reporting) and the Financial Services Authority SPE.

List of the 2020 Information Disclosure Report

Date	Subject	Reference	Destination	Report Type
January 2020				
January 8, 2020	Monthly Report on BDMN Securities Holder Registration, as of 1 December 2019	Circular Letter No.SE-02/BI/2009 dated March 10, 2009 concerning Data Reports on Debt/Liabilities of Companies in Foreign Currency.	OJK IDX	Regular
January 8, 2020	Data/Debt Report on Company Liabilities in Foreign Currency	Points III.3.4 and III.3.5 Decree of the Board of Directors of the Jakarta Stock Exchange No. Kep-306/BEJ/07-2004 concerning Regulation No.IE regarding Obligations to Submit Information.	OJK	Regular
January 8, 2020	Submission of Evidence of Advertising on the Base Credit Interest Rate	OJK Regulation No. 06/POJK.03/15 concerning Transparency and Publication of Bank Reports, SEBI Regulation No.15/1/DPNP dated 15 January 2013 concerning Information Transparency on Basic Credit Interest Rates, and OJK Regulation No.31/POJK.4/2015 concerning Disclosure of Material Information or Facts by Issuers or Public Companies.	OJK	Periodically
January 27, 2020	Announcement of the Planned Annual General Meeting of Shareholders (AGMS) of PT Bank Danamon Indonesia Tbk. (Company)	OJK Regulation No. 32/POJK.04/2014 concerning Planning and Implementation of General Meeting of Shareholders of Public Companies as amended by POJK No.10/POJK.04/2017 (POJK GMS).	OJK	Periodically
January 28, 2020	Implementation of the Annual General Meeting of Shareholders (AGMS) PT Bank Danamon Indonesia Tbk. (Company)	Letter of the Company No.B.259-Corp.Sec regarding the Notification of the Company's AGMS Plan and the letter of the Financial Services Authority (OJK) No.S-95/PM.221/2020 regarding the AGMS Agenda.	OJK	Incidental
January 30, 2020	Checklist Fulfillment of Financial Services Authority Regulation No.8/POJK.04/2015	OJK Regulation No.8/POJK.04/2015 concerning Websites of Issuers or Public Companies and OJK Letter No.S-956/PM.22/2019 regarding Requests for Information regarding Fulfillment of OJK Regulation No.8/POJK.04/2015 on the Website Issuer or Public Company Web.	BEI OJK	Incidental
February 2020				
February 10, 2020	Debt/Liability Data Report of Companies in Foreign Currency	Circular Letter No.SE-02/BI/2009 dated March 10, 2009 concerning Data Reports on Debt/Liabilities of Companies in Foreign Currency.	OJK	Regular
February 10, 2020	Monthly Report on BDMN Securities Holder Registration, as of end of January 2020	Points III.3.4 and III.3.5 Decree of the Board of Directors of the Jakarta Stock Exchange No. Kep-306/BEJ/07-2004 concerning Regulation No.IE regarding Obligations to Submit Information.	BEI OJK	Regular

Date	Subject	Reference	Destination	Report Type
February 13, 2020	Announcement of the Annual General Meeting of Shareholders (AGMS) of PT Bank Danamon Indonesia Tbk. (Company)	(i) Company letter No.B.259-Corp.Sec. December 27, 2019, (ii) Financial Services Authority Regulation ("POJK") No.31/POJK.04/2015 concerning Disclosure of Material Information or Facts by Issuers or Public Companies, (iii) POJK No.32/POJK.04/2014 concerning Plans and Implementation of General Meeting of Shareholders of Public Companies as amended by POJK No.10/POJK.04/2017, and (iv) Item IV.5 of Regulation No.IE concerning Obligation to Submit Information as Attachment to Decision of the Directors of PT Bursa Efek Jakarta No.Kep-306/BEJ/07-2004.	IDX OJK	Periodically
February 17, 2020	Submission of Advertisement Evidence of Announcement of the Annual General Meeting of Shareholders (AGMS) of PT Bank Danamon Indonesia Tbk. (Company)	(i) Company letter No.B.259-Corp.Sec. December 27, 2019, (ii) Financial Services Authority Regulation ("POJK") No.31/POJK.04/2015 concerning Disclosure of Material Information or Facts by Issuers or Public Companies, (iii) POJK No.32/POJK.04/2014 concerning Plans and Implementation of General Meeting of Shareholders of Public Companies as amended by POJK No.10/POJK.04/2017, and (iv) Item IV.5 of Regulation No.IE concerning Obligation to Submit Information as Attachment to Decision of the Directors of PT Bursa Efek Jakarta No.Kep-306/BEJ/07-2004.	IDX OJK	Periodically
February 20, 2020	Submission of Audited Annual Consolidated Financial Statements and Advertisement Proof of Consolidated Annual Financial Statements of PT Bank Danamon Indonesia Tbk. (Company) and its Subsidiaries for the period ended 31 December 2019	OJK Regulation Number 32/POJK.03/2016 concerning Amendments to the Financial Services Authority Regulation Number 6/POJK.03/2015 concerning Transparency and Publication of Bank Reports, Provisions for the Indonesian Stock Exchange in Number III.1.6.3 Regulation No.IE on Obligations Submission of Information and Decree of the Chairman of the Capital Market Supervisory Agency No. Kep-346/BI/2011 dated 5 July 2011 Regulation No.XK2 concerning Submission of Periodic Financial Statements of Issuers or Public Companies.	IDX OJK	Periodically
February 20, 2020	Submission of the Annual Consolidated Financial Statement Disclosure Checklist (audited) as of 31 December 2019 PT Bank Danamon Indonesia Tbk. (Company)	Submission of the Annual Consolidated Financial Statement Disclosure Checklist (audited) as of 31 December 2019 PT Bank Danamon Indonesia Tbk. (Company).	OJK	Periodically
February 20, 2020	Changes in the Agenda of the Annual General Meeting of Shareholders (AGMS) of PT Bank Danamon Indonesia Tbk. (Company)	Company Letter No.B.259-Corp.Sec. December 27, 2019 regarding the Notification of the Plan for the Implementation of the Annual General Meeting of Shareholders (AGMS) of PT Bank Danamon Indonesia Tbk. (the Company).	OJK	Periodically
February 21, 2020	Submission of Advertisement Proof of Mitsubishi UFJ Financial Group, Inc. Financial Statements.	OJK Regulation No.32/POJK.03/2016 dated 8 August 2016 concerning amendments to POJK No.6/POJK.03/2015 concerning Transparency and Bank Publication and Financial Services Authority Circular Letter No.43/SEOJK.03/2016 dated 28 September 2016 concerning Transparency and Publication of Bank Reports.	OJK	Periodically
February 24, 2020	PT Bank Danamon Indonesia Tbk. (Company) Annual Public Expose Plans	Indonesia Stock Exchange Regulation Number Kep-306/BEJ/07-2004 concerning Rule Number IE concerning Obligation to Submit Information.	IDX	Periodically

Date	Subject	Reference	Destination	Report Type
February 28, 2020	Summons and Proof of Advertisement of Invitation for Annual General Meeting of Shareholders (AGMS) PT Bank Danamon Indonesia Tbk. (Company)	OJK Regulation No.32/POJK.04/2014 concerning Planning and Implementation of General Meeting of Shareholders of Public Companies as amended by POJK No.10/POJK.04/2017 and Regulation No.IE concerning Obligation to Submit Information as Attachments to the Decision of the Directors of PT Bursa Efek Jakarta No.Kep-306/BEJ/07-2004.	IDX OJK	Periodically
February 28, 2020	Summons and Proof of Advertisement of Invitation for Annual General Meeting of Shareholders (AGMS) PT Bank Danamon Indonesia Tbk. (Company)	OJK Regulation No.32/POJK.04/2014 concerning Planning and Implementation of General Meeting of Shareholders of Public Companies as amended by POJK No.10/POJK.04/2017 and Regulation No.IE concerning Obligation to Submit Information as Attachments to the Decision of the Directors of PT Bursa Efek Jakarta No.Kep-306/BEJ/07-2004.	IDX OJK	Periodically
February 28, 2020	Submission of the 2019 Annual Report of PT Bank Danamon Indonesia Tbk. (the Company)	OJK Regulation No.29/POJK.04/2016 concerning the Annual Report of Issuers or Public Companies and the provisions of point III.2. regarding the Annual Report listed in the Decree of the Board of Directors of the Jakarta Stock Exchange No. Kep-306/BEJ/07-2004 dated July 19, 2004 concerning Rule Number IE regarding Obligations to Submit Information.	IDX OJK	Periodically
March 2020				
March 4, 2020	Submission of PT Bank Danamon Indonesia Tbk. (Company) Annual Public Expose Material	Regulation No. I-E concerning Obligation to Submit Information as Attachment to Decree of the Board of Directors of the Jakarta Stock Exchange No. Kep-306/BEJ/07-2004.	IDX	Periodically
March 4, 2020	Submission of Annual Public Expose (Correction) Material of PT Bank Danamon Indonesia Tbk. (Company)	Regulation No. I-E concerning Obligation to Submit Information as Attachment to Decree of the Board of Directors of the Jakarta Stock Exchange No. Kep-306/BEJ/07-2004.	IDX	Periodically
March 6, 2020	Responses to Requests for Explanation on the Implications of the Effectiveness of PSAK 71, 72, and 73 of 2020 on the Company's Financial Statements	Letter of PT Bursa Efek Indonesia (BEI) No.S-01457/BEI.PPU/03-2020 dated March 3, 2020 regarding Request for Explanation of the Implications of Effective PSAK 71,72 and 73 which became effective from January 1, 2020 on the Company's Financial Statements.	IDX	Incidental
March 9, 2020	Monthly Report on BDMN Securities Holder Registration, as of end of February 2020	Points III.3.4 and III.3.5 Decree of the Board of Directors of the Jakarta Stock Exchange No. Kep-306/BEJ/07-2004 concerning Regulation No.IE regarding Obligations to Submit Information.	BEI OJK	Regular
March 9, 2020	Debt/Liability Data Report of Companies in Foreign Currency	Circular Letter No.SE-02/BI/2009 dated March 10, 2009 concerning Data Reports on Debt/Liabilities of Companies in Foreign Currency.	OJK	Regular
March 11, 2020	Submission of Annual Public Expose Implementation Reports (Annual Public Expose) PT Bank Danamon Indonesia Tbk.	Indonesia Stock Exchange Regulation Number: Kep306/BEJ/07-2014 concerning Rule Number IE concerning Obligation to Submit Information.	IDX	Periodically
March 13, 2020	PT Bank Danamon Indonesia Tbk. (Company) Annual Rating Result Report	Regulation No.IX.C.II Attachment to Decree of the Chairman of Bapepam and LK No.Kep-712/BL/2012 concerning Rating of Debt Securities and/or Sukuk.	IDX OJK	Incidental
March 20, 2020	Submission of the 2019 Annual Report of PT Bank Danamon Indonesia Tbk. (the Company)	Letter of the Company No.B.018-Corp.Sec dated 18 February 2020 concerning the Submission of the 2019 Annual Report of PT Bank Danamon Indonesia Tbk. (the Company).	BEI OJK	Periodically
March 23, 2020	Response to the Request for Explanation of the Exchange	Indonesian Stock Exchange Letter (BEI) No.S-01753.BEI.PP1/03-2020 dated 18 March 2020 regarding Request for Exchange Descriptions.	IDX	Incidental

Date	Subject	Reference	Destination	Report Type
March 26, 2020	Submission of the Summary of the Minutes of the Annual General Meeting of Shareholders (AGMS) of PT Bank Danamon Indonesia Tbk. (the Company)	OJK Regulation No.32/POJK.04/2014 concerning Planning and Implementation of General Meeting of Shareholders of Public Companies as amended by POJK No.10/POJK.04/2017 and Regulation No.IE concerning Obligation to Submit Information as Attachments to the Decision of the Directors of PT Bursa Efek Jakarta No.Kep-306/BEJ/07-2004.	IDX OJK	Periodically
March 26, 2020	Submission of Advertising Evidence Summary of the Minutes of the Annual General Meeting of Shareholders (AGMS) PT Bank Danamon Indonesia Tbk. (Company)	OJK Regulation No.32/POJK.04/2014 concerning Planning and Implementation of General Meeting of Shareholders of Public Companies as amended by POJK No.10/POJK.04/2017 and Regulation No.IE concerning Obligation to Submit Information as Attachments to the Decision of the Directors of PT Bursa Efek Jakarta No.Kep-306/BEJ/07-2004.	IDX OJK	Periodically
March 26, 2020	Distribution of cash dividends for the 2019 financial year and submission of evidence of advertisements for distribution of cash dividends for the 2019 financial year of PT Bank Danamon Indonesia Tbk. (the Company)	provisions (i) number IV.2.8 Regulation No.IE concerning Obligations to Submit Information which is an attachment to the Decree of the Board of Directors of the Jakarta Stock Exchange No. Kep-306/BEJ/07-2004 dated 19 July 2004; (ii) Securities Trading Regulations which are Attachments IV, VI, and VII to the Decree of the Board of Directors of the Jakarta Stock Exchange No. Kep-565/BEJ/11-2003 dated November 14, 2013; and (iii) Decree of the Board of Directors of PT Bursa Efek Indonesia No. Kep-00023/BEI/03-2015 dated 12 March 2015.	IDX OJK	Periodically
March 26, 2020	Distribution of cash dividends for the 2019 financial year and submission of evidence of advertisements for distribution of cash dividends for the 2019 financial year of PT Bank Danamon Indonesia Tbk. (the Company)	provisions (i) number IV.2.8 Regulation No.IE concerning Obligations to Submit Information which is an attachment to the Decree of the Board of Directors of the Jakarta Stock Exchange No. Kep-306/BEJ/07-2004 dated 19 July 2004; (ii) Securities Trading Regulations which are Attachments IV, VI, and VII to the Decree of the Board of Directors of the Jakarta Stock Exchange No. Kep-565/BEJ/11-2003 dated November 14, 2013; and (iii) Decree of the Board of Directors of PT Bursa Efek Indonesia No. Kep-00023/BEI/03-2015 dated 12 March 2015.	IDX OJK	Periodically
March 31, 2020	Response to the Request for Explanation of the Exchange	Request for explanation of the Indonesia Stock Exchange via letter No.S-01939/BEI.PP1/03-2020 dated March 26, 2020.	IDX	Incidental
March 31, 2020	Response to the Request for Explanation of the Exchange	Request for explanation of the Indonesia Stock Exchange ("BEI") through letter No.S-01753/BEI.PP1/03-2020 dated March 18 and No.S-01939/BEI.PP1/03-2020 dated March 26, 2020.	IDX	Incidental
April 2020				
April 8, 2020	Monthly Report on BDMN Securities Holder Registration, as of end of March 2020	Points III.3.4 and III.3.5 Decree of the Board of Directors of the Jakarta Stock Exchange No. Kep-306/BEJ/07-2004 concerning Regulation No.IE regarding Obligations to Submit Information.	BEI OJK	Regular
April 8, 2020	Debt/Liability Data Report of Companies in Foreign Currency	Circular Letter No.SE-02/BI/2009 dated March 10, 2009 concerning Data Reports on Debt/Liabilities of Companies in Foreign Currency.	OJK	Regular

Date	Subject	Reference	Destination	Report Type
April 8, 2020	Appointment of Public Accountant and Public Accounting Firm for the 2020 Financial Year PT Bank Danamon Indonesia Tbk. (Company)	OJK Regulation No.13/POJK.03/2017 concerning the Use of Public Accountant Services and Public Accounting Firms in Financial Services Activities and in accordance with the Decision of the Company's Annual General Meeting of Shareholders which was held on 23 March 2020.	IDX OJK	Incidental
April 13, 2020	Submission of Evidence of Advertisement of PT Bank Danamon Indonesia Tbk. (Company) Basic Credit Interest Rate	OJK Regulation No. 06/POJK.03/15 concerning Transparency and Publication of Bank Reports and SEBI Regulation No.15/UDPNP dated 15 January 2013 concerning Transparency of Information on Basic Credit Interest Rates	OJK	Periodically
April 22, 2020	Changes in the Composition of the Audit Committee of PT Bank Danamon Indonesia Tbk. (the Company)	OJK Regulation No.55/POJK.04/20LS concerning Establishment and Guidelines Implementation of Audit Committee Work and Decree of the Board of Directors of PT Bursa Efek Indonesia regarding Rule Number IE concerning Obligation to Submit Information.	BEI OJK	Incidental
April 22, 2020	Submission of the Minutes of the Annual General Meeting of Shareholders of PT Bank Danamon Indonesia Tbk. (Company)	Referring to the Company's Annual General Meeting of Shareholders which was held on March 23, 2020.	OJK	Incidental
April 30, 2020	Submission of the Unaudited Consolidated Financial Statement Disclosure Checklist on date and for the three month period ended March 31, 2020 PT Bank Danamon Indonesia Tbk. (Company)	OJK Regulation No.32/POJK.03/2016 concerning Amendments to OJK Regulation No. 6/POJK.03/2015 concerning Transparency and Publication of Bank Reports	OJK	Periodically
May 2020				
May 2, 2020	Submission of Advertising Evidence of Unaudited Consolidated Financial Statements (unaudited) on the date and for the three month period ended 31 March 2020	OJK Regulation No.32/POJK.03/2016 concerning Amendments to the Financial Services Authority Regulation No.6/POJK.03/2015 concerning Transparency and Publication of Bank Reports, the provisions of the Indonesian Stock Exchange in Number III.1.6.3 Regulation No.IE regarding the Obligation to Submit Information and Decree of the Chairman of the Capital Market Supervisory Agency No. Kep-346/BI/2011 dated 5 July 2011 Regulation No.XK2 concerning Submission of Periodic Financial Statements of Issuers or Public Companies.	BEI OJK	Periodically
May 5, 2020	Request for Information related to Debt of Issuers and Public Companies	OJK letter No. 5-61/PM.2212020 regarding Request for Information regarding Debt of Issuers and Public Companies in connection with the Coronavirus pandemic and its impact on the obligations of PT Bank Danamon Indonesia Tbk. (Bank).	OJK	Incidental
May 8, 2020	Monthly Report on BDMN Securities Holder Registration, as of end of April 2020	Points III.3.4 and III.3.5 Decree of the Board of Directors of the Jakarta Stock Exchange No. Kep-306/BEJ/07-2004 concerning Regulation No.IE regarding Obligations to Submit Information.	BEI OJK	Regular
May 11, 2020	Debt/Liability Data Report of Companies in Foreign Currency	Circular Letter No.SE-02/BI/2009 dated March 10, 2009 concerning Data Reports on Debt/Liabilities of Companies in Foreign Currency.	OJK	Regular

Date	Subject	Reference	Destination	Report Type
May 26, 2020	Report on Material Information or Facts on the Result of the Fit and Proper Test for the members of the Company's Board of Commissioners	OJK Regulation No.31/POJK.4/2015 concerning Disclosure of Information or Material Facts by Issuers or Public Companies and IE Regulations concerning Obligations of Information Submission which is an attachment to the Decree of the Board of Directors of PT Bursa Efek Jakarta No. Kep-306/BEJ/07-2004 dated 19 July 2004.	BEI OJK	Incidental
May 29, 2020	Material Information or Facts Report on the Impact of the Covid-19 Pandemic	OJK Regulation No. 31/POJK.04/2015 concerning Disclosure of Material Information or Facts by Issuers or Public Companies and Regulation No.IE on Obligations to Submit Information as Attachments to the Decree of the Directors of PT Bursa Efek Jakarta No.Kep-306/BEJ/07-2004.	BEI OJK	Incidental
May 29, 2020	Material Information or Fact Report Determination of PT Bank Danamon Indonesia Tbk. from a Bank with Category BUKU 3 to BUKU 4	OJK Regulation No.11/POJK.04/2017 concerning Report of Ownership or Any Change in Share Ownership of Public Companies OJK Regulation No. 31/POJK.04/2015 concerning Disclosure of Material Information or Facts by Issuers or Public Companies and Regulation No.IE on Obligations to Submit Information as Attachments to the Decree of the Directors of PT Bursa Efek Jakarta No.Kep-306/BEJ/07-2004.	IDX OJK	Incidental
June 2020				
June 10, 2020	Monthly Report on BDMN Securities Holder Registration, as of end of May 2020	Points III.3.4 and III.3.5 Decree of the Board of Directors of the Jakarta Stock Exchange No. Kep-306/BEJ/07-2004 concerning Regulation No.IE regarding Obligations to Submit Information.	BEI OJK	Regular
June 10, 2020	Debt/Liability Data Report of Companies in Foreign Currency	Circular Letter No.SE-02/BI/2009 dated March 10, 2009 concerning Data Reports on Debt/Liabilities of Companies in Foreign Currency.	OJK	Regular
June 10, 2020	Material Information or Facts Report on the Impact of the Covid-19 Pandemic	OJK Regulation No. 31/POJK.04/2015 concerning Disclosure of Material Information or Facts by Issuers or Public Companies and Regulation No.IE on Obligations to Submit Information as Attachments to the Decree of the Directors of PT Bursa Efek Jakarta No.Kep-306/BEJ/07-2004.	IDX OJK	Incidental
June 29, 2020	Share Ownership Report of PT Bank Danamon Indonesia Tbk. (Company)	OJK Regulation No.11/POJK.04/2017 concerning Ownership Reports or Any Change in Share Ownership of Public Companies, IE Regulations concerning Obligations to Submit Information which is an attachment to the Decree of the Board of Directors of PT Bursa Efek Jakarta No. Kep-306/BEJ/07-2004 dated 19 July 2004 and Letter from Mitsubishi Financial UFJ Financial Group, Inc. ("MUFG") and MUFG Bank, Ltd. ("MUFG Bank") date 26 June 2020.	IDX OJK	Incidental
June 29, 2020	Share Ownership Report of PT Bank Danamon Indonesia Tbk. (Company)	OJK Regulation No.11/POJK.04/2017 concerning Ownership Reports or Any Change in Share Ownership of Public Companies, IE Regulations concerning Obligations to Submit Information which is an attachment to the Decree of the Board of Directors of PT Bursa Efek Jakarta No. Kep-306/BEJ/07-2004 dated 19 July 2004 and Letter from Mitsubishi Financial UFJ Financial Group, Inc. ("MUFG") and MUFG Bank, Ltd. ("MUFG Bank") date 26 June 2020.	IDX OJK	Incidental

Date	Subject	Reference	Destination	Report Type
July 2020				
July 7, 2020	Submission of Evidence of Advertisement of PT Bank Danamon Indonesia Tbk. (Company) Basic Credit Interest Rate	OJK Regulation No. 06/POJK.03/15 concerning Transparency and Publication of Bank Reports in conjunction with SEBI Regulation No.15/1/DPNP concerning Information Transparency on Basic Credit Interest Rates.	OJK	Periodically
July 9, 2020	Material Information or Facts Report on the Impact of the Covid-19 Pandemic	OJK Regulation No. 31/POJK.04/2015 concerning Disclosure of Material Information or Facts by Issuers or Public Companies and Regulation No.IE on Obligations to Submit Information as Attachments to the Decree of the Directors of PT Bursa Efek Jakarta No.Kep-306/BEJ/07-2004.	IDX OJK	Incidental
July 9, 2020	Debt/Liability Data Report of Companies in Foreign Currency	Circular Letter No.SE-02/BI/2009 dated March 10, 2009 concerning Data Reports on Debt/Liabilities of Companies in Foreign Currency.	OJK	Regular
July 10, 2020	Monthly Report on BDMN Securities Holder Registration, as of end of June 2020	Points III.3.4 and III.3.5 Decree of the Board of Directors of the Jakarta Stock Exchange No. Kep-306/BEJ/07-2004 concerning Regulation No.IE regarding Obligations to Submit Information.	BEI OJK	Regular
July 10, 2020	Share Ownership Report of Members of the Board of Directors of PT Bank Danamon Indonesia Tbk. (the Company)	OJK Regulation No.11/POJK.04/2017 concerning Ownership Report or Any Change of Share Ownership for Public Companies.	IDX OJK	Incidental
August 2020				
August 1, 2020	Submission of the Unaudited Consolidated Financial Statement Disclosure Checklist on the date and for the six months period ended 30 June 2020 PT Bank Danamon Indonesia Tbk. (Company)	OJK Regulation No. 32/POJK.03/2016 concerning Amendments to Financial Services Authority Regulation No.6/POJK.03/2015 concerning Transparency and Publication of Bank Reports.	OJK	Incidental
August 1, 2020	Submission of Unaudited Consolidated Financial Statements on the date and for the six months period ended 30 June 2020	OJK Regulation No. 32/POJK.03/2016 concerning Amendments to the Financial Services Authority Regulation No.6/POJK.03/2015 concerning Transparency and Publication of Bank Reports, the provisions of the Indonesia Stock Exchange in Number III.1.6.3 Regulation No.IE concerning Obligation to Submit Information and Decree of the Chairman of the Capital Market Supervisory Agency No. Kep-346/BI/2011 dated 5 July 2011 Regulation No.XK2 concerning Submission of Periodic Financial Statements of Issuers or Public Companies.	IDX OJK	Periodically
August 1, 2020	Submission of Advertising Evidence of Unaudited Consolidated Financial Statements (unaudited) on the date and for the six month period ended 30 June 2020	OJK Regulation No. 32/POJK.03/2016 concerning Amendments to the Financial Services Authority Regulation No.6/POJK.03/2015 concerning Transparency and Publication of Bank Reports, the provisions of the Indonesia Stock Exchange in Number III.1.6.3 Regulation No.IE concerning Obligation to Submit Information and Decree of the Chairman of the Capital Market Supervisory Agency No. Kep-346/BI/2011 dated 5 July 2011 Regulation No.XK2 concerning Submission of Periodic Financial Statements of Issuers or Public Companies.	BEI OJK	Periodically

Date	Subject	Reference	Destination	Report Type
August 10, 2020	Monthly Report on BDMN Securities Holder Registration, as of end of July 2020	Points III.3.4 and III.3.5 Decree of the Board of Directors of the Jakarta Stock Exchange No. Kep-306/BEJ/07-2004 concerning Regulation No.IE regarding Obligations to Submit Information.	BEI OJK	Regular
August 10, 2020	Debt/Liability Data Report of Companies in Foreign Currency	Circular Letter No.SE-02/BI/2009 dated March 10, 2009 concerning Data Reports on Debt/Liabilities of Companies in Foreign Currency.	OJK	Regular
August 10, 2020	Material Information or Facts Report on the Impact of the Covid-19 Pandemic	OJK Regulation No.31/POJK.04/2015 concerning Disclosure of Material Information or Facts by Issuers or Public Companies and Regulation No.IE on Obligations to Submit Information as Attachments to the Decree of the Directors of PT Bursa Efek Jakarta No.Kep-306/BEJ/07-2004.	IDX OJK	Incidental
August 12, 2020	Request for explanation regarding the impact of the COVID-19 pandemic period August 2020	OJK Regulation No. 31/POJK.04/2015 concerning Disclosure of Material Information or Facts by Issuers or Public Companies and Regulation No.IE on Obligations to Submit Information as Attachments to the Decree of the Directors of PT Bursa Efek Jakarta No.Kep-306/BEJ/07-2004.	BEI OJK	Incidental
August 14, 2020	Submission of Advertisement Proof of Mitsubishi UFJ Financial Group, Inc. Financial Statements.	OJK Regulation No.37/POJK.03/2019 dated 20 December 2019 concerning Transparency and Publication of Bank Reports.	OJK	Periodically
September 2020				
September 9, 2020	Monthly Report on BDMN Securities Holder Registration, per end of August 2020	Points III.3.4 and III.3.5 Decree of the Board of Directors of the Jakarta Stock Exchange No. Kep-306/BEJ/07-2004 concerning Regulation No.IE regarding Obligations to Submit Information.	BEI OJK	Regular
September 10, 2020	Debt/Liability Data Report of Companies in Foreign Currency	Circular Letter No.SE-02/BI/2009 dated March 10, 2009 concerning Data Reports on Debt/Liabilities of Companies in Foreign Currency.	OJK	Regular
September 23, 2020	Notification of Change of E-mail Address of the Corporate Secretary of PT Bank Danamon Indonesia Tbk.	-	BEI OJK	Periodically
September 25, 2020	Response to the Request for Explanation of the Exchange	Referring to the Indonesian Stock Exchange (BEI) Letter No. S-05629/BEI.PP1/09-2020 dated 23 September 2020.	IDX	Incidental
October 2020				
October 9, 2020	Debt/Liability Data Report of Companies in Foreign Currency	Circular Letter No.SE-02/BI/2009 dated March 10, 2009 concerning Data Reports on Debt/Liabilities of Companies in Foreign Currency.	OJK	Regular
October 9, 2020	Monthly Report on BDMN Securities Holder Registration, as of end of October 2020	Points III.3.4 and III.3.5 Decree of the Board of Directors of the Jakarta Stock Exchange No. Kep-306/BEJ/07-2004 concerning Regulation No.IE regarding Obligations to Submit Information.	IDX OJK	Regular
October 13, 2020	Announcement of Plans for the Implementation of the Extraordinary General Meeting of Shareholders (EGMS) of PT Bank Danamon Indonesia Tbk. (the Company)	OJK Regulation No.15/POJK.04/2020 concerning Plans and Implementation of General Meeting of Shareholders of Public Companies and OJK Regulation No.16/POJK.04/2020 concerning the Implementation of Electronic General Meeting of Shareholders of Public Companies.	OJK	Periodically

Date	Subject	Reference	Destination	Report Type
October 20, 2020	Announcement of the Extraordinary General Meeting of Shareholders (EGMS) of PT Bank Danamon Indonesia Tbk. (Company)	OJK Regulation No.15/POJK.04/2020 concerning Plans and Implementation of General Meeting of Shareholders of Public Companies and Regulation No. IE concerning Obligations to Submit Information as Attachments to the Decree of the Directors of PT Bursa Efek Jakarta No.Kep-306/BEJ/07-2004.	IDX OJK	Periodically
October 20, 2020	Submission of Advertisement Proof of Announcement of the Extraordinary General Meeting of Shareholders (EGMS) of PT Bank Danamon Indonesia Tbk. (Company)	OJK Regulation No.15/POJK.04/2020 concerning Plans and Implementation of General Meeting of Shareholders of Public Companies and Regulation No. IE concerning Obligations to Submit Information as Attachments to the Decree of the Directors of PT Bursa Efek Jakarta No.Kep-306/BEJ/07-2004.	IDX OJK	Regular
October 27, 2020	Submission of the Unaudited Consolidated Financial Statement Disclosure Checklist on the date and for the nine months period ended 30 September 2020 PT Bank Danamon Indonesia Tbk. (the "Company")	OJK Regulation No.37/POJK.03/2019 concerning Transparency and Publication of Bank Reports.	OJK	Periodically
October 28, 2020	Submission of unaudited Consolidated Financial Statements on the date and for the nine month period ended 30 September 2020 PT Bank Danamon Indonesia Tbk. (the "Company")	OJK Regulation No. 37/POJK.03/2019 concerning Transparency and Publication of Bank Reports, Provisions for the Indonesian Stock Exchange in Number III.1.6.3 Regulation No.IE concerning Obligation to Submit Information and Decree of the Chairman of the Capital Market Supervisory Agency No.Kep-346/BI/2011 July 5, 2011 Regulation No.XK2 concerning Submission of Periodic Financial Statements of Issuers or Public Companies.	IDX OJK	Periodically
November 2020				
November 4, 2020	Summons and Proof of Advertisement of Invitation for the Extraordinary General Meeting of Shareholders (EGMS) of PT Bank Danamon Indonesia Tbk. (the "Company")	OJK Regulation No.15/POJK.04/2020 concerning Plans and Implementation of General Meeting of Shareholders of Public Companies and Regulation No. IE concerning Obligations to Submit Information as Attachments to the Decree of the Directors of PT Bursa Efek Jakarta No.Kep-306/BEJ/07-2004	BEI OJK	Periodically
November 4, 2020	Summons and Proof of Advertisement of Invitation for the Extraordinary General Meeting of Shareholders (EGMS) of PT Bank Danamon Indonesia Tbk. (the "Company")	OJK Regulation No.15/POJK.04/2020 concerning Plans and Implementation of General Meeting of Shareholders of Public Companies and Regulation No. IE concerning Obligations to Submit Information as Attachments to the Decree of the Directors of PT Bursa Efek Jakarta No.Kep-306/BEJ/07-2004.	BEI OJK	Periodically
November 9, 2020	Debt/Liability Data Report of Companies in Foreign Currency	Circular Letter No.SE-02/BI/2009 dated March 10, 2009 concerning Data Reports on Debt/Liabilities of Companies in Foreign Currency.	OJK	Regular
November 9, 2020	Monthly Report on BDMN Securities Holder Registration, as of end of October 2020	Points III.3.4 and III.3.5 Decree of the Board of Directors of the Jakarta Stock Exchange No. Kep-306/BEJ/07-2004 concerning Regulation No.IE concerning Obligations to Submit Information.	BEI OJK	Regular
November 19, 2020	Change of Information on Invitation for the November 2020 EGMS	OJK Regulation No.15/POJK.04/2020 concerning Plans and Implementation of General Meeting of Shareholders of Public Companies and Regulation No. IE concerning Obligations to Submit Information as Attachments to the Decree of the Directors of PT Bursa Efek Jakarta No.Kep-306/BEJ/07-2004	BEI OJK	Periodically

Date	Subject	Reference	Destination	Report Type
November 26, 2020	Material Information or Facts Report on the Composition of the Board of Commissioners	OJK Regulation No.31/POJK.04/2015 concerning Disclosure of Information or Material Facts by Issuers or Public Companies, and Decree of the Board of Directors of PT Bursa Efek Indonesia No. Kep-306/BEJ/07-2004, Regulation No.IE on Obligations of Information Submission	BEI OJK	Incidental
November 30, 2020	Submission of Advertisement Evidence of Summary of Minutes of the Extraordinary General Meeting of Shareholders (EGMS) of PT Bank Danamon Indonesia Tbk. (the Company)	OJK Regulation No.15/POJK.04/2020 concerning Plans and Implementation of General Meeting of Shareholders of Public Companies and Regulation No. IE concerning Obligations to Submit Information as Attachments to the Decree of the Directors of PT Bursa Efek Jakarta No.Kep-306/BEJ/07-2004.	BEI OJK	Periodically
December 2020				
December 1, 2020	Submission of Advertisement Evidence of Summary of the Minutes of the Extraordinary General Meeting of Shareholders (EGMS) of PT Bank Danamon Indonesia Tbk. (the Company)	OJK Regulation No.15/POJK.04/2020 concerning Plans and Implementation of General Meeting of Shareholders of Public Companies and Regulation No. IE concerning Obligations to Submit Information as Attachments to the Decree of the Directors of PT Bursa Efek Jakarta No.Kep-306/BEJ/07-2004.	IDX OJK	Periodically
December 1, 2020	Changes in the Composition of the Company's Board of Commissioners	Referring to LPS Regulation Number 6 of 2019 concerning the Report of Commercial Bank Participating in the Deposit Insurance Corporation dated December 30, 2019.	LPS	Periodically
December 8, 2020	Debt/Liability Data Report of Companies in Foreign Currency	Circular Letter No.SE-02/BI/2009 dated March 10, 2009 concerning Data Reports on Debt/Liabilities of Companies in Foreign Currency.	OJK	Regular
December 8, 2020	Monthly Report on BDMN Securities Holder Registration, as of end of November 2020	Points III.3.4 and III.3.5 Decree of the Board of Directors of the Jakarta Stock Exchange No. Kep-306/BEJ/07-2004 concerning Regulation No.IE regarding Obligations to Submit Information.	IDX OJK	Regular
December 21, 2020	Submission of the Notary Deed concerning Minutes of the Extraordinary General Meeting of Shareholders ("EGMS") of PT Bank Danamon Indonesia Tbk. ("the Company")	OJK regulations No.15/POJK.04/2020 concerning the Plan and Implementation of General Meeting of Shareholders of Public Companies.	OJK	Periodically
December 22, 2020	Submission of Notary Deed concerning Minutes of the Extraordinary General Meeting of Shareholders (EGMS) of PT Bank Danamon Indonesia Tbk. (Company) Correction	OJK regulations No.15/POJK.04/2020 concerning the Plan and Implementation of General Meeting of Shareholders of Public Companies.	OJK	Periodically
December 23, 2020	Report on Material Information or Facts on the Result of the Fit and Proper Test of the Members of the Company's Board of Commissioners	OJK Regulation No.31/POJK.04/2015 concerning Disclosure of Information or Material Facts by Issuers or Public Companies, and Decree of the Board of Directors of PT Bursa Efek Indonesia No. Kep-306/BEJ/07-2004, Regulation No.IE on Obligations of Information Submission.	IDX OJK	Incidental
December 30, 2020	Response to the Request for Explanation of the Exchange	Referring to the letter of the Indonesia Stock Exchange ("BEI") No.S-08145/BEI.PP1/12-2020 dated 29 December 2020.	IDX	Incidental

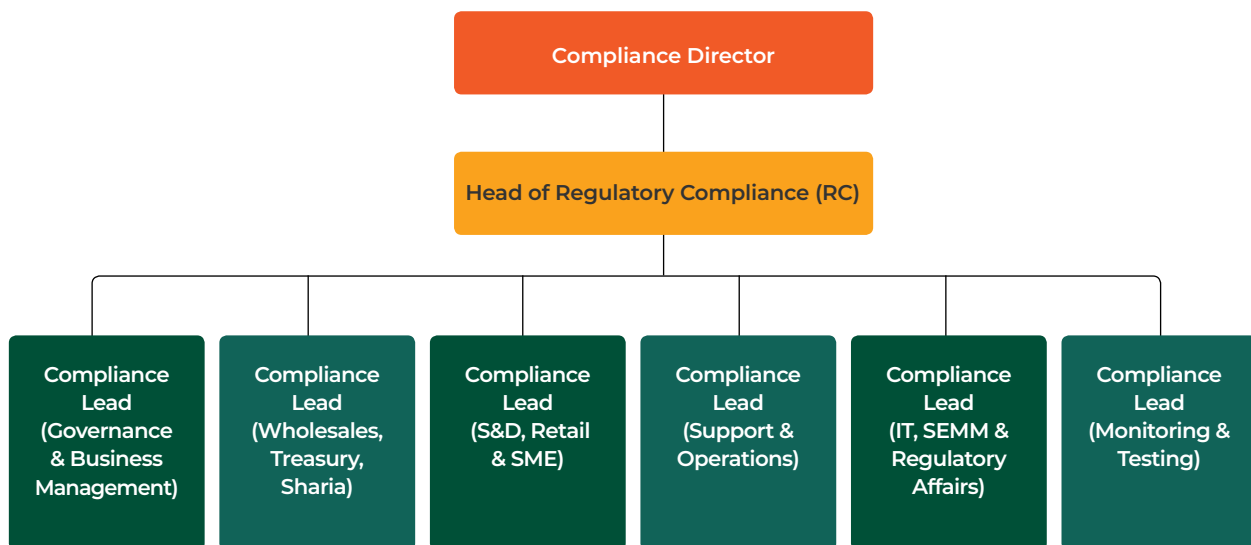
> COMPLIANCE FUNCTION

The Compliance Function is one of Danamon's governance organs that plays an important role in preventive (ex-ante) efforts to minimize potential risks to Danamon's business activities. Referring to the Financial Services Authority Regulation No. 46/POJK.03/2017 dated July 12, 2017 concerning Implementation of Commercial Bank Compliance Function, the main duties of the Compliance Function are as follows:

1. Realizing the implementation of a Compliance Culture at all levels of organization and business activities.
2. Manage compliance risks faced by the Bank.
3. Ensure that the policies, regulations, systems and procedures as well as business activities carried out by the Bank are in accordance with the provisions of the Financial Services Authority and laws and regulations, including sharia principles for sharia commercial banks and sharia business units.
4. Ensuring Bank's compliance with commitments made by the Bank to Bank Indonesia, the Financial Services Authority, and/or other authorized supervisory authorities.

Compliance Function Organizational Structure

The Compliance Function at Danamon is carried out by the Director in charge of the Compliance Function and the Compliance Unit. The organizational structure of the Compliance Function at Danamon is as follows.



Compliance Director

Danamon has a Director in charge of the Compliance Function (Compliance Director), namely Rita Mirasari. The appointment of the Compliance Director has met the applicable requirements, namely the requirements of independence and does not supervise functions that are not permitted by the applicable regulations. The Compliance Director has obtained OJK approval and the appointment of the Compliance Director has gone through the process as stipulated by OJK.

Compliance Work Unit

Danamon has a Compliance Work Unit called Regulatory Compliance. The Compliance Work Unit is an independent work unit and is under the responsibility of the Compliance Director. The Compliance Work Unit is responsible for the implementation of Danamon's compliance function.

As the Main Entity in the MUFG Group Financial Conglomeration, Danamon's Compliance Work Unit also carries out the functions of the Integrated Compliance Work Unit (SKKT). The Compliance Work Unit has a Policy regarding the Compliance Function and the Compliance Work Unit based on the Decree of the Board of Directors No. KEP: DIR-COMP-020 dated December 28, 2017, covering compliance culture, compliance function, compliance risk management, and reporting.

The duties and responsibilities of the Compliance Work Unit include:

1. Create compliance programs in order to support the creation of a Compliance Culture in all Danamon business activities at every level of the organization;
2. Identify, measure, monitor and control compliance risk in accordance with the implementation of risk management for Commercial Banks and Sharia Business Units and refer to the provisions of the Financial Services Authority;
3. Assess and evaluate the adequacy and suitability of policies, regulations, systems and procedures that are owned by Danamon to the implementation of provisions from the competent authorities;
4. Conduct review and/or recommend the updates and improvement of policies, regulations, systems and procedures owned by Danamon to comply with the provisions of the competent authorities, including Sharia principles for Sharia Business Unit;
5. Perform the function of liaison officer between Danamon and regulators, particularly in relation to compliance and regulatory audit implementation.
6. Create training/socialization programs regarding external regulations to work units at Danamon.
7. Perform other duties related to the compliance function;
8. The Integrated Compliance Work Unit, among others, has the task of at least monitoring and evaluating the implementation of the compliance function in each Financial Service Institution in the Financial Conglomeration.

Implementation of Duties of Compliance Work Unit in 2020

The implementation of duties and responsibilities for the compliance function during 2020, including:

Training and Socialization

As part of the effort to build a culture of compliance, the Compliance Work Unit organized various trainings and socialization for all Danamon employees. Training and socialization are carried out both through in-person meetings (classroom/online) and through the e-learning method. In connection with the COVID-19 pandemic, trainings and socializations are carried out virtually/online.

Training and Socialization	As of December 31, 2020
2020 Compliance e-learning	has been completed by ± 8,865 Danamon employees.
Training/socialization to work units	22 trainings/socializations
Dissemination of new provisions/regulations to related work units	75 new provisions. The Compliance Work Unit works closely with related work units to discuss the implementation of compliance with the provisions, including the matters that must be fulfilled and the implementation targets.

Compliance Review and Monitoring

The Compliance Work Unit carries out a compliance review to ensure that the products, activities and policies issued by Danamon and Subsidiary's product programs do not conflict with applicable regulations. During 2020, the Compliance Work Unit conducted 240 compliance reviews including 23 policy reviews.

In addition, the Compliance Work Unit also performs monitoring and testing functions to monitor Danamon's compliance risk and measures the level of compliance of the work unit in carrying out its activities and its compliance with regulatory regulations.

Monitoring of Compliance with Prudential Provisions

The Compliance Work Unit regularly monitors the fulfillment of Danamon's prudential regulations in the form of key regulatory parameters, namely the ratio of LLL, Statutory Reserve Requirement, NPL, NOP, Investment, and CAR. During 2020, there were no violations based on the stipulated regulatory parameters.

Compliance Risk Management

Compliance risk management is carried out through the process of identification, measurement, monitoring and control of compliance risk in accordance with risk management implementation. The compliance risk

management strategy is implemented through a 3 (three) lines of defense scheme. The Compliance Work Unit analyzes the compliance risk, both individual and consolidated compliance risks, as well as the integrated compliance risk.

Commitment to Regulators

The Compliance Work Unit monitors and ensures the fulfillment of follow-up commitments related to the audit results conducted by the Regulator on a regular basis. During 2020, all commitments from the regulatory audit results can be fulfilled and do not exceed the agreed deadline. The Compliance Work Unit also acts as a liaison regarding compliance implementation for internal and external parties.

Implementation of the functions of the Integrated Compliance Work Unit

Discussion of the implementation of the functions of the Integrated Compliance Work Unit is disclosed in the Integrated Corporate Governance section of this report.

Human Resources Development of Compliance Work Unit

As of December 2020, the Compliance Work Unit is supported by 18 staff (including the Head of the Compliance Work Unit) with the majority of staff having over 5 years of experience working in the banking sector with adequate capability. Danamon always provides opportunities for Compliance Work Unit staff to increase their knowledge and competence to support their work performance.

Some of the training/seminar/workshop materials that have been attended by the staff of the Compliance Work Unit, both internal and external, include:

Internal	External
DTALK	Focus Group Discussion (FGD) regarding the impact of COVID-19 on the banking industry
LEARNFEST-What's Digital Ecosystem?	POJK 11/2020 socialization
LEARNFEST-Becoming Digital	OJK-BARA session: Handling the Covid Pandemic NPL 19
LEARNFEST-Digital: Enabler or Disruptor?	POJK Number 12/POJK.03/2020 concerning Consolidation of Commercial Banks
LEARNFEST-How to Reach Your Audience Digitally	POJK Number 18/POJK.03/2020 concerning Written Orders for Handling Bank Problems
LEARNFEST-Surviving in the Digital World	OJK Socialization-OJK Letter Number S-12/D.03/2020 dated 27 May 2020 regarding Advanced Relaxation Policy in Support of the Banking Sector National Economic Recovery Program
LEARNFEST-Access The Future	The Future of Banking-The Impact of Digital Disruption and Pandemic
Refreshment Risk Management Certification	Socialization of the UMKM Guarantee Program
Webinar: Online Socialization of COVID-19	Restructuring in the Middle of a Pandemic Challenges for the Business World-UMKM Restructuring
Webinar-Building Mutual Understanding & Commitment to Face COVID-19	PMK Socialization No. 64/PMK.05/2020 and PMK No. 65/PMK.05/2020 regarding Interest Subsidies and Liquidity Bailouts
Webinar Welcoming The New Normal	Understanding How to Prevent Corruption in New Reality
D'Club Online Webinar "Maintaining Heart Health"	Discussion regarding Data Cleansing of Circulating ATM Cards and/or Debit Cards
Webinar "The Power of D-Bank"	Webinar: Maintaining Financial System Stability in the PEN Era
Webinar "Graphology-Know Yourself Better Through Your Handwriting"	Webinar: Indonesia's Economy on the Verge of Recession What is the Solution
Webinar "Being A Member of MUFG Family"	Webinar: Investing in the Stock Market in Times of Crisis
Webinar "Healthy and Productive in the New Normal Era"	Webinar Banking Consumer Behavior Shifting in the New Normal
Webinar "Graphology-Know Yourself Better Through Your Handwriting"	Counseling to Wear Masks (PPM), Counseling for Counselors (PuP)

Internal	External
Webinar "Empowering Women"	GRC Integrated in Digital Era: opportunities & Challenges
Digital Partnership Framework	Webinar: Open Banking Pro-Cons
Webinar Series-Accompany Your Lunch with a Runners	Financial Consumer Protection and Data Privacy in Digital Era
Webinar Series with SF Team	Managing Company Reputation in the Middle of a Pandemic
Webinar Series-Heart Health	Digitalization of People's Markets during the COVID-19 Pandemic
Special Webinar Promo & Special Employee Mortgage Program	Single Customer View (SCV) Customer-Based Deposit Guarantee Data Reporting
Webinar Series with Zumba Lover	Digital Governance Talk Show
Online Operational Risk Training	Banking Update: Post Implementation PSAK 71 and Issues on Its Implementation Issues
Online Fraud Fighter	Consumer Protection in Online Transaction
Virtual Sox Socialization	Ethics, Integrity and Governance in the Financial Industry
Refreshment Risk Management Certification	Digital Transformation in the Context of National Economic Recovery
New Ways of Working	FGD LHPK BI Payment System
Designing an Effective and Attractive Presentation	Financial Discussion Forum "Benefits of Credit Restructuring Relaxation Extension for Economic Recovery"
Webinar: What Zs and Millenials want From The Older Generation And For The world	Monitoring, Evaluation and Utilization of Population Data and Documents of User Institutions
	SNI ISO 37001 concerning Anti-Bribery Management System (SMAP) in the Capital Market Environment
	BI with the Community (BIRAMA)-Outlook on Monetary Economy & Digital Finance 2021
	AWS Business Essential Day

Compliance with Prudential Regulations

Parameter		Requirements	Compliance
Capital Adequacy Ratio (CAR)		Min. 9% to <10% (risk profile Rank 2)	Comply
Statutory Reserve Requirement (GWM)	Primary (IDR)	Min. 3%	Comply
	Primary (USD)	Min. 4%	Comply
	Macroprudential Intermediation Ratio (RIM)	80%-92%	Comply
	Secondary/Macroprudential Liquidity Buffer (PLM)	6%	Comply
Non Performing Loans (NPL)		Net NPL Max. 5%	Comply
Net Open Position (NOP)		Max. 20%	Comply
Legal Lending Limit (LLL) for Related Parties		Max. 10%	Comply
Investment Portfolio		Max. 25%	Comply

IMPLEMENTATION OF ANTI MONEY LAUNDERING (AML) AND COMBATING THE FINANCING OF TERRORISM (CFT) PROGRAMS

ORGANIZATION

In order to support the implementation of the Anti Money Laundering and Combating the Financing of Terrorism (AML and CFT) programs, the Board of Directors and Commissioners continuously provide full commitment so that Danamon always meets the provisions of the Financial Services Authority/Bank Indonesia as well as other applicable laws and regulations regarding AML and CFT.

The Board of Commissioners actively supervises the implementation of the Board of Directors' responsibilities in implementing AML and CFT Programs, including commitments made by Danamon to the Financial Services Authority/Bank Indonesia as well as reporting to regulators in accordance with applicable regulations.

The implementation of the AML and CFT Programs at Danamon is coordinated by the Financial Crime Compliance (FCC) Unit which reports directly to the Compliance Director and has the following organizational structure:



Danamon consistently strives to improve the quality of the implementation of AML and CFT Programs, through active supervision from Management, improving policies, implementing training programs, improving information systems and other initiatives.

The Framework for the Implementation of the AML and CFT Program is described in the concept of 3 lines of defense (Three Lines of Defense) as follows:

First Line Defense

The first line of defense is the most important line of defense in preventing the Crime of Money Laundering and Terrorism Financing, detecting the possibility of such crime and identifying weaknesses and vulnerabilities in controlling the implementation of AML and CFT Program. Business Units/Operation Units/Control Units who carry out the daily business activities as the front line for Danamon.

Second Line Defense

Second line defense is carried out by the FCC Work Unit at the Head Office which has the task and responsibility of preparing methods and tools that can be used by the first line to carry out their duties and responsibilities, preparing adequate policies and procedures, systems and training and ensuring that the first line of defense has performed its function properly.

Third Line Defense

This function is carried out by internal and external auditors to ensure that the implementation of the AML and CFT Programs in the first line and the responsibility of Second Line of Defense has been carried out effectively.

Implementation of AML and CFT Programs during 2020

Evaluation of Policies and Procedures

1. In order to comply with the provisions of the Financial Services Authority as well as other provisions related to the implementation of AML and CFT, Danamon

has made improvements to the internal AML and CFT provisions by issuing 11 internal regulations.

2. Reviewed 84 draft policies and/or new products as well as application forms based on requests from work units at Danamon to ensure compliance with the implementation of the AML and CFT Programs, while the AML Forum socialization was not carried out during 2020.
3. Report regularly to the Management (Board of Commissioners and Directors) regarding the implementation of the AML and CFT programs in the form of presentations at the RMC forum and monthly reports.
4. Publish information related to the implementation of the AML and CFT programs on the Danamon website, which among others provides information regarding the Bank's General Policy, the US Patriot Act, and the Wolfsberg AML Questionnaire.

Monitoring and Evaluation Process

1. Monitoring & Testing

In order to ensure the implementation of the AML and CFT programs at Branch Offices (SnD), the FCC conducts monitoring & testing both actively and passively to assess awareness, effectiveness and data quality on the implementation of the AML and CFT Programs by comparing with the regulatory provisions. In addition, FCC took the initiative to establish a report on compliance and completeness of customer data (KYC) through Branch AML CFT Report (BAR).

During 2020 (January-December), FCC Monitoring & Testing has conducted passive monitoring & testing to 3 (three) branches in 3 (three) areas, namely the Jakarta Menara Danamon (SnD 02 Jakarta), Jakarta Kelapa Gading I Branch (SnD 01 Jakarta) and Kebon Jeruk Intercom Branch (SnD 04 Jakarta).

2. Monitoring of Completeness of Customer Data

Monitoring of the quality and completeness of customer data is carried out continuously using several methods/processes:

- a. During 2020 monitoring of the fulfillment of the AML-CFT mandatory data on the opening of CIF and new accounts in the current year, opening of new accounts using the old CIF in the current year.

Until December 2020, from the opening of 191,793 CIF/Accounts, it was known that the number of CIF/Account openings whose data was complete was 191,547 or 99.87%.

- b. Updating data is also one of the methods in monitoring the quality of customer data. Updating this data is the Bank's commitment to the OJK in which target data and its progress are submitted to OJK annually through the Compliance Director's Report.

As of December 2020, there were 27,107 CIF (100%) have been updated as per Bank's commitment to OJK for 2020.

- c. Monitoring the quality of customer data through the AML System (Customer Due Diligence & Watch List Filtering):

- CDD (Customer Due Diligence) Alerts in the AML System when there is a significant change in risk value and in opening a new account with a high risk level or PEP. As of December 2020, monitoring of 6,487 alerts has been carried out, and has requested for improvement or completeness of data/information if there are still incomplete/inadequate data.

- Alert WLF (Watch List Filtering), is a screening process for the opening of new CIF against PEP data and the Negative List held by the Bank, using the World Check database (including OFAC) and DTTOT-WMD proliferation. As of December 2020, have conducted analysis on 3,180 alerts of screening results. There are 85 (eighty five) positive hit alerts with PEP data that require data correction or adjustment by branches or other related work units and 8 (eight) alerts that are escalated to the FCC Transaction Monitoring unit to be followed up due to negative news.

- d. The Bank also regularly conducts periodic screening of all existing CIFs, which is one of the methods of monitoring customers to ensure that no customer is included in the Negative List (DTTOT, Proliferation WMD, Negative News and OFAC). From the results of the screening, it was found that 2,228 CIFs were PEPs/related to PEPs so that Branches or related units need to conduct data update on related CIF for their follow-up action. The results of CIF screening related to PEP have increased significantly due to changes in rule parameters in the system.

- e. Monitoring the quality of customer data is also carried out as a follow-up to the customer transaction monitoring process carried out by the Transaction Monitoring Unit. As of December 2020, there are 435 CIFs that has been sent to Branches for further customer data updating so that the data in the database is updated.

3. Branch AML CFT Report (BAR)

In order to evaluate the implementation of AML-CFT provisions is carried out properly and correctly by all

Branches and also to control proactively and to ensure that CDD/EDD implementation is in accordance with Danamon's risk appetite and in line with applicable regulations, BAR (Branch AML CFT Report) program is carried out.

BAR Report which includes Branches assessment for all of SnD is submitted to Regional Heads and directors per semester.

Based on the BAR report in 2020 report the following information is obtained:

BAR Score per SND Area in 2020

No.	Description	As of June 2020	As of December 2020
1	Highest Score	98.59	99.25
2	Lowest Score	87.44	94.02

BAR Score per each branch in 2020

No.	Description	As of June 2020	As of December 2020
1	Highest Score	100	100
2	Lowest Score	67.42	70
3	Total Branches with score <70	1 branch from 1 SnD area	Nil

Based on the results above, it can be concluded that the implementation of AML CFT in all SnD Areas are categorized as 'Good'. The COVID-19 pandemic also needs to be taken into consideration since it impacts the Branches' and customers' activities to follow up the incomplete data.

Training and Socialization

Organizing AML-CFT training programs for new employees and existing employees through programs, including Danamon Bankers Training and e-learning. From January to December 2020, AML-CFT training program was held for new employees through the Danamon Bankers Training program which was attended face-to-face by participants in February 2020.

During the Covid-19 pandemic, training programs were carried out online, namely for the Danamon Bankers Training program and BISA Training for Branches.

In addition, the FCC also collaborated with the Regulatory Compliance Division in publishing new Compliance E-learning 2020 which is mandatory for all Danamon employees. On July 27, 2020, the 2020 version of the new e-learning Compliance material was launched, in which there was APU PPT material as one of the modules, namely on Customer Data Quality. The achievement of e-learning participation is monitored and reported regularly every month. As of December 2020, 98.5% have completed the e-learning.

Reporting

Danamon has carried out reporting activities as stipulated by the Regulation. These reports are Suspicious Transaction Report (STR), Cash Transaction Report (CTR), International Fund Transfer Instruction (IFTI) and Integrated User Information System (SIPESAT). In addition to these reports, Danamon also provides responses to requests for data and information from external parties (PPATK, KPK, BI, Police and other third parties).

The following is the number of reports and responses to requests for information from external parties that have been carried out until December 2020:

Total of Reporting in 2020				
STR	CTR	IFTI	SIPESAT	Response Letter sent to External Parties
1,361	49,933	84,121	212,970 CIF	463

Management Information System

Danamon has made improvements to the application for monitoring and screening customer transactions/profiles (AML System) in order to improve control and effectiveness in identifying suspicious financial transactions using periodically adjusted parameters, including:

- Screening SWIFT transactions in the Trade Operation and Treasury Division
- Screening of NON SWIFT transactions via API (Krungsri Project).
- Development of screening for existing customers in the AML System and automatic updating of watchlist data.
- Enhancements and improvements to the AML System features

In addition, Danamon has also made improvements to the reporting application to PPATK with the aim of increasing control and accuracy and completeness of information in reports submitted to PPATK, including:

- Development of CTR, IFTI, and STR reporting applications to support the PPATK Go AML Project.
- Improvements to the CTR report carried out by WIC.

Audit

In November 2020, SKAI has conducted audit on AML-CFT implementation. As the end of December 2020, SKAI audit finding results were still in the finalization process.

INTERNAL AUDIT WORK UNIT (SKAI) <

SKAI Structure and Position

The Internal Audit Work Unit at Danamon is a member of the Integrated Internal Audit Work Unit (SKAIT) in the MUFG Group Financial Conglomeration, of which Danamon is the Main Entity. SKAIT Danamon ("SKAIT") is an independent function that reports directly to the President Director. To support independence and monitoring of the implementation of internal audit programs, the Chief Internal Auditor (Head of SKAIT) is also directly responsible to the Board of Commissioners through the Audit Committee. SKAIT aims to provide an independent and objective view in carrying out assurance activities and provide consulting services to the Board of Commissioners and the Board of Directors, as part of the management of a sustainable risk management and control process within the company.

SKAIT aims to be a business partner that provides added value in fostering a robust control culture to support Danamon and its subsidiaries in achieving long-term goals by referring to the International Standards for the Professional Practice of Internal Auditing (IPPF) from The Institute of Internal Auditors (IIA), Bank Indonesia regulations, Financial Services Authority (OJK) regulations, and the Company's Code of Conduct. SKAIT assists management achieve its objectives with a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, control, and corporate governance processes.

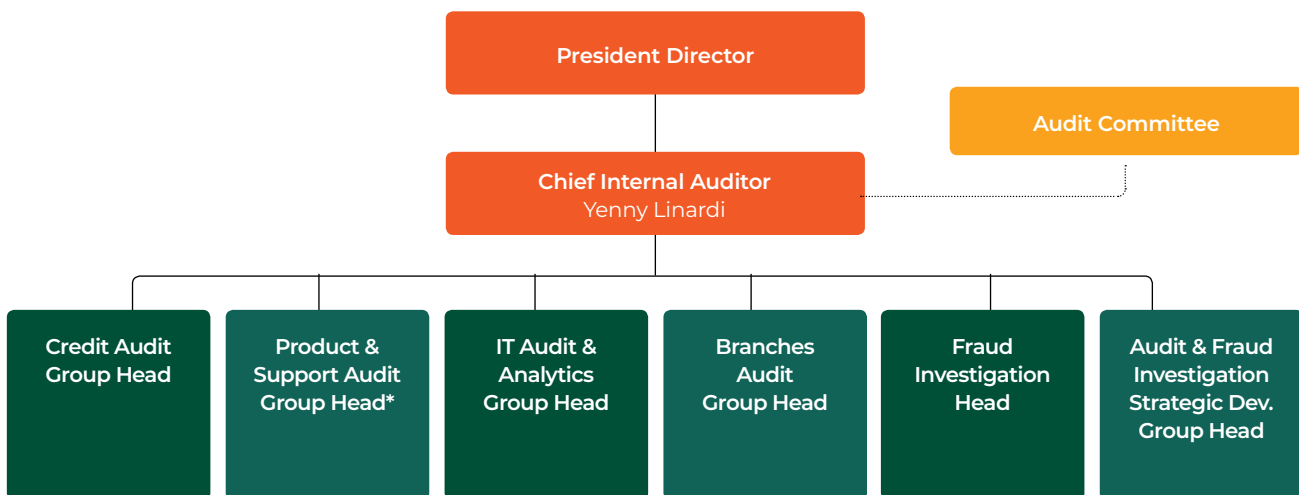
In accordance with the Integrated Internal Audit Charter which has been approved by the President Director and the Board of Commissioners, SKAIT has access to all activities, functions, records, property and personnel of Danamon and its subsidiaries while adhering to the prevailing laws and regulations, profession confidentiality, and personal rights, and ensure the application of the anti-tipping off principle in auditing Anti-Money Laundering (AML) and Combating the Financing of Terrorism (CFT).

SKAIT reports on audit activities and significant audit findings including recommendations for corrective action follow up that have been submitted to the

related unit, to the President Director and the Board of Commissioners through the Audit Committee and the Compliance Director.

In addition to complying with the Danamon's Code of Conduct, SKAIT is also guided by the Integrated Internal Audit Charter and Auditor's Code of Conduct, which regulate the establishment and function of Integrated Internal Audit Working Unit (SKAIT) and include auditor's professional standard as defined in the International Professional Practice Framework by The Institute of Internal Audit (covering the principle of integrity, objectivity, confidentiality, and competency).

SKAIT Organization Structure



*) covering Treasury & Operations Audit

Appointment, Dismissal, and Legal Basis for Appointment of Head of SKAIT

The Head of SKAIT is appointed and dismissed by the President Director with the approval of the Board of Commissioners. The appointment and dismissal of the Head of SKAIT is reported to OJK along with the reasons for the appointment/dismissal.

Since August 12, 2019, SKAIT is led by Yenny Linardi as Chief Internal Auditor (Head of SKAIT) replacing Nathan Tanuwidjaja as an acting Head of SKAIT, based on

Letter of Appointment No. B.194/HCKP/0819 and this appointment has been reported to OJK based on the Directors Letter No. B.748-DIR dated August 15, 2019 concerning Report on the Dismissal of the Acting Head of SKAIT and the Appointment of the Head of SKAIT of PT Bank Danamon Indonesia Tbk. ("the Company").

Profile of Chief Internal Audit



Yenny Linardi
Chief Internal Audit

Obtained a Bachelor degree (S1) majoring in Economics from Trisakti University, Jakarta. Joined Danamon as Chief Internal Auditor in August 2019. Previously, she worked at DBS Bank for almost 11 years as Chief Internal Auditor. She had worked at Danamon in 2004-2008 with last position as Head of Branches Audit and previously at BCA (1989-2004) with last position as Head of Analytical Review, Head Office Audit.

Duties and Responsibilities of Integrated Internal Audit Work Unit (SKAIT)

SKAIT has duties and responsibilities, including:

1. Create an annual audit plan with a risk-based methodology and implement the approved annual audit plan, including special tasks/projects;
2. Review and provide recommendations on the annual audit plan of the subsidiary's SKAI;
3. Improve the adequacy of knowledge, skills, experience, and professional certifications;
4. Monitor and review the implementation of internal audits in the subsidiary;
5. Prepare and submit reports to the OJK in accordance with applicable regulations, among others semi-annual reports, special report on each audit issue deemed to disrupt the continuity of the bank, report from the external assessor on SKAIT's performance, and report of Information Technology audit;
6. Communicating with the Financial Services Authority (OJK) at least once in 1 (one) year;
7. Delivering the fulfillment of sharia principles to the Sharia Supervisory Board and also appoint at least 1 (one) SKAIT member who has knowledge and/or understanding of sharia banking operations.
8. Recommend corrective actions for audit findings to related units and monitor and ensure that management actions have been effectively and efficiently implemented; or Senior Management had accepted risks that could not be mitigated yet;
9. Conduct regular coordination meetings with the subsidiary's SKAI at least every quarter;
10. Develop program to evaluate the quality of internal audit activities that have been performed;
11. Determine the strategy for implementing the internal audit of the subsidiary.

Duties and responsibilities are regulated in the Integrated Internal Audit Charter and stated in the Integrated Corporate Governance Report.

2020 Internal Audit Priorities

Integrated SKAI (SKAIT) has carried out activities in order to strengthen the internal audit function in 2020, as follows:

1. Conduct risk-based internal audits.
2. Give special attention to business lines and areas that are undergoing transformation.
3. Continuing to improve the competence of auditors through trainings, both on product knowledge and procedures, as well as training in understanding risk management and the audit process, as well as professional certification.

4. Continue to develop the analytic function by continuing to develop the scope of the data analytics.
5. Continue the quality assurance process and benchmark internal audit best practices in the banking industry (SKAIT Danamon) and the financing industry (ADMF Internal Audit Unit) as a comparison.
6. Conduct joint audit with the ADMF Internal Audit team.
7. Conduct routine coordination with members of the Integrated Internal Audit Work Unit from members of the MUFG Group Financial Conglomeration.

Audit Plan and Realization until December 31, 2020

During 2020, Integrated SKAI (SKAIT) has carried out the following internal audit activities:

1. Danamon's SKAIT has commenced audit in 215 entities in Danamon:

Plan and Realization of Audit Implementation as of December 31, 2020

Danamon	2020 Audit Plan	Realization of 2020 Audit Implementation
a. Head Office Audit	41	44
b. Regional Office Audit	11	11
c. Branch Audit:		
Conventional Branch	154 *	156
Self Employed Mass Market	4	4
Total Branch Audit	158	160
Total Audit	210 *	215

*Adjusted to 210 entities in September 2020 due to 5 CDCM entities to be rescheduled for 2021 audit.

2. The implementation of internal audit activities in Adira Dinamika Multi Finance (ADMF) entities is currently carried out individually by the Internal Audit Unit of ADMF as well as by joint audit with SKAI Danamon.

Plan and Realization of Audit Implementation as of December 31, 2020

ADMF	2020 Audit Plan	Realization of 2020 Audit Implementation
a. Head Office Audit	4	5
b. Regional Office Audit	32	16
c. Branch Audit	168	185
Total Audit	204	206

Audit Activity in New Normal

The COVID-19 pandemic has an impact on SKAIT audit activities, especially audit activities being limited to off-site audits, this is to avoid physical contact and is part of strict health protocols established by the Government and Company. Nonetheless, SKAIT can overcome these obstacles by optimizing existing resources (such as the use of data analysis and teleconferencing technology), and also adapting the audit mechanism to ascertain and maintain independence and objectivity.

Human Resource Development

As of December 2020, the total number of Danamon SKAI personnel was 137 personnel domiciled at the head office and at regional audit offices (KPW) across Jakarta, Surabaya, Medan and Makassar. Meanwhile, the ADMF Internal Audit has 62 personnel.

To maintain standardization of the quality of human resources, SKAI together with the Human Capital Development Division have developed a competency matrix, which is a roadmap for each auditor and team leader to participate in the training and certification required to meet the required competencies at every level.

Throughout 2020, the following professional certifications have been obtained by SKAIT staff:

International Certification	Number of Personnel
Certified Internal Auditor (CIA)	5
Certified Fraud Examiner (CFE)	2
Certified Ethical Hacker (CEH)	3
Certified Information System Auditor (CISA)	3
Certified Information System Manager (CISM)	1
Financial Risk Manager (FRM)	1
Certified Anti-Money Laundering Specialist (CAMS)	1
Certification in Risk Management Assurance (CRMA)	1
Commercial Loans to Business (CLB)	23
Financial Accounting for Lenders (FAL)	23
National Certification	Number of Personnel
Qualified Internal Auditor (QIA)	54
Risk Management Certification (SMR), Level I	107
Risk Management Certification (SMR), Level II	48
Risk Management Certification (SMR), Level III	12
Risk Management Certification (SMR), Level IV	1
A to Z Sharia Banking	4
Basic Certification for Managerial Financing by a Indonesian Institute for Financing Profession Certification	9

2020 Training and Workshop Implementation

No.	SKAIT	#Personnel YTD Dec 2020	# Implementation of Training and Workshop	Mandays
1	SKAI Danamon	137 people	79	7 days
2	ADMF Internal Audit Unit	62 people	27	12 days

> COMPANY ACCOUNTANT /EXTERNAL AUDITOR

Appointment of the Company's Accountant

Based on the Danamon's AGMS held on March 23, 2020, approved the appointment of Lucy Luciana Suhenda, SE, Ak., CPA as Public Accountant (AP) and Public Accountant Firm (KAP) Tanudiredja, Wibisana, Rintis & Partners (member firm of PwC global network) as KAP registered at the Indonesian Institute of Public Accountants (IAP) and the Financial Services Authority to audit Danamon's consolidated financial statements for fiscal year 2020. As well as determined the amount of honorarium and other requirements in connection with the appointment of the AP and KAP by taking into account the recommendations of the Audit Committee.

The appointment of the AP and/or KAP to provide audit services for the annual historical financial information has been decided by the General Meeting of Shareholders by considering the proposal of the Board of Commissioners.

The proposal for the appointment of AP and/or KAP submitted by the Board of Commissioners has taken into

account the recommendations of the Audit Committee. In preparing recommendations, the Audit Committee has considered:

1. Independence of AP, KAP, and insiders in KAP;
2. Audit scope;
3. Remuneration of audit services;
4. Expertise and experience of AP, KAP, and Audit Team of KAP;
5. Audit methodology, techniques, and tools used by KAP;
6. The benefits of fresh eye perspectives obtained through the replacement of the Public Accountant (AP) and the Audit Team from KAP;
7. The potential risk of using audit services by the same KAP consecutively for a fairly long period of time.

Other Services Apart from Financial Audit

During 2020, the Public Accounting Firm provided services other than audit services. Other service fees that are quoted are less than the fees for audit services.

Audit Period and Accountant's Honorarium

Public Accountants/Public Accounting Firms that provide financial audit services and honorarium for audit implementation are as follows:

Year	Public Accounting Firm (KAP)	Name of Accountant	Service Fee
2020	Tanudiredja, Wibisana, Rintis & Partners (a member firm of the PwC global network)	Lucy Luciana Suhenda, SE, Ak., CPA	IDR5.335 billion
2019	Tanudiredja, Wibisana, Rintis & Partners (a member firm of the PwC global network)	Drs. M. Jusuf Wibisana, M.Ec, CPA	IDR4.405 billion
2018	Tanudiredja, Wibisana, Rintis & Partners (a member firm of the PwC global network)	Drs. M. Jusuf Wibisana, M.Ec, CPA	IDR4.405 billion
2017	Tanudiredja, Wibisana, Rintis & Partners (a member firm of the PwC global network)	Drs. M. Jusuf Wibisana, M.Ec, CPA	IDR4.346 billion
2016	Purwantono, Sungkoro & Surja (member of Ernst & Young Global Limited)	Yasir	IDR4.112 billion

Effectiveness of External Audit Implementation

The Audit Committee reviews the effectiveness of the audit, including ensuring that the audit is in accordance with the requirements and professional standards, the work agreement and scope of the audit, as well as the independence of the external auditor. The Audit Committee periodically conducts meetings with Public Accountants/Public Accounting Firms to discuss progress and process of the audit conducted.

The audit conducted by the Public Accountant/Public Accountant Firm on Danamon's financial statements has been carried out independently, professionally and objectively, including:

1. The examination has been carried out on all material accounts based on the prevailing Public Accountant Professional Standards and in compliance with the applicable Accounting Standards in Indonesia.
2. Submission of the audited consolidated financial statements is accompanied by Letter of Recommendation to Management (Management Letter).

The evaluation of the Audit Committee on the implementation of the audit services on annual historical financial information by the aforementioned AP/KAP is carried out through:

1. Alignment of audit implementation by AP and/or KAP with prevailing standards of audit;
2. Sufficient time for field work;
3. Assessment of the scope of services provided and the adequacy of quotation test; and
4. Improvement recommendations provided by AP and/or KAP.

Relationship Between Banks, Public Accountants, and the Financial Services Authority

Danamon as the party being audited openly provides data and information required by the Public Accountant/Public Accounting Firm for the purpose of examination. The auditor (Public Accountant/Public Accounting Office) independently conduct examination and submits suggestions and feedback on improvements to Danamon's Management for follow up.

Communication and cooperation with external auditors is always carried out in relation to accounting policy issues and clean presentation of financial statements. The results of the audit have been communicated by the Public Accountant/Public Accounting Firm to the Management, the Audit Committee and the Financial Services Authority.

RISK MANAGEMENT <

Danamon continues to improve the implementation of risk management within Danamon and Subsidiaries in line with developments in regulations and best business practices. The application of risk management is intended to identify, measure, monitor and control various potential risks in all business lines.

In early 2020, the Danamon Group Financial Conglomeration was changed to be MUFG Group Financial Conglomeration. Danamon is appointed as the Main Entity and the member of Financial Conglomeration consists of Subsidiary and Sister Companies. The new structure is as follows:

Structure	Entity Name	Relationship to Danamon
Main Entity	PT Bank Danamon Indonesia Tbk. ("Danamon")	
Entity Member	PT Adira Dinamika Multi Finance Tbk. ("ADMF")	Subsidiary (vertical relationship)
Entity Member	MUFG Bank, Ltd. Jakarta Branch ("MUFG Jakarta")	Sister Company (horizontal relationship)
Entity Member	PT U Finance Indonesia ("UFI")	Sister Company (horizontal relationship)
Entity Member	PT Adira Quantum Multifinance ("AQM") *	Subsidiary (vertical relationship)
	* in the process of liquidation settlement	

Implementation of Risk Management

The approach taken to support the implementation of risk management effectively is to take a holistic approach to manage Danamon's risks comprehensively which includes 4 pillars, namely:

1. Active supervision by the Board of Commissioners and Directors
2. Adequacy of risk management policies and procedures as well as risk limit setup
3. Adequacy of risk identification, measurement, monitoring and control process as well as the risk management information system
4. Internal control system

In line with practices in the banking industry and in accordance with the Financial Services Authority Regulation (POJK), Danamon has a risk management function that is centralized and independent from the Risk Taking Unit (RTU). The Risk Management function covers the management of the main inherent risks in the activities of Danamon and its subsidiaries. The implementation of risk management functions is carried out by the Integrated Risk Directorate which reports to the Integrated Risk Director.

Danamon and Subsidiaries, both individually and in a consolidated manner, have implemented Risk Management consistently to manage risk exposure in their business activities. Specific discussion regarding the implementation of risk management is disclosed in the Risk Management Operational Review in the Annual Report of Danamon.

Supervision of the Board of Commissioners and Directors

The Board of Commissioners and the Board of Directors actively supervise the implementation of risk management through the following committees:

1. Risk Oversight Committee (previously Risk Monitoring Committee)
With the highest authority at the level of the Board of Commissioners, this committee functions as the supervisory board to monitor and provide recommendations to the Board of Commissioners regarding the evaluation of risk management policies and their implementation, as well as evaluation of the implementation of duties of the Board of Directors, the Risk Management Committee and the risk management work unit in management implementation as well as provide independent professional opinion to the Board of Commissioners and recommend to the Board of Directors actions to be considered for further strengthening the

risk management framework. The name of the Risk Oversight Committee in English has changed from Risk Oversight Committee to Risk Oversight Committee since July 2020.

2. Risk Management Committee
At the level of the Board of Directors and is responsible for evaluating and providing recommendations to the President Director and the Board of Directors in relation to the formulation of risk management strategies and policies, implementation of the overall risk management process and evaluation of significant risk issues.

The Risk Management Committee oversees 2 (two) Sub-Committees, namely:

- a. Credit Policy Sub-Committee
The main role of the Credit Policy Sub-Committee is to review, provide input, monitor and evaluate on matters related to the preparation and implementation of a Credit Risk Policy (CRP).
- b. Sustainability Sub-Committee
The main role of the Sustainability Sub-Committee is to review and monitor on matters related to the preparation and implementation of the Sustainable Finance Action Plan (SFAP), Sustainability Report, and Sustainability Policy and its changes.

Effectiveness of Risk Management Systems

Danamon manages risk individually and in a consolidated manner, which links strategic planning, risk appetite, business execution, risk assessment and performance evaluation, in an effort to optimize business growth and maximize stakeholder value.

Danamon has established a Risk Appetite Statement (RAS) which outlines the level and characteristics of risk that Danamon is able to accept in carrying out its activities to achieve the goals set by shareholders. The application of RAS to Business Lines and Subsidiaries has been carried out since 2017. A comprehensive review of the parameters and threshold of RAS has been carried out in 2020 and thereafter periodically a maximum review will be carried out every 2 years, to ensure the suitability of RAS with the conditions of the internal business environment. and external.

The Board of Directors and senior management are responsible for ensuring that the Risk Management Framework is effective and can mitigate future risks faced and includes detailed policies that govern the broad limits of prudential principles toward Danamon's activities.

Evaluation of the effectiveness of risk management is carried out by the work unit through self-assessments and

periodic evaluations carried out by the Internal Auditor on the risk assessment methodology, the adequacy of the implementation of the system, the management information system, and the appropriateness of policies, procedures and limits. In 2020, the risk management effectiveness of Danamon and its subsidiaries is satisfactory with risk level at 2 (low to moderate).

Types of Risk and Management

The inherent risks in Danamon individually include Credit Risk, Market Risk, Liquidity Risk, Operational Risk, Legal Risk, Reputation Risk, Strategic Risk, Compliance Risk, Rate of Return Risk and Investment Risk. Meanwhile, the inherent risk in integrated risk management also include Intra-Group Transaction Risk. Further explanation is as follows:

Credit Risk

Is the risk due to failure of debtors and/or other parties in fulfilling their obligations to the Bank and/or Subsidiaries, including credit risk due to debtor failure, credit concentration risk, counterparty credit risk and settlement risk. Credit risk is managed through the established policies and procedures covering criteria for granting credit, credit origination and approval, pricing, monitoring, managing non-performing loans and portfolio management.

Market Risk

Is the risk of losses on balance sheet and off-balance sheet positions, including derivative transactions, due to overall changes in market conditions, including the risk of changes in option prices. Market risk arises from movements in market factors such as interest rates and exchange rates on Danamon's portfolio, both in terms of assets and liabilities, in the trading book position and in the banking book position, which has the potential to cause losses to the bank.

Operational Risk

Is the risk due to inadequacy and/or malfunction of internal processes, human error, system failure and/or external events that affect operational activities. Operational risk management is carried out to minimize impacts that can lead to financial loss or reputation damages. Operational risk management includes information security risk management (including cyber security risk), technology risk and business continuity.

- **Information Security Risks**

(including cyber security risks)

Is the potential impacts that may occur due to threats and vulnerabilities related to the operation and use of the Bank's systems and/or information/data in terms of confidentiality, integrity and availability of information/data.

- **Technology Risk**

Is the potential loss arising from inadequate internal control from the operation and use of Information Technology devices and/or systems to support the Bank's business and operational processes.

Liquidity Risk

Is the risk due to inability of the Bank to meet its obligations due from cash flow funding sources and/or from high quality collateralized liquid assets, without disturbing the activities and financial condition of the Bank.

Reputation Risk

Is the risk due to decrease in the level of stakeholder trust that comes from negative perceptions. Reputation Risk management is carried out through handling customer complaints, carrying out public relations functions, responding to negative news and communicating necessary information to stakeholders. On a consolidated basis, the Bank's Reputation Risk management team works closely with the risk management team in the Subsidiary.

Strategic Risk

Is the risk due to inaccuracy in making and/or implementing strategic decisions and failure to anticipate changes in the business environment. Strategic risk management is carried out, among others, by analyzing the suitability of business strategies with the conditions of the business environment. Strategic risks are associated with several areas: business plans, information technology, and human resources.

Compliance Risk

Is the risk due to not complying with and/or not implementing the prevailing laws and regulations. Compliance risk is managed by an independent work unit that performs the compliance function.

Legal Risk

Is the risk due to lawsuits and/or weakness in juridical aspects. Weaknesses in the juridical aspects, among others, are caused by a lack of knowledge/understanding of laws and/or statutory regulations, absence of supporting statutory regulations, or weaknesses of an engagement such as non-fulfillment of the validity conditions of the agreement and imperfect collateral binding.

Investment Risk

Is the risk due to the Bank and/or Subsidiary Companies bear the loss of the customer's business financed in profit and loss sharing or net revenue sharing scheme. Investment risk applies to Sharia business unit.

Rate of Return Risk

Is the risk due to changes in the rate of return paid by the Bank to customers, as an effect of a change in rate of return received by the Bank and/or from the distribution of funds, which may affect the behavior of third party fund customers. Rate of return risk applies to Sharia business unit.

Intra-Group Transaction Risk

Is the risk due to the dependence of an entity, either directly or indirectly, to other entities in a Financial Conglomeration in the context of fulfilling the obligations of a written agreement or an unwritten agreement, whether followed by a transfer of funds and/or not followed by a transfer of funds. The management of intra-group transaction risk is carried out by the Bank together with Subsidiaries and Sister Companies.

Specific discussion regarding types of risk, risk management efforts and organization is disclosed in the Risk Management Operational Review in the Annual Report of Danamon.

Integrated Risk Achievements in 2020**Risk Management in General:**

- Implementation of Risk Management individually and in consolidation at the Bank and Subsidiaries
- Improvement of risk profile reports in accordance with regulatory provisions.
- Preparation and submission of the Sustainable Finance Action Plan for the period 2021-2025 in order to comply with POJK no. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Service Institutions, Issuers and Public Companies.
- Implement the programs listed in the Sustainable Finance Action Plan
- Update Integrated Risk Management Policy and differentiate between Risk Management Policy – Bank and Consolidated and Integrated Risk Management Policy of MUFG Group Financial Conglomeration have been done.
- The Risk Profile Guidelines have been updated and differentiated the Risk Profile Guidelines (Individual, Consolidated and Sharia) from the Integrated Risk Profile Guidelines.
- Sustainability guidelines related to credit are being prepared.
- Update Recovery Plan in accordance with POJK No. 14/POJK.03/2017.
- Roll out the Risk Academy on an ongoing basis as a risk management learning tool for all Bank employees through virtual training and various e-Learning modules related to risk management.
- To carry out the ICAAP framework that the bank already has in a sustainable manner.
- Carry out bank-wide stress tests according to Basel II at least once a year.
- Participate in the implementation of the Joint Stress Test using templates and macroeconomic scenarios provided by OJK and BI.
- Carry out a Thematic Stress Test related to the Covid-19 pandemic to measure its impact on capital adequacy.
- Implement various Risk Culture programs that focus on campaigns regarding the implementation of the Three Lines of Defense.
- Conducted a comprehensive review of the Risk Appetite Statement (RAS), and cascade it down to Business Lines and Subsidiaries.
- Has a Change Risk Management division under the Integrated Risk Directorate which is responsible to collaborate with Bank-wide stakeholders involved in transformation projects to ensure risk elements (appetite, safeguard & control) are always taken into consideration in planning and implementing major projects.

Credit Risk Management:

- Monitor the results of the Internal Rating Model for Corporate, Commercial, Financial Institutions and Financing Company.
- Implement Early Warning Indicator for Corporate and Commercial business lines.
- Implementation of the Behavior Scorecard in the Small Medium Enterprise (SME) business line to support the credit process.
- Application of CKPN PSAK 71 or IFRS9 for the business lines of Corporate, Commercial, Financial Institutions, Financing Companies, SME, KPR, KMG, Credit Cards, KTA, Micro Credit (SEMM), Vehicle Ownership Loans, Consumption and Investment Loans, starting January 2020 according to OJK regulations.
- Establish, revamp and provide guidance on the implementation of the Bank wide Credit Risk Policy in line with BI and OJK regulations, internal policies and Danamon's risk appetite.
- Establish and revamp the Stimulus Memo related to the Impact of Covid-19 as an implementation of POJK No. 11/POJK.03/2020 at Danamon, including reviewing implementation memos in each LOB.
- Defining and classifying different types of industries into industrial groups of high restricted, high, medium, and low risk levels. Danamon will focus its growth on industries with medium and low risk levels.
- Stipulate authority of Credit approval in Head Office in each LOB including approval authority for COVID-19 credit restructure.
- Reviewing EB and SME Credit Guideline, as well as revising credit criteria for segments that have poor performance and set caps and triggers for high risk segments.
- Limiting lending to high risk segments such as UPL.
- Stopping the lending to high risk loans in the Micro Credit business (SEMM) and strengthening the collection strategy.
- Reviewing new initiative programs in the digital segment and MUFG Collaboration to keep them in line with Danamon's regulations and risk appetite.
- Routinely review all relevant procedures, policies and limits and make adjustment if necessary, including adjustments required by OJK/BI regulations and other regulatory authorities.
- Routinely reviewing product programs, both in terms of portfolios, criteria, restrictions and other requirements, as well as making necessary adjustments.
- Periodically perform backtesting to assess the adequacy of credit provisions. If necessary, additional credit provision will be made based on the results of the backtesting.

- Credit Quality Assurance (CQA) as the second line of defense which is responsible for conducting independent and forward looking credit reviews, where the current coverage of CQA's activities is only for regional branches that have Enterprise Banking (EB) portfolio. The function of CQA is to ensure the accuracy/appropriateness of credit decision making, review adherence to credit guideline and methodology, and review the credit approval process and results.

Operational Risk Management, Fraud and QA:

- Increase the independence of functions and roles of operational risk manager in business lines, support functions and Subsidiaries.
- Refining the Operational Risk Management System (ORMS) application to increase effectiveness in managing operational risk comprehensively in Danamon and its subsidiaries.
- Build awareness of Operational Risk Management through e-Learning, risk academy modules, email blasts, anti-fraud awareness campaigns to increase awareness of all levels of management and employees about the importance of operational risk management.
- Improve the implementation of the ORPA (Operational Risk Pre-Assessment) to review risks for proposed new strategic initiatives, along with risk mitigation recommendations.
- Self Raise Issue Campaign to provide a means for employees to raise an issue that has the potential to cause operational risk.
- Implement an escalation mechanism for potential/operational risk events.
- The implementation of Risk Acceptance to ensure that issues which can not be mitigated, however the process/activity will be carried out and the risk is still borne by the Bank, should be approved by relevant management.
- Refining the QA methodology and support systems and updating policies related to QA.
- Increase awareness about risk control.
- Improve the ability of early detection on the potential fraud through the development of a fraud detection system and provide a whistle-blower reporting channel through an independent third party.
- Building commitment and awareness of fraud through the obligation to sign the Anti-Fraud Integrity Pact by all levels of the Board of Directors, Board of Commissioners, and all employees of Danamon.
- Reviewing and updating anti-fraud policies and frameworks that are aligned with regulations from regulators.
- Revised Business Continuity Management (BCM) policies according to the latest conditions.

Technology and Information Security Risk Management

1. Developing procedural documents that are derived from the Information Technology Risk Management Policy that was developed previously, as a reference in implementing risk management for the use of Information Technology Services within Danamon.
2. Improve the internal control process so that it is sufficient to minimize inherent and residual risks and their impact in the management and use of Information Technology Services,
3. Develop and update the tools used to implement the Information Technology Risk Management Policy.
4. Carrying out consultation and communication functions with stakeholders related to managing the risk of using Information Technology Services in the first line of defense.
5. Gradually implementing Danamon's Information Security Policy with priority and focus in accordance with the approved implementation strategy.
6. Implementing a cyber threat modeling system or CyberThreat Modeling to carry out the cyber risk identification of an application at an early stage so that it can be properly accommodated and mitigated.
7. Implementing the Information Security Risk Management framework for vendors processing Danamon's sensitive data classified as confidential/strictly confidential.
8. Conducting cyber risk awareness programs through

simulation exercises such as the Phishing eMail Exercise, email awareness, online learning for all Danamon employees, implementing Cyber Security Awareness to senior management, etc.

Market and Liquidity Risk Management:

- Update the Bank's Market and Liquidity Risks limit structure and policies.
- Validation of the market and liquidity risk measurement methodology, including the methodology to support new Treasury products.
- Validation by an independent external party on the policies, methodology, and reporting results produced by the ALM System related to the Liquidity Coverage Ratio (LCR), Net Stable Funding Ratio (NSFR), and Interest Rate Risk in Banking Book (IRRBB).
- Refinement and updating of the ALM System to support adjustments to the calculation and reporting of LCR, NSFR and IRRBB.
- The implementation of Big Data as a data source used by the ALM System is in line with the Bank's strategy of using Big Data as the main data source.
- Study and review the OJK Consultative Paper pertaining to the Revision to the Minimum Capital Adequacy Requirement for Market Risk.

Provision of Funds to Related Parties and Large Exposures

No	Provision of Funds	Debtor	Nominal (Million IDR)
1.	Related Parties	Subsidiaries and Core Management	437,910
2.	Largest Group/Debtor	25 Groups	29,102,546.37

Danamon limits the concentration of loans to individuals, groups or industrial sectors in order to reduce concentration risk. Provision of funds to related parties and Subsidiaries is carried out on an arm's-length basis and in accordance with normal commercial requirements and must obtain Compliance Review Results (HKK) from the Compliance Work Unit and approval from the Board of Commissioners.

During 2020, there was no violation or exceedance of the LLL to Related Parties, Non-Related Parties, either Individuals or Group Debtor and State-Owned Enterprises.

Starting January 1, 2020, the LLL calculation refers to OJK regulation No.32/POJK.03/2018 concerning the Legal Lending Limit and Large Exposure for Commercial Banks and OJK Regulation No.38/POJK.03/2019 concerning Amendments to the OJK Regulation No. 32/POJK.03/2018 concerning the Legal Lending Limit and the Large Exposure for Commercial Banks which is effective starting on January 1, 2020.

INTERNAL CONTROL SYSTEM <

Internal Control is an integrated methodology, policy, procedure and organizational arrangement aimed at identifying, measuring, monitoring and controlling risks arising from the activities of Danamon and Subsidiaries using a risk-based approach. Internal Control at Danamon and Subsidiaries is carried out by covering all business aspects, both in terms of assets and liabilities.

The framework for Risk Management and Internal Control at Danamon adopts the Three Lines of Defense Approach, which is shown in the diagram below:

Danamon Three Lines of Defense

Supervision of the Board of Commissioners		
Supervision of the Board of Directors		
First Line of Defense	Second Line of Defense	Third Line of Defense
<ul style="list-style-type: none"> • Business Line • Operational Work Unit • Other Supporting Work Units 	<ul style="list-style-type: none"> • Integrated Risk Directorate • Compliance Division 	<ul style="list-style-type: none"> • Internal Audit Work Unit (SKAI)
Business lines, operational work units and other supporting work units constitute the First Line of Defense, which is responsible for day-to-day risk management in each work unit.	The Integrated Risk Directorate and the Compliance Division act as the Second Line of Defense to carry out risk monitoring functions independently.	The Internal Audit Work Unit acts as the Third Line of Defense which evaluates the implementation of risk management carried out by the First and Second Line of Defense.

All lines of defense should be responsible for the internal control management of each working unit in Danamon and Subsidiaries. In addition, in the first line of defense (business unit/support function) a Quality Assurance function has been established to evaluate the implementation of internal control by the unit.

Assessment to the work unit have been carried out regularly. The implementation of quality assurance is regulated in the procedure (SOP) which is based on Danamon's Quality Assurance Policy/Framework.

An awareness program regarding internal control of work units is also routinely carried out by the Quality Assurance function.

In principle, internal control is not only the duty of the Quality Assurance function, but is the duty and responsibility of the entire work units.

Evaluation of the Effectiveness Level of the Internal Control System

The Internal Audit Work Unit (SKAI), which is part of the Internal Control System, conducts audits to ensure the effectiveness of Danamon's internal controls, through independent evaluation of the adequacy and compliance of policies, procedures and systems. The evaluation of the implementation of internal control system is one of basic management to determine the effectiveness of the implementation of the internal control system. Evaluation of the level of effectiveness of the internal control system is described through an audit rating which is the basis for improvements, among others in the form of updating policies/procedures/systems.

LEGAL DISPUTES OR SIGNIFICANT CASES FACED BY COMPANY, SUBSIDIARY, MEMBERS OF BOARD OF DIRECTORS AND/OR MEMBERS OF BOARD OF COMMISSIONERS

Legal disputes are civil and criminal cases faced by Danamon and its Subsidiaries during the reporting year and have been filed through the judicial process.

Legal Disputes Involving Danamon

Cases Faced by Danamon	Number of Cases		The Impact on Danamon's Condition
	Civil	Criminal	
Resolved [possess legally binding verdict]	450	38	The case has no financial impact on Danamon
On going process	246	66	The legal process is not yet legally binding, so there is no liability to Danamon

Note:

Civil and criminal cases faced by Danamon during the reporting year and have been filed through the judicial process and the investigation process. Recapitulation of total cases for 2020 according to data as of December 2020.

Legal Disputes involving members of the Board of Commissioners and Directors

Legal Disputes Faced by Members of the Board of Commissioners & Directors	Number of Cases		The Impact on Danamon's Condition
	Civil	Criminal	
Resolved [possess legally binding verdict]	-	-	None
On going process	2	-	None

Legal Disputes involving Subsidiaries

Legal Cases Involving PT Adira Dinamika Multi Finance	Number of Cases		The Impact on Subsidiary's Condition
	Civil	Criminal	
Resolved [possess legally binding verdict]	-	-	None
On going process	-	-	The case has no significant impact on the Subsidiary

Note:

PT Adira Quantum Multifinance is in the process of liquidation.

SIGNIFICANT CASES FACED BY DANAMON

Whereas the cases below are cases that have been submitted in the previous year's report, however, can be conveyed as follows:

Civil Case Heirs of Former Shareholders

In January 2017, Danamon and Sng Seow Wah as the President Director of Danamon received a lawsuit from the heirs of the former shareholders of PT Bank Kopra Indonesia namely Taty Djuariah (heirs of former shareholders Daud Badaruddin) and Irene Ratnawaty Rusli (heirs of former shareholders shares of Roesli Halil) with case register No. 909/Pdt.G/2016/PN.Jkt.Sel. at the South Jakarta District Court.

PT Bank Kopra Indonesia was established on July 16, 1956, later became PT Bank Persatuan Nasional based on Deed No. 159 dated August 21, 1958 which was published in the Supplement to the State Gazette No. 31 dated April 17, 1959 and became PT Bank Danamon Indonesia based on Deed No. 18 dated August 13, 1976 which was published in the Supplement to the State Gazette No. 85 dated October 25, 1977, and most recently became PT Bank Danamon Indonesia Tbk. in 1989.

On January 3, 2018, the South Jakarta District Court had given verdict which essentially rejected the Plaintiff's claims. On October 29, 2018, the Jakarta High Court had given verdict which essentially rejected the Plaintiff's appeal and reinforced the District Court's verdict. On August 15, 2019, the Supreme Court of the Republic of Indonesia had given verdict No. 1891 K/PDT/2019 which in essence rejected the Cassation request from the Plaintiff and reinforce the High Court and District Court verdict. The Plaintiffs have submitted a Memory of Judicial Review and Danamon has submitted a Counter Memory of Judicial Review on June 10, 2020 and is currently awaiting a Judicial Review verdict from the Supreme Court of the Republic of Indonesia.

Case of Debtor Harjanto Karjadi (former Bank PDFCI)

Danamon faces a lawsuit from Harjanto Karjadi (Debtor of ex-merger Bank PDFCI) in Case No. 30/Pdt.G/2016/PN.Dps at the Denpasar District Court, Danamon has received a Verdict Announcement on October 3, 2016, where the case had received verdict on September 19, 2016, in which Harjanto Karjadi's claims had been granted partially, and Danamon was condemned to pay compensation in amount of IDR4,841,100,000. Regarding the verdict, Harjanto Karjadi had submitted Appeal and registered a Memory of Appeal on October 20, 2016, and

Danamon has declared an appeal on October 13, 2016 and registered a Memory of Appeal on November 29, 2016.

The case had received verdict on High Court on April 26, 2017 with the verdict to reinforce the Denpasar District Court verdict dated September 19, 2016. Danamon had submitted Cassation to the Supreme Court of the Republic of Indonesia on July 21, 2017. On October 8, 2018, the Supreme Court of the Republic of Indonesia has given verdict No. 2335 K/PDT/2018 which Supreme Court had granted the Cassation request of Danamon, and nullified the Denpasar District Court and High Court verdict, and also declared the Plaintiff claims cannot be accepted, so that based on the decision of the Supreme Court at the Cassation level, Danamon was the party that won.

Against the supreme courts on the casation level, Harjanto Karjadi had submitted Judicial Review request on September 4, 2019 and Danamon had submitted Counter Memory of Judicial Review on November 22, 2019. Judicial Review case No. 273 PK/PDT/2020 had received verdict on May 12, 2020 with the verdict basically rejects the Judicial Review request from Harjanto Karjadi, therefore Danamon as the winning party on Judicial Review stage and this case has received legal and binding verdict.

Criminal Case Fireworks Ventures LTD

Danamon faced Criminal Report by Fireworks Ventures LTD on Criminal Investigation Agency of Headquarters of Police Force of Republic of Indonesia with report number LP/948/IX/2016/Bareskrim dated September 21, 2016 where as reported were employees of Danamon and ex Director of one of Bank who participate for the Syndication Loan (Bank Multicor, later Bank Windu Kencana, and finally China Construction Bank). The core of the reporting is related to the alleged embezzlement of 3 (three) syndication loan collateral transferred by Danamon to Bank Multicor (China Construction Bank) which currently controls the 3 (three) syndication loan collateral, and based on the latest information, Bank Multicor (China Construction Bank) has transferred the right to claim the syndicated loan facility including 3 collateral credit syndicate loans to third parties. The police have issued a Notification Letter of Termination of Investigation dated June 30, 2020, which basically states that the investigation cannot be continued because there is no element of a criminal act.

Civil Case Debtor PT Prima Ira Jaya (ex Bank Duta)

Case No. 484/Pdt.G/2018/PN.Jkt.Sel. in the South Jakarta District Court, where Danamon has received a lawsuit from PT Prima Ira Jaya claiming to be Debtor of ex Bank Duta, where the Plaintiff will pay off its debt obligations to Danamon (as the successor to Bank Duta's obligations), and request the return of collateral. The lawsuit demands the Court to declare Danamon and the Ministry of Finance of the Republic of Indonesia had committed illegal acts and material compensation of IDR13,500,000.00 (thirteen billion and five hundred million rupiah) as well as a request for confiscation of Danamon's Head Office.

Based on Danamon's investigation, the Ex Debtor was never recorded in the transfer documents at the time of the merger and was never recorded as Transitional debtor of ex Indonesia Bank Restructuring Agency (IBRA) which is currently managed by the Indonesian Ministry of Finance cq the Directorate General of State Assets. Currently the case is still in the trial process and has not yet received a verdict. On February 14, 2019, the South Jakarta District Court has given verdict which essentially rejected the Plaintiff's claims. On August 20, 2019, the Jakarta High Court had given verdict No. 444/PDT/PT.DKI that reinforced the District Court verdict. Thus, Danamon as the party won at 2 levels of the judiciary. Case has received legal and binding verdict because the time limit to submit Cassation had passed since the official notification of Jakarta High Court verdict had been received by Plaintiff on April 03, 2020.

Civil Case Komala (former SEMM Debtor)

In November 2020, Danamon received another civil lawsuit at the Tangerang District Court with case register No.1056/Pdt.G/2020/PN.Tng. with Komalasari as Plaintiff where the Plaintiff claimed that Danamon had been negligent to insure the collateral for fire insurance, so that the Plaintiff suffered a loss. The Plaintiff demanded the confiscation of the assets of Danamon and the Board of Directors, as well as compensation of IDR246,460,000,000 and to return the collateral. Currently the case is still ongoing at the Tangerang District Court. The essence of the lawsuit is basically the same as the previous civil lawsuits from the Plaintiff, in which Danamon has been declared the winning party by the Judiciary, and one of which is legally binding at the Cassation level at the Supreme Court of the Republic of Indonesia.

In the current lawsuit, the Plaintiff also filed a lawsuit against the Board of Directors of Danamon, namely Yasushi Itagaki as President Director of Danamon, Honggo Widjojo Kangmasto as Vice President Director of Danamon and Rita Mirasari as Director of Danamon, in order to prevent the current lawsuit does not meet the elements Nebis in idem (the lawsuit is identical with the previous lawsuit).

DISCLOSURE OF ADMINISTRATIVE SANCTIONS BY THE FINANCIAL SERVICES AUTHORITY

During 2020, there were no material sanctions imposed by regulators on Danamon, members of the Board of Directors or members Danamon's Board of Commissioners.

TRANSPARENCY OF BANK'S FINANCIAL AND NON-FINANCIAL CONDITIONS

Access to company information and data in the form of financial and non-financial conditions is disclosed periodically through the mass media, public exposures and through analyst briefing forums and websites. Reports on financial and non-financial conditions are prepared and submitted to regulators and other institutes

in accordance with applicable regulations. Reports on financial conditions include quarterly published reports, published financial reports, annual reports, while non-financial reports include reports on Good Corporate Governance, information on products/services, Branch Networks, and other non-financial information.

The following are reports and information that are disclosed and can be accessed through the Danamon website (www.danamon.co.id):

Type of Information	Published	Contents
Financial Information		
Consolidated Financial Statements	Quarterly	The consolidated financial statements are in accordance with Indonesian Financial Accounting Standards
Published Financial Reports	Quarterly	Summary of financial performance according to OJK requirements
Analyst Presentation	Quarterly	Main financial and non-financial information
Annual Report	Annually	Financial and non-financial information, business segments, product information, profits
Non Financial Information		
Products/Services	-	Information about marketed products and services
Branch Network	-	Information regarding branch offices
Management and Ownership	-	Information regarding management and ownership structure
Corporate Governance Related Policies	-	Information regarding Danamon's corporate governance policies
Corporate Governance Report	Annually	Information regarding the implementation of Danamon's corporate governance and the results of corporate governance assessment

> REMUNERATION POLICY

Remuneration Policy Formulation Process

Danamon considers it is important to apply the philosophy and principles of good remuneration to maintain the level of remuneration at Danamon always competitive in the market, so as to motivate employees to make the best contribution to Danamon and to support Danamon's business continuity and mission to become the leading financial institution in Indonesia.

The remuneration policy aims to regulate the process and approach to determine remuneration for all Board of Directors, Board of Commissioners and employees based on their work, contribution to Danamon, and equality in the market for the same position.

To ensure that the remuneration of employees in the control unit is independent, it is ensured that each employee has a separate Key Performance Indicator (KPI) as a measure of their performance that is not related to the KPI in the work unit they supervise.

Remuneration Policy Scope and its implementation

This Remuneration Policy applies to all business units, both at the head office and in areas including the Sharia business unit.

Remuneration associated with risk

In providing remuneration to employees, the company will consider the potential risks that may arise from all types of risk.

In the event of a risk resulting from the decisions taken, the company has the right to extend the deferral period of the given variables.

Performance measurement associated with remuneration

To provide fair rewards to every employee, Danamon always pays attention to and considers the workload and expertise of employees as well as practice in the market for the similar position.

The following guidelines are used for determining employee salaries:

1. Danamon implements a 'Clean Wage' system where there is only one salary without any other allowances.
2. Danamon uses the salary structure as a guide for the minimum and maximum salary amounts for a level.
3. The payment reference for a position in the market is based on:
 - a. Corporate business strategy

- b. Comparative study on the market for a suitable position

4. The salary levels for employees differ based on:
 - a. Skill competence
 - b. Performance
 - c. Experience
 - d. Scarcity of position in the market
5. Employees with the lowest salary must pay attention to the minimum wage provisions of the area concerned where the employee works.

Based on annual performance measurements and contributions to Danamon, eligible employees will be rewarded with an annual performance bonus.

Performance bonuses are intended to motivate and encourage employees to perform and contribute higher to Danamon.

The following guidelines are used for determining the amount of the employee performance bonus:

1. Bonus pool for employees and senior management are determined based on the achievement of Danamon's performance against the plan:
 - a. The main factor is Net Profit After Tax (NPAT) before restructuring costs.
 - b. The second factor is economic conditions, government regulations, market, restructuring, etc.
2. The amount of the bonus pool is based on a certain percentage of Net Profit After Tax (NPAT) before restructuring costs.
3. The increase or decrease in the percentage of the pool bonus against NPAT must consider the achievement of Danamon's performance against the plan set at the beginning of the year. The bonus distribution must be in line with the unit performance and individual performance.

Remuneration Adjustments associated with Performance and Risk

For the Executives appointed as Material Risk Taker (MRT) because the authority held in decision making can have a significant impact on Danamon's risk profile, part of the annual performance bonus will be made to the following conditions as required by OJK Regulation No.45/POJK.03/2015:

1. Part of the annual performance bonus is deferred for at least for a period of 3 years.

2. The deferred portion is divided into cash and shares/ share-based instruments.
3. If a Danamon Executive (Board of Directors/employee) is terminated by the company not because of fault, negligence or fraud, the deferred portion may be resumed but the payment cannot be accelerated.
4. The amount of the deferred portion is differentiated by position level. The higher the position level, the greater the deferred portion. The deferred portion and schedule are determined by the Remuneration Committee.
5. If a Danamon Executive (Board of Directors/employee) voluntarily resigns, the deferred portion that has not yet matured will be forfeited.
6. If a Danamon Executive (Board of Directors/employees) has committed a violation such as negligence, fraud, etc. in the previous year and has just been discovered in the following year and has received a performance bonus, the performance bonus can be withdrawn (Claw back).

Remuneration related Consultants

Danamon uses consultant Willis Towers Watson as a consultant to carry out an annual salary survey. The results of the salary survey are used as a reference for determining employee salaries. Danamon also uses the same consultant to assist in redesigning compensation for employees.

Position and number of parties categorized as Material Risk Takers

In implementing the Financial Services Authority Regulation No. 45/POJK.03/2015 concerning Implementation of Corporate Governance in Providing Remuneration for Commercial Banks, Danamon applies the principle of remuneration with prudence against risks for Executives who have the authority to make decisions that can have a significant impact on the bank's risk profile. For this reason, the company has determined that Danamon Executives categorized as Material Risk Taker (MRT) are members of the Board of Directors and Board of Management.

Remuneration for The Remuneration Committee

The Remuneration Committee consists of 4 members of the Board of Commissioners and 1 officer who is in charge of Human Resources. The total remuneration paid to all members of the Remuneration Committee during 2020 is IDR18.5 billion.

Remuneration for the Board of Directors and the Board of Commissioners

The remuneration package and facilities received by the Board of Directors and the Board of Commissioners include the remuneration structure and nominal amount details, as indicated in the table below:

Types of Remuneration and Facilities	Amount Received in 1 (one) Year							
	Directors				board of Commissioners			
	2020		2019		2020		2019	
	Person	Million IDR	Person	Million IDR	Person	Million IDR	Person	Million IDR
Salaries, bonuses, Fixed allowance, tantiem and other facilities in the form of non-natura	10	125,840	12	100,071	6*	29,220	8	22,351
Other facilities in the form of in-kind (housing, health insurance, etc.) which:								
a. can be owned	10	2,735	12	2,561	6*	1,070	8	998
b. cannot be owned	10	10,249	12	6,080	6*	1,562	8	1,443
Total	10	138,824	12	108,712	6*	31,852	8	24,792

Note:

* Out of 6 Commissioners, 1 Commissioner effectively resigned in the year 2020

Remuneration for the Board of Directors and the Board of Commissioners based on income levels

Remuneration packages that are grouped into income

levels received by the Board of Directors and members of the Board of Commissioners within 1 (one) year, as in the table below:

Amount of Remuneration per Person in 1 (one) year **)	Number of Directors		Number of Commissioners	
	2020	2019	2020	2019
Over IDR2 billion	10	12	6 *	8
Above IDR1 billion to IDR2 billion	-	-	-	-
Above IDR500 million to IDR1 billion	-	-	-	-
IDR500 million and below	-	-	-	-

Note:

* Out of 6 Commissioners, 1 Commissioner effectively resigned in the year 2020

** Remuneration is received in annualized cash

Variable Remuneration

In addition to fixed remuneration, Danamon also provides variable remuneration to employees in the form of an annual performance bonus which aims to reward employees' performance and contribution each year and also in the form of a retention program or a long-term compensation program that aims to retain the company's key employees to keep working at Danamon.

Annual performance bonuses is awarded to the Board of Directors, the Board of Commissioners and eligible employees. The amount of the performance bonus is different each year which will be determined by Danamon's overall performance, Line of Business/Segment performance and the performance of each employee.

Long-term compensation programs are provided very selectively to the Board of Directors and senior employees who have excellent performance and/or hold key positions. The provision of long-term compensation program is the prerogative of the President Director and the Board of Commissioners.

The number of Board of Directors, Board of Commissioners and Employees who receive variable remuneration for 1 (one) year and the total nominal value, as in the table below:

Variable remuneration	Amount received in 1 (one) year											
	Board of Directors				Board of Commissioners				Employees			
	2020		2019		2020		2019		2020		2019	
	Person	million (IDR)	Person	million (IDR)	Person	million (IDR)	Person	million (IDR)	Person	million (IDR)	Person	million (IDR)
Total:	10	32,118	9	57,840	6	15,877	7	13,608	5,073	226,642	5,487	222,596

Unconditionally Guaranteed Variable Remuneration

Danamon does not provide variable remuneration that is unconditionally guaranteed to candidates for Board of Directors, Board of Commissioners, and/or employees for the first 1 (one) year.

Deferred variable remuneration

The implementation of deferred variable remuneration consisting of cash and/or shares or share-based instruments has been implemented since 2018.

Highest And Lowest Salary Ratio

Salary is an employee's right that is received and stated in the form of money in return from the company or employer to employees which is stipulated and paid according to an employment agreement, agreement or statutory regulation, including allowances for employees and their families for a job and/or services that have been done. The salary that is compared in the salary ratio is the reward received by the Board of Directors, Board of Commissioners, and employees.

Salary Comparison Ratio	2020	2019
The highest and lowest employees	138.0 x	157.2 x
The highest and lowest Board of Directors	2.4 x	4.4 x
The highest and lowest Board of Commissioners	1.3 x	1.3 x
The highest Board of Directors and the highest employee	1.7 x	3.0 x

Share options

Danamon does not issue share option programs for Board of Directors, Board of Commissioners or employees throughout 2020.

Employment Termination and Total Nominal of Severance Payment

Employees affected by Termination of Employment (Layoff) receive severance pay. The total amount of severance pay paid is listed in the table below:

The nominal amount of severance pay per person in 1 (one) year	Number of Employees	
	2020	2019
Over IDR1 billion	26	30
Above IDR500 million to IDR1 billion	15	45
IDR500 million and below	1,033	4,150

Details of the amount of remuneration given in 1 (one) year

1. Fixed remuneration and variable remuneration;
2. Deferred and non-deferred remuneration; and
3. the form of Remuneration given in cash and/or shares or share-based instruments issued by the Bank, as in the table below:

A. Fixed Remuneration *)		
Cash	IDR76,501	
Shares/share-based instruments issued by the Bank	**	
B. Variable Remuneration *)		
	Non-deferred	Deferred
Cash	IDR41,137	IDR5,882
Shares/share-based instruments issued by the Bank	**	1,801,600 (shares)

Note:

*) Only for MRT and disclosed in million rupiah

Quantitative Information

1. The total remaining deferred Remuneration, whether exposed to implicit or explicit adjustments;
2. Total remuneration reduction due to explicit adjustments during the reporting period; and
3. Total remuneration reduction due to implicit adjustments during the reporting period, as in the table below:

Variable Remuneration Type *)	Remaining Deferred Variable	Total Reduction During Reporting Period		
		Caused by Explicit Adjustment (A)	Caused by Implicit Adjustment (B)	Total (A) + (B)
Cash (in million rupiah)	IDR82,727	-	-	-
Shares/share-based instruments issued by the Bank (in shares and a nominal value of million rupiah which is a conversion of the shares)	1,801,600 shares	-	-	-

Note:

*) Only for the MRT and disclosed in million rupiah

BANK'S SHARES BUY BACK AND BOND BUY BACK

There were no repurchase activities of both shares and bonds in 2020.

CONFLICT OF INTEREST TRANSACTIONS

There are no reports of conflict of interest transactions during 2020.

Conflict of Interest Transactions is regulated in the Transaction Policy with Affiliated Parties, Related Parties and Conflict of Interest Transactions. In the case that conflict of interest occurs in a transaction the relevant member of the Board of Directors, Board of Commissioners must abstain from the review process or approval of the transaction.

No.	Name and Position with Conflict of Interest	Name and Position of Decision Maker	Type of Transaction	Transaction Value (Million Rupiah)	Information
Nil					

PROVISION OF FUNDS FOR POLITICAL ACTIVITIES

Danamon has a policy that prohibits Danamon's involvement in political activities, including providing donations in any kind for political purposes. During 2020, there was no funding for political activities.

PROVISION OF FUNDS FOR SOCIAL ACTIVITIES

Funds for social activities are disclosed in the Corporate Social Responsibility section of this Annual Report.

› THE BANK'S STRATEGIC PLAN

Danamon's strategic plan is based on the vision: "We Care and Enable Millions to Prosper", because sustainable financial success is impossible to achieve without carrying out responsibility to the wider community. Danamon's mission is to be a customer-oriented organization, which serves all segments and offers unique added value for each segment, based on sales and service excellence, and supported by the latest technology.

Danamon formulates key policy directions to achieve diversified and balanced business growth through increased financing in the small and medium business sector, the consumer sector and the Enterprise Banking sector, as well as through cross selling and inter-segment collaboration more optimal liquidity management, increased productivity and human resource capabilities, investing in technology facilities, and enhancing risk management and good corporate governance.

By combining Danamon's local strengths and network and MUFG's international best practices, including their good relationship with multinational customers, Danamon will be able to improve its ability to serve customers.

Short-term plan

In 2021, Danamon has determined strategic steps to be taken.

1. Credit

Balanced growth with sustainable profitability is driven by loans in the SME, Enterprise Banking, consumer and motor vehicle financing and multi-purpose financing through its subsidiary, PT Adira Dinamika Multi Finance (ADMF). The SME Re-Entry Initiative will prepare a team that is more focused on SMEs in branches to grow a good loan portfolio. Community approach based growth through several programs, including: distributor financing and financial supply

chain will be developed continuously with the help of MUFG collaboration. Danamon is also committed to provide convenience with the best service to customers through digital banking technology and prudent credit policies.

In response to the economic challenges caused by the COVID-19 pandemic, Danamon and ADMF also participated in providing credit relaxation to customers affected by the pandemic.

2. Funding

Increase third-party funds deposit to support credit growth by optimizing office networks and customer acquisition programs through customer segmentation approaches (mass market, emerging affluent and affluent), cooperation with strategic partners, subsidiary networks and an ecosystem approach. If necessary, Danamon will explore the issuance of bonds/Medium Term Note (MTN)/Negotiable Certificate of Deposit (NCD)/Contingent Convertible Bond/others according to funding needs, market conditions, and applicable Financial Services Authority (OJK)/Bank Indonesia (BI) regulations while taking into account and maintaining the Macroprudential Intermediation Ratio (RIM) in accordance with regulatory provisions and Danamon's business strategy.

3. Non-interest income

Increase fee-based income through cross-selling, bancassurance business, wealth management, cash management, trade finance, forex, retail bonds and other products.

4. Overhead Costs

Increase the productivity and efficiency of Danamon and its subsidiaries through investing in technology tools to improve digital banking, data analytics and automation capabilities, effective cost management, improving the quality and productivity of human resources in carrying out tasks, particularly sales, collection and front liners, and review the structure of branch network to improve operational efficiency. These things are intended so that Danamon can allocate investment in areas that are more productive and sustainable.

5. Asset Quality

Maintain the prudential principles in credit disbursement through adjustments and establishment of enhanced customer selection criteria and in accordance with business dynamics, conducting regular Portfolio Quality Review meetings, increasing risk awareness through continuous credit risk training for the business and risk team, increase collection and recovery capacity, gradual automation of credit process, gradually developed the Loan Origination System (LOS), as well as implementing Early Warning Signal in the Enterprise Banking business line. In addition, through collaboration with MUFG, Danamon will provide credit with good quality and participate in the financing of "Supply Chain", lending to certain SOE and large corporations, explore collaboration with fintech companies or "Alternative Scoring" with external parties.

To improve credit quality in the SME business line, Danamon will focus on tightening credit selection criteria, implementing B-scores and the collection process. Danamon also implements strict and periodic monitoring of the restructuring portfolio due to the COVID-19 pandemic, and continues to strengthen collection activities, while adhering to health protocols in pandemic conditions.

6. MUFG collaboration

Collaboration and synergy with MUFG, as a global financial group and majority shareholder Danamon, will be a catalyst for enhancing the capabilities and growth of Danamon business. The main targets in the MUFG Collaboration will cover three areas, namely Business Collaboration, Digital Partnership and Platform Collaboration (frameworks).

Business collaboration with MUFG will be pursued by leveraging MUFG's global network, especially its strong relationships with Japanese and non-Japanese multinational companies, which have developed strong ecosystem in Indonesia.

Digital Partnerships are also a key area of collaboration with MUFG. MUFG has invested in and expanded relationships with digital startups in Indonesia and other Southeast Asian countries. This has helped Danamon to utilize and develop strategic partnerships with digital startups, which aim to explore various opportunities and expand Danamon digital business capabilities.

Collaboration Platform (framework) serves to help improve internal control in Danamon, especially in the areas of Financial Management, Compliance and Integrated Risk through the introduction and exchange of knowledge and experiences of Danamon with MUFG.

Apart from collaborating with MUFG, Danamon also intends to partner with other MUFG entities ("Partner Banks") in Asia such as the Ayudhya Bank ("Krungsri") in Thailand to improve capabilities in product development and internal control.

In order for Danamon to promote and support the MUFG Collaboration, the Global Collaboration Office (GCO) will act as project management in Danamon.

7. Network

Increase efficiency and optimization of distribution networks by adjusting processes and organization including infrastructure by consolidating office networks and merging similar activities into one network and relocating some branches to more optimal locations.

8. Prime Lending Rate (SBDK)

In an effort to support the Bank Indonesia program, Danamon strives to maintain a reasonable interest rate by increasing productivity and efficiency, maintaining credit quality and aligning the cost of Danamon funds according to developments in the Bank Indonesia Interest Rate (BI Rate). The loan interest rate cannot be separated from the fund interest rate, where Danamon also supports the Financial Services Authority program by setting maximum deposit interest rate.

Medium and Long Term Plans (3-5 years)

The strategic steps that will be implemented in the next 3 to 5 years are:

1. Credit

Supported by MUFG synergy Danamon will continue to grow loans of consumer, small and medium, trade finance, as well as financing of supply chain, financing of household goods and financing of motor vehicles while maintaining prudential principles in credit underwriting and criteria of customer selection.

2. Funding

With MUFG collaboration, Danamon can strengthen funding by increasing third party funds from Enterprise Banking, SMEs, cross-selling with motor vehicle financing and payroll, aside from retail banking. Danamon will focus on institutional based approach and digital to improve low-cost fundraising capabilities. If necessary, Danamon can strengthen funding by issuing bonds/MTN/NCD/Contingency Convertible Bonds in accordance with Bank's liquidity conditions, market conditions and applicable regulations. Danamon will also maintain the RIM ratio according to applicable regulations.

3. Risk management

The strategic steps that will be taken in relation to risk management are maintaining Danamon's growth at acceptable and prudent levels, maintaining optimal implementation of Danamon's activities at a "anticipated" liquidity risk level, and minimizing "unanticipated" liquidity risk in obtaining cash flow funding sources, continue the development and implementation of the scorecard/internal rating model for credit risk in all business lines in stages to support the credit process, improve the implementation of operational risk management frameworks and strategies as well as awareness of operational risks in all lines of business and Subsidiaries, implementing Pillar II Basel III-BIS Framework in terms of measuring Liquidity Regulatory Requirements (Net Stable Funding Ratio-NSFR) and Interest Rate Risk in the Banking Book (IRRBB) through the ALM system which is in line with OJK and Bank Indonesia Regulations, in collaboration with business lines involved in the transformation/change management project to oversee the development of policies, procedures & guidelines as well as governance & oversight for all significant bank-wide transformation programs and/or Change Risk Management projects in the second line of defense, ensuring risks are properly identified prior to project implementation, are well managed during project implementation, and are monitored after the project is completed, as well as improving the quality of human resources in business, risk, and support (operations) teams to be able to understand the current business challenges, the elements of risk involved, and risk mitigation.

4. Operations and CREM

Providing simple, fast and unique services to improve service to customers and encourage customers to use alternative networks other than branches. Continue to carry out the centralization process to achieve efficiency and create dynamic spaces for the convenience and satisfaction of customers and employees. Danamon also anticipates the transmission of the COVID-19 virus by maintaining hygiene and safety of employees and customers who enter Danamon's premises.

5. Technology Information

Continue to improve digital service offerings to consumer and corporate customers, increase data analytics capabilities to help Danamon meet customer needs more precisely, support business teams with information technology that makes it easier for them to build relationships with customers, and improve IT capabilities in carrying out operational and security processes more efficiently.

ACCESS TO COMPANY INFORMATION <

Danamon provides access and ease of information for stakeholders regarding Danamon through communication media such as Press Releases and Analyst Briefing Booklets. In addition, Danamon provides information regarding products and services, investor information, office networks, financial statements, annual reports, reports on the implementation of corporate governance and social activities, corporate actions and others which are presented through the website <http://www.danamon.co.id> both in Indonesian and English.

In order to improve customer service and protection, to fulfill the need for product and service information, and to handle complaints from customers and/or potential customers, Danamon has prepared a communication media through Hello Danamon. Hello Danamon can be accessed 24 hours via telephone number 1-500-090 and via email: hellodanamon@danamon.co.id ,twitter: @hellodanamon.

In addition, the public can also contact:

Unit	Telephone No.	E-mail
Corporate Secretary	(021) 80645000 Ext. 8706; 8794	corporate.secretary@danamon.co.id
Investor Relations	(021) 80645000 Ext. 8621; 8611	investor.relations@danamon.co.id
Corporate Communications	(021) 80645000 Ext. 8301; 8328	corporate.communications@danamon.co.id

> INVESTOR RELATIONS

Investor Relations is under the direct supervision of the Director of Finance. The role of Investor Relations includes the following financial and strategic aspects:

- Delivering regular updates on financial performance, business strategies, work plans to investors/analysts, other stakeholders (rating agencies, creditors, regulators) in the form of quarterly performance exposures, meetings, conferences, and others.
- Provide adequate, reliable and timely information regarding Danamon's corporate actions to all stakeholders.

- Involved in strategic projects of Danamon, including those associated with independent consultants.

In carrying out its duties, Investor Relations works closely with management, leaders of each business work unit, Corporate Communication, Integrated Risk, Corporate Secretary and other teams under the Director of Finance. Information regarding Danamon's performance and strategy updates can be accessed through the website www.danamon.co.id.

Provision of information for investors during 2020

Forum	Frequency	Information
Analyst presentation/ Public expose	4 times	Public Expose for media, analysts and senior management to provide the latest information on financial and non-financial conditions.
Financial statements	4 times	The publication of quarterly financial statements is in accordance with the requirements of Bapepam-LK as a public company
Annual report	1 time	Comprehensive reports for the public and stakeholders on the performance, business and other activities of Danamon.
Roadshow and Conference	2 times	Participate in various deals and non-deal roadshows held by reputable securities firms to provide investors, analysts and other stakeholders with up to date information on Danamon's performance and strategies, challenges and opportunities.
Face to face meeting and conference call	2 face to face meetings and 25 conference calls	Meetings with local/overseas analysts/investors to provide information on the strategy and performance of Danamon.

Roadshow/Conference During 2020

Event	Organizer	Location	Date	Total Investors
JP Morgan ASEAN Financials 1x1 Forum	JP Morgan	Singapore	January 7, 2020	11
CITI Investor Conference 2020	CITI	Online	August 11, 2020	12
23rd Nomura Investment Forum 2020	Nomura	Virtual	December 8, 2020	2

CORPORATE COMMUNICATIONS

The Corporate Communications Unit is responsible for managing communications between Danamon and the wider community, through mass media. Corporate Communications has a role in building effective, clear, concise and reliable communication with the following duties and responsibilities:

- Build and manage the image of Danamon in society through the public relations function.
- Carry out the communication function of Danamon management in the wider community through mass media, both print and electronic form.
- Carry out the external communication function, including formulating messages, determining the form of communication and delivering information to outside parties.

- Be the first door of communication (gateway) for people who need information about Danamon.

Social media

Danamon's official corporate accounts are:

- Twitter : @danamon, @HelloDanamon (customer service)
- Facebook : Bank Danamon
- Instagram : @mydanamon
- LinkedIn : Bank Danamon Indonesia
- YouTube : Bank Danamon

SERVICE QUALITY & CONTACT CENTER

The conditions of the Covid-19 pandemic have prompted the banking industry to innovate towards digitalization as soon as possible and migrate customer behavior to online transaction.

Digitalization initiatives are in line with Danamon's service strategy, namely "Customer Experience Focus" at every stage of customer journey which always provides the best solutions (Advisor) for the choice of banking products/facilities and personal services that prioritize to customer needs (Customer Centric) by:

- Consistently focus of all service touch points.
- Designing the services based on data, facts and customer points of view.

To implement this initiative, Danamon need to adopt technology and transform the conventional behavior of customers in making transactions which also as a digitalization's counterweight, mindset, service and behavior of the Front liner.

Front liners are expected to respectively keep "Collaboration First, Customer First & Digital First" mindset in designing and delivering customer experience and services excellence to the customer, so that the Front liners are able to provide their best contributions to the business growth which will certainly have an impact on Danamon as a whole.

Collaboration in technology (digital) and people (Front liner) will promote Bank Danamon to become the Bank of choice for customers that can provide easy and convenient solutions for various needs.

Therefore, we must maintain Danamon as a Service Leader in the Industry, by continuing to innovate, including:

Digital Fun Learning & Communication

Front liners in branches are equipped with interactive and fun learning and communication method, and motivational programs in line with the needs of current banking services, through digital/virtual communication

that is easily accessible anytime and anywhere that can reach front liners throughout Indonesia. Such as Podcast Services, Digital Service News, Service Inspiring Story Videos, Interactive Learning Games, Digital Quiz, Video Learning and Virtual Training.

Those digital fun learning is expected to provide the best contribution in Service & Sales. This is related to the ethics of customer centric service communication and increasing awareness of customers (Listen, Learn & Lead), so that this will strengthen "Positive Customer Experience and address" Go Virtual "behavior.

Digital Service Tools

Mini Service Studio, is an initiative to support and speed up the transformation of service program activities to digital/virtual content.

As for other digital improvements, e-Golden Ticket (electronic Golden Ticket), which is a customer tool/media in digital form that can be accessed with a QR Code or available link address, without using paper/tickets.

This media is used by customers to give appreciation to branch front liners who have provided the best service and focus on customer needs (Customer Centric) based on the customer's own experience.

Branch Service Improvement

SLA is an important aspect in delivering or designing Customer Experience to the customer, such as the account opening process. This has been pursued by making improvements to EDC machines in branches, namely by integrating PIN & TPIN creation and installing additional feature for debiting other bank account (initial deposit for opening an account).

In addition, we also piloted the account opening process that could be done by the Sales team with the aim of increasing the productivity of the Sales team and providing convenience and comfort for customers in making transactions during this pandemic.

In 2020, various awards that have been achieved by Danamon in the field of Service are as follows:

No.	Organizer	Award Name	Award Category	Rank
1.	Marketing Research Indonesia & Infobank	Satisfaction Loyalty and Engagement Survey 2020/2021	SLE Index 2021	1
			Loyalty Index Performance in 2021	1
			Engagement Performance Index 2021	2
2.	Marketing Research Indonesia & Infobank	Banking Service Excellence Awards 2019/2020	Best Overall Performance	4
			Best Performance-Walk-in Channel	3
			Best Performance-Customer Service	4
			Best Performance-Teller	2
			Best Performance-Security	3
			Opening Account Mobile Application Performance	2
			Call Center Performance	7

HELLO DANAMON

In facing the Covid-19 pandemic conditions and entering a new normal era, Hello Danamon continues to provide cutting edge services 24 hours/7 days to customers, by continuing to provide the best solutions and maximum service in various situations via telephone number 1-500-090, Twitter @hellodanamon, and email: hellodanamon@danamon.co.id.

To ensure operational continuity in pandemic situation, Hello Danamon is also present from several locations, including outside the city. In improving the quality of Hello Danamon staff, various lessons are still carried out online, including digital fun learning methods such as Service Podcasts, Interactive Learning Games, Digital Quiz, Video Learning and Virtual Training.

Hello Danamon as a channel/contact point for customers also contributes revenue to the business by offering products/features to customers.

In addition, the presence of video banking also makes it easier for customers to open accounts through D-Bank Registration which continues to increase, along with digital developments and marketing strategies.

Meanwhile, during 2020, Danamon recorded 14,752 customer complaints, 97.12% of complaints were resolved quickly in accordance with established standard procedures. The following is the number of customer complaints in 2020:

No.	Types of Financial Transactions	Case Resolved		In Progress		Total of Complaints
		Number of Complaint	Percentage	Number of Complaint	Percentage	
1	Funding	943	6.39%	5	0.03%	948
2	Lending	118	0.80%	2	0.01%	120
3	Payment system	13,132	89.02%	415	2.81%	13,547
4	Partnership Products	130	0.88%	3	0.02%	133
5	Other Products	4	0.03%	0	0.00%	4
Total		14,327	97.12%	425	2.88%	14,752

CORPORATE CULTURE <

Corporate culture is the values that guide, structure and control the behavior of employees, members of the Board of Directors and Board of Commissioners of Danamon in carrying out their duties and obligations to achieve the objectives in accordance with the Vision and Mission of Danamon.

- **BERKOLABORASI (Collaboration):** Leveraging diversity as strength to achieve shared goals
- **INTEGRITAS (Integrity):** Upholding consistently professionalism, openness, responsibility and ethics as performance governance
- **SIGAP MELAYANI (Customer Centric):** Provide service excellence experience to all stakeholders with fast, spry and accurate
- **ADAPTIF (Adaptive):** Keep develop and improve self-potential to become the best

In order to foster a Corporate culture, Danamon applies a reward system based on contributions or known as SIPASTI. With the aim of giving appreciation to employees who contribute more, as well as conduct coaching to employees so that they can perform better. The appreciation given can be in the form of financial or non-financial, for example: employee development, career development, recognition of work results/ employee achievements.

To embed the corporate values, Danamon carries out various activities, including developing an E-Learning-based Corporate Values module that can be accessed by every employee, conducting Danamon Essential Leader (DEL) and Danamon Essential People (DEP) training to build leadership based on the values of Danamon, organizing dialogue sessions between employees and management representatives in all operational areas of Danamon consistent management facilitated by HR so that strategic and operational communications can be cascaded down well in addition to other media such as articles sent via email blasts, newsletters and others. In addition, Danamon also conducts mandatory E-Learning-based Code of Conduct training to enhance integrity and mutual commitment which can increase the trust of customers, shareholders and other stakeholders.

Danamon also carries out a number of initiatives related to Employee Engagement (EE), by publishing Employee Engagement Insight articles regularly in several internal communication media such as magazines, portals, and email blasts. As has been done in the previous year, each Employee Engagement Champion from each Line of Business (LOB) has run programs that can increase employee engagement, such as sharing sessions from both internal and external speakers, coaching programs and award programs for employees. Shared Success activities are also carried out in each Line of Business/ Directorate with the aim of increasing Employee Engagement, motivating and encouraging employees to provide better performance for the company. This activity also grows a positive passion for employees in strengthening collaboration and implementing the cultural values of Danamon.

Other initiatives undertaken include building an On Boarding framework as well as guidance for the management of the work Unit as an effort to provide positive experiences for new employees. It is expected that an effective onboarding process can increase productivity and ensure new employees understand the vision, mission and cultural values of Danamon. In addition, Danamon has also begun to build internal capability in measuring employee engagement on a regular basis through digital technology.

> CODE OF CONDUCT

In 2020, Danamon has updated the Code of Conduct. Danamon's Code of Conduct is ethical values that refer to the company's vision, mission and cultural values. The Code of Conduct serves as a guideline of conduct for all management (Board of Directors, Board of Commissioners, Sharia Supervisory Board, including but not limited to parties outside Danamon who are members of the Audit Committee or Risk Oversight Committee) and employees in carrying out daily tasks and establishing relationships with customers, colleagues and third parties. The Code of Conduct is expected to support the business continuity and reputation of Danamon.

Code of Conduct Statement Applies to All Levels of the Corporate Organization

Management and Employees without exception, must know, understand, obey, and implement Danamon's Code of Conduct. The Code of Conduct is binding in nature and therefore violations of the Code of Conduct can be subject to sanctions, whether administrative, civil or criminal in accordance with the applicable provisions and procedures. The consequences of violating the Code of Conduct will be sanctioned up to termination of employment.

The contents of the Code of Conduct include:

- Introduction: contains matters related to the background of the Code of Conduct, objectives, vision, mission and values of Danamon.
- Conflict of Interest: regulates all matters concerning conflicts of interest between personal interests and Danamon's interests, activities outside Danamon, use of Danamon assets and personal investment.
- Danamon Information Management: manages all matters concerning Danamon's information management, namely securing Danamon's information, the accuracy of Danamon's reporting and records, Danamon's identity, use of social media and providing information to other parties.
- Anti Money Laundering and Combating the Financing of Terrorism: Danamon's commitment to combating money laundering, terrorism financing and other crimes in any form.
- Danamon Business Ethics: regulates all matters related to work ethics, namely personal ethics within Danamon, ethics with customers, ethics with third parties, ethics with regulators, ethics between Management and Employees, giving/receiving gifts and banquets, protection and use of customer facilities, relationship and associates, bribery and corruption, and ethics with competitors.
- Code of Conduct Enforcement: requires the roles and responsibilities of Management and Employees, annual statement, whistle-blowing, violation of the Code of Conduct, and implementation of the Code of Conduct.

Sanctions issued during 2020

Types of Sanctions	Number of employees
Termination of Employment	47
Warning Letter I	101
Warning Letter II	5
Warning Letter III	76
Reprimand letter	50
Total	279

ANTI-BRIBERY AND CORRUPTION POLICY

In carrying out banking business activities, Danamon cannot avoid relationships and interactions with customers and other related parties. In conducting these interactions, Danamon has a principle of not tolerating bribery or corruption, including all attempts to take advantage of gifts, entertainment and/or business hospitality or other benefits to obtain or retain business or obtain improper business benefits.

To support this commitment and realize the importance of a firm attitude toward handling and mitigating acts of bribery and corruption in order to maintain good corporate governance and business practices, in 2020, Danamon issued an Anti-Bribery and Corruption Policy that was formulated with reference to prevailing laws and regulations, Danamon's values, and the applicable Code of Conduct, as clear guidelines in taking concrete actions to prevent bribery and corruption.

Danamon in principle prohibits all forms of corruption and bribery, namely:

1. Offering, promising and/or giving Anything of Value, either directly or indirectly, to anyone with the intention of obtaining or maintaining an improper business benefit or advantage.
2. Requesting and/or receiving Anything of Value, either directly or indirectly, from anyone intended to improperly influence management and/or employees in carrying out their activities on behalf of Danamon.
3. Falsifying or concealing books, records, accounts, or other data related to Danamon's business, customers, service providers, vendors, suppliers or other business partners. Every expenditure must be recorded, transparent and supported by sufficient evidence so that the financial records are not misused to support or hide bribery and corruption.
4. Making political contributions, personally or on behalf of Danamon.
5. Providing a job offer or job opportunity to a candidate with the hope that Danamon will gain or maintain an improper advantage or business opportunity.

Management and/or Employees who are proven to have violated the Anti-Bribery and Corruption Policy will be subject to disciplinary action in accordance with Danamon's Code of Conduct.

Prior to the issuance of the Anti-Bribery and Corruption Policy, Danamon has Code of Conduct, Anti-Money Laundering and Combating the Financing of Terrorism (AML and CFT) programs, Whistleblowing System and Anti-Fraud Policy, all of which uphold a zero-tolerance approach to fraud.

ANTI-FRAUD POLICY

Danamon does not tolerate fraud. Firm sanctions are given to perpetrators of fraud in accordance with applicable regulations. Danamon actively participates in upholding an anti-fraud culture and is committed to working with the following principles:

1. Sign the Anti-Fraud Integrity Pact and commit to implementing it.
2. Utilize Danamon's Whistleblowing System (WBS) channel. The confidentiality of the whistleblower is guaranteed.
3. Immediately report if you find evidence, indications or allegations of fraud, including violations of Danamon's Code of Conduct, procedures, rules and regulations.
4. Implement the 4D principles: Discipline in implementing policies and procedures, Dual Control, Dual Custody, and Segregation of Duty in carrying out any operational activities.
5. Carry out the 4K principles: Know Your Customer, Know Your Employee, Know Your Process and Procedure, Know What To Do.

INTERNAL FRAUD

Internal fraud is fraud committed by management, permanent and non-permanent employees (honorarium and outsourcing) related to work processes and operational activities. The table below shows the number of cases of internal fraud cases with a financial impact of more than IDR100,000,000 (one hundred million rupiah):

Internal Fraud	Number of Cases Involved								
	Management			Permanent employees			Non-Permanent Employees		
	2020	2019	2018	2020	2019	2018	2020	2019	2018
Total internal fraud	-	-	-	13*	15	12	-	-	-
Completed	-	-	-	11	15	11	-	-	-
In internal process	-	-	-	1	-	1	-	-	-
Pending process	-	-	-	-	-	-	-	-	-
Followed up through Legal action	-	-	-	-	-	-	-	-	-

*1 case in which there was no recommendation for sanctions because the related employee had resigned/retired/laid off in another case or the violation was not proven.

WHISTLEBLOWING SYSTEM <

Whistleblowing System is a communication channel that facilitates whistleblowers to report incidents or allegations related to fraud, policy offenders, bribery/lending-borrowing money from customers, sexual harassment, theft/embezzlement, fraudulent financial statements, illegal activities and other violations of the code of conduct involving Danamon employees and/or parties related to Danamon with the reporter's identity is kept confidential. The Whistleblowing System is a form of Danamon's commitment to support the implementation of good corporate governance and business practices with integrity.

In an effort to improve the whistleblower reporting system that is more independent, transparent, simple, confidential, protected and monitored for whistleblowers, Danamon collaborates with third parties in managing and providing Danamon Whistleblowing Service (WBS).

Any employee may report any irregularities or suspected irregularities that occur openly, responsibly, in good faith and without fear or worry because confidentiality is guaranteed. Danamon will protect and maintain the confidentiality of the reporter's identity.

Reports received along with the results of investigations are registered every month and then reported to the Management and Audit Committee periodically. Any information that enters the whistleblower channel will be reviewed and followed up by the Whistleblower team appointed by Danamon.

Whistleblower Policy

Danamon has a whistleblower policy which is disseminated to all employees through various media such as: email blasts, Danamon Portal, and Danamon website (www.danamon.co.id).

Method of Submitting Violation Reports

Danamon provides a reporting facility that is easily accessible through several communication channels, as follows:

1. E-mail address: danamon-wbs.info@kpmg.com.sg
2. Website: <https://danamon-wbs.info/>
3. SMS/Whatsapp: 0811-825-2662
4. Postal Address: KPMG Siddharta Advisory-EthicsLine
BDI Wisma GKBI Lantai 35, Jl. Jend. Sudirman 28,
Jakarta 10210

Potential Violations by Members of the Board of Commissioners and Board of Directors

Potential or suspected violations by members of the Board of Commissioners or the Board of Directors can be reported via the communication channel above and will be escalated to an independent party outside the party suspected of being involved in the report, such as the Chairman of the Audit Committee (Independent Commissioner) or the Chairman of the Board of Commissioners.

Protection for Reporters

Danamon provides protection to whistleblowers to provide security for the whistleblower. Protection provided to whistleblowers, among others:

1. Protection of the confidentiality of the reporter's identity, including information that can be used to contact the reporter.
2. Protection against retaliation from the reported party or other parties with an interest.
3. Protection from pressure, rights as employees, lawsuits, property to physical acts.
4. Protection is not only for the reporter but can also be extended to family members of the reporter.

Danamon also provides legal protection in line with the prevailing laws and regulations. This commitment includes protection from criminal and/or civil charges, as well as protection of the personal and/or family security of the reporter from physical and/or mental threats.

Complaint Handling, Parties Managing Complaints, and Imposing Sanctions

Danamon appoints an independent third party in managing Danamon's WBS, including follow-up management and complaint administration. The third party managing the WBS will forward the received report to the WBS Danamon team to be evaluated whether it will be further processed to the investigation stage or forwarded to the right party.

Investigation of potential violations is carried out by an independent Internal Investigation Team, based on the presumption of innocence and objectivity. Investigation results form the basis for decisions to take action and/or impose sanctions on parties or perpetrators who are proven to have committed violations in accordance with applicable laws and regulations and/or in accordance with Danamon's internal regulations.

Investigation Report is reported to the Board of Directors and the Audit Committee periodically.

Results of Complaint Handling 2020

Danamon has received 10 reports of complaints via WBS. As of 2020, investigations have been completed on 7 reports in which 4 reports were proven to be fraud/violation of procedures/Code of Conduct and 3 reports were not proven to be fraud/violation of procedures/Code of Conduct. Meanwhile, 3 reports are still being investigated.

Number of incoming complaints	Complaint Status			
	Number Completed	Have been completed		In the Process of Investigation
		Proven Fraud/Violation of Procedures/Code of Conduct	Not Proven Fraud/Violation of Procedures/Code of Conduct	
10	7	4	3	3

STATEMENT OF IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE

Danamon has implemented the principles of good corporate governance. During 2020, there were no material violations of the applicable laws and regulations.

> THE IMPLEMENTATION OF CORPORATE GOVERNANCE GUIDELINES IN PUBLIC COMPANIES

Based on POJK No. 21/POJK.04/2015 concerning Implementation of Corporate Governance Guidelines for Public Companies and SEOJK No. 32/SEOJK.04/2015 concerning Corporate Governance Guidelines in Public Companies, there are 5 (five) aspects, 8 (eight) principles

and 25 (twenty five) recommendations of good corporate governance governed by OJK. As a public company, Danamon has paid attention to and implemented the aspects, principles and recommendations of the OJK in accordance with the applicable POJK.

IMPLEMENTATION OF 25 RECOMMENDATIONS GUIDELINES ON GOOD CORPORATE GOVERNANCE FOR PUBLIC COMPANY				
No.	Principle		Recommendation	Explanation
A. Public Company Relationship with Shareholders in Ensuring Shareholders' Rights				
1.	Increasing the Value of Implementation of the General Meeting of Shareholders (GMS)	1.1.	Public companies have technical voting methods or procedures, both openly and privately, that prioritize independence and the interests of shareholders.	Danamon has a GMS Code of Conduct that govern the holding of a GMS, including voting procedures, decision making and calculation of votes that prioritize the independence and interests of shareholders. All GMS procedures and code of conduct are available and accessible through the Danamon website (www.danamon.co.id). Status: Comply
		1.2.	All members of the Board of Directors and Board of Commissioners of a Public Company attend the Annual GMS.	In connection with the COVID-19 pandemic conditions, the AGMS which was held on March 23, 2020 was held in compliance with the applicable government health guidelines. The AGMS was attended by a majority of members of the Board of Directors, majority of members of the Board of Commissioners, Sharia Supervisory Board, and a majority of members of the Audit Committee. Status: Not Comply

IMPLEMENTATION OF 25 RECOMMENDATIONS GUIDELINES ON GOOD CORPORATE GOVERNANCE FOR PUBLIC COMPANY

No.	Principle		Recommendation	Explanation
		1.3.	A summary of the minutes of the GMS is available on the Public Company Website for at least 1 (one) year.	Danamon uploads a summary of the GMS minutes 2 (two) days after the GMS was held. A summary of the minutes of the GMS from 2015 to date is available on the Danamon website, both in Indonesian and English Status: Comply
2.	Improving the Quality of Public Company Communication with Shareholders or Investors	2.1	Public Company has a communication policy with shareholders or investors.	Danamon has a communication policy that regulates the process of providing information to shareholders and the investment community in a reasonable and timely manner about Danamon, so that it can assess Danamon's strategy, progress, operations and financial performance, and allows shareholders and the investment community to be actively involved with Danamon. Status: Comply
		2.2	The Public Company discloses the communication policy of the Public Company with shareholders or investors on the Website.	The Communication Policy is available to the public, including Danamon's Shareholders or Investors, which can be accessed through the Danamon website. Status: Comply
B. Functions and Roles of the Board of Commissioners				
3.	Strengthening the Membership and Composition of the Board of Commissioners	3.1	Determination of the number of members of the Board of Commissioners considering the conditions of the Public Company.	The number, composition and structure of the Board of Commissioners have met the requirements and are in accordance with the size and complexity of Danamon's business. At the end of 2020, there were 8 (eight) Danamon's Board of Commissioners, where 50% of the total Board of Commissioners were Independent Commissioners. The number of members of the Board of Commissioners does not exceed 10 (ten) members of the Board of Directors. Status: Comply
		3.2	Determination of the composition of the members of the Board of Commissioners takes into account the diversity of expertise, knowledge and experience required.	Danamon has a diversity policy for members of the Board of Commissioners. The composition and structure of the members of the Board of Commissioners of Danamon have taken into account their knowledge, expertise and experience which aims to optimize the implementation of the supervisory function of the Board of Commissioners. Status: Comply
4.	Improving the Quality of Duties and Responsibilities of the Board of Commissioners	4.1	The Board of Commissioners has a self-assessment policy to assess the performance of the Board of Commissioners.	Danamon has a Performance Appraisal Policy for the Board of Commissioners which is formulated as a guideline for assessing performance in the implementation of the duties and responsibilities of the Board of Commissioners. Status: Comply
		4.2	The self-assessment policy to assess the performance of the Board of Commissioners is disclosed in the Annual Report of the Public Company.	Danamon has a performance appraisal policy for the Board of Commissioners. The performance appraisal policy is disclosed in the Annual Report and available on the Danamon website. Status: Comply

**IMPLEMENTATION OF 25 RECOMMENDATIONS
GUIDELINES ON GOOD CORPORATE GOVERNANCE FOR PUBLIC COMPANY**

No.	Principle	Recommendation	Explanation
		4.3 The Board of Commissioners has a policy regarding the resignation of a member of the Board of Commissioners if involved in a financial crime.	Members of the Board of Commissioners of Danamon who are involved in financial crimes must resign from the Board of Commissioners. The obligation to resign is regulated in the Charter of the Board of Commissioners. Status: Comply
		4.4 The Board of Commissioners or the Committee that carries out the Nomination and Remuneration function formulates a succession policy in the Nomination process for members of the Board of Directors.	The Board of Commissioners of Danamon has a Nomination Committee and a Remuneration Committee which assists in the implementation of the duties of the Board of Commissioners related to the nomination and remuneration functions of members of the Board of Commissioners and members of the Board of Directors of Danamon. Danamon has a Directors Succession Policy to maintain continuity of leadership in the future. Status: Comply
C. Functions and Roles of the Board of Directors			
5.	Strengthening the Membership and Composition of the Board of Directors	5.1 Determination of the number of members of the Board of Directors considers the condition of the Public Company and its effectiveness in decision making.	The number, composition and structure of the Board of Directors have met the requirements and are in accordance with the size and complexity of Danamon's business. As of December 31, 2020, there were 10 (ten) Danamon Directors. The number of members of the Board of Directors is greater than the number of members of the Board of Commissioners. Status: Comply
		5.2 Determination of the composition of the members of the Board of Directors takes into account the diversity, expertise, knowledge and experience required.	Danamon has a diversity policy for members of the Board of Directors. The composition and structure of the members of the Board of Directors have taken into account the knowledge, expertise and experience in accordance with the needs of the company, so as to optimize decision making and improve the Company's performance. Status: Comply
		5.3 Members of the Board of Directors who are in charge of accounting or finance have expertise and/or knowledge in accounting.	Danamon's Finance Director has a Bachelor of Accounting degree and is a Certified Public Accountant-Indonesia. Status: Comply
6.	Improving the Quality of Implementation of Duties and Responsibilities of the Board of Directors	6.1 The Board of Directors has a self-assessment policy to assess the performance of the Board of Directors.	Danamon has a performance appraisal policy for the Board of Directors as a guideline to assess the effectiveness of the implementation of the Board of Directors' duties and responsibilities. Status: Comply
		6.2 The self-assessment policy to assess the performance of the Board of Directors is disclosed in the annual report of the Public Company.	Danamon has a performance appraisal policy for the Board of Directors. The performance appraisal policy is disclosed in the Annual Report and available on the Danamon website. Status: Comply

IMPLEMENTATION OF 25 RECOMMENDATIONS GUIDELINES ON GOOD CORPORATE GOVERNANCE FOR PUBLIC COMPANY

No.	Principle		Recommendation	Explanation
		6.3	The Board of Directors has a policy regarding the resignation of a member of the Board of Directors if involved in a financial crime.	Members of the Board of Directors who are involved in financial crimes are required to resign. The obligation to resign is regulated in the Board of Directors Work Guidelines and Procedures. Status: Comply
D. Participation of Stakeholders				
7.	Improve Corporate Governance Aspects through Stakeholder Participation	7.1	Public Companies have a policy to prevent insider trading.	In an effort to prevent Insider Trading, Danamon has a Personal Securities Trading (PST) and Material Non Public Information (MNPI) Management Policy. Status: Comply
		7.2	Public companies have anti-corruption and anti-fraud policies.	Danamon has a Code of Conduct that regulates the prohibition of management and employees from committing bribery and corruption in any form. In addition, Danamon also has an Anti-Bribery and Corruption Policy which regulates the prohibition of bribery and acts of corruption for all management and employees. Status: Comply
		7.3	The Public Company has a policy regarding the selection and improvement of suppliers or vendors.	Danamon has a Procurement Policy that regulates restrictions and ethics in dealing with business partners or vendors in the procurement activities of goods and services. This policy is available and disclosed on the Danamon website. Status: Comply
		7.4	The Public Company has a policy regarding the fulfillment of creditors' rights.	The fulfillment of creditors' rights in the form of depositors (customers who place their funds in the company) is governed under the customer protection policy and code of conduct of customer service that covers: <ul style="list-style-type: none"> • Rights to obtain sufficient explanation on product characteristics • Rights to access the terms and conditions of funding products • Conveniences to do transactions through any branches, e-banking services or other services set out by the Bank • Obtain profit/interest in the amount according to applicable regulations • Procedures for handling and settling customer complaints Status: Comply
		7.5	The Public Company has a whistleblowing system policy.	Danamon has an Anti-Fraud Management Policy and Framework as well as a Fraud Handling Policy which regulates the whistleblowing system. The management of Danamon's whistleblowing system is managed by a third party to ensure independence in its implementation. Status: Comply
		7.6	Public Companies have a policy of providing long-term incentives to Directors and employees.	Danamon has a Remuneration Policy. Status: Comply

**IMPLEMENTATION OF 25 RECOMMENDATIONS
GUIDELINES ON GOOD CORPORATE GOVERNANCE FOR PUBLIC COMPANY**

No.	Principle		Recommendation	Explanation														
E. Information Disclosure																		
8.	Improving the Implementation of Information Disclosure	8.1	Public Companies make wider use of information technology in addition to Web sites as a medium for information disclosure.	<div>Danamon continues to improve its disclosure of information, including on the website, to provide opportunities for shareholders and other stakeholders to easily access information about Danamon.</div> <table><tr><th>Media:</th><th>User Name:</th></tr><tr><td>Situs Web</td><td>: www.danamon.co.id</td></tr><tr><td>Twitter</td><td>: @Danamon @HelloDanamon (customer service)</td></tr><tr><td>Facebook</td><td>: Bank Danamon</td></tr><tr><td>Instagram</td><td>: @mydanamon</td></tr><tr><td>LinkedIn</td><td>: Bank Danamon Indonesia</td></tr><tr><td>YouTube</td><td>: Bank Danamon</td></tr></table> <div>Status: Comply</div>	Media:	User Name:	Situs Web	: www.danamon.co.id	Twitter	: @Danamon @HelloDanamon (customer service)	Facebook	: Bank Danamon	Instagram	: @mydanamon	LinkedIn	: Bank Danamon Indonesia	YouTube	: Bank Danamon
Media:	User Name:																	
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Facebook	: Bank Danamon																	
Instagram	: @mydanamon																	
LinkedIn	: Bank Danamon Indonesia																	
YouTube	: Bank Danamon																	
		8.2	The Annual Report of the Public Company discloses the ultimate beneficial owner in the share ownership of the Public Company of at least 5% (five percent), in addition to the disclosure of the ultimate beneficial owner in the ownership of shares of the Public Company through the major and controlling shareholders.	<div>The Annual Report discloses the major and controlling shareholders, the 20 largest shareholders, as well as the shareholder group profile above 5% (five percent).</div> <div>Status: Comply</div>														

INTEGRATED CORPORATE GOVERNANCE

APPLICATION AND IMPLEMENTATION REPORT

“ADAPTING” is one of the most important factors when facing the various changes that have occurred across all Financial Services Institutions (LJK) in the MUFG Group Financial Conglomeration. The adaptation process carried out by LJKs in the MUFG Group Financial Conglomeration always applies the principles of good corporate governance for continuous improvement in the quality of integrated corporate governance implementation. With the implementation of good integrated corporate governance, it is expected that the MUFG Group Financial Conglomeration can increase added value for all stakeholders and all LJKs in the MUFG Group Financial Conglomeration to have sound and healthy fundamentals so that they are able to actively participate in the recovery of the Indonesian economy.

In early 2020, Danamon was appointed as the Main Entity in the MUFG Group Financial Conglomeration by MUFG Bank, Ltd as the Controlling Shareholder of Danamon. As the Main Entity in the MUFG Group Financial Conglomeration, Danamon prepares a report on the implementation of integrated corporate governance as stipulated in the Financial Services Authority (OJK) Regulation No. 18/POJK.03/2014 dated November 18, 2014, regarding the Implementation of Integrated Good Corporate Governance for Financial Conglomerations, and OJK Circular No. 15/SEOJK.03/2015 dated May 25, 2015, concerning Implementation of Integrated Good Corporate Governance for Financial Conglomeration.

PRINCIPLES OF THE IMPLEMENTATION OF INTEGRATED CORPORATE GOVERNANCE IN MUFG GROUP

Principle of Transparency

1. The Main Entity and LJKs in the MUFG Group Financial Conglomeration are obliged to disclose material and relevant information in a clear, accurate and timely manner, which can be compared and easily accessed by shareholders and stakeholders.
2. The principle of transparency adopted by the Main Entity and LJKs in the MUFG Group Financial Conglomeration does not reduce the obligation to comply with the confidential provisions of the bank and/or company in accordance with applicable laws and regulations, professional secrecy and personal rights.

Principle of Accountability

1. The Main Entity and LJKs in the MUFG Group Financial Conglomeration must define clear responsibilities of each company organ that is in line with the company's vision, mission, business objectives and strategy, and ensure that all company organs have the competence according to their responsibilities.
2. The Main Entity and LJKs in the MUFG Group Financial Conglomeration must ensure that there is a check and balance system in the management of the company. All levels of the company organization have performance measures based on agreed measures, and are consistent with corporate values, business objectives and corporate strategy.

Principle of Responsibility

1. The Main Entity and LJKs in the MUFG Group Financial Conglomeration must adhere to ethical values, prudential principles, and laws and internal policies

that have been established in order to maintain the continuity of their business.

2. The Main Entity and LJKs in the MUFG Group Financial Conglomeration must act as a good corporate citizen in carrying out social responsibility including caring for the environment.

Principle of Independence

1. Management of the Main Entity and LJKs in the MUFG Group Financial Conglomeration is carried out professionally and independently, and is free from conflict of interest, influence or pressure from any party that is not in accordance with laws and regulations, ethical values and the principles of conducting a sound business.
2. In making decisions, the Main Entity and LJKs in the MUFG Group Financial Conglomeration must be objective and free from any pressure from any party, and are committed to running their business by prioritizing professionalism.

Principle of Fairness

1. The Main Entity and LJKs in the MUFG Group Financial Conglomeration must always pay attention to the interests of all stakeholders based on equality and fairness (equal treatment).
2. The Main Entity and LJKs in the MUFG Group Financial Conglomeration must provide opportunities for all stakeholders to provide feedback and express their opinions for the benefit of the company and have equal access to information in accordance with the principle of transparency.

MUFG GROUP FINANCIAL CONGLOMERATION

Membership Structure

Based on letter No. SR-63/PB.32/2020 dated March 30, 2020, the MUFG Group Financial Conglomeration has been recorded and administered by the Financial Services Authority. The membership of the MUFG Group Financial Conglomeration is as follows.

No.	Company	Position in the Financial Conglomeration	Relationship with Danamon
1	PT Bank Danamon Indonesia Tbk.	Main Entity	-
2	MUFG Bank, Jakarta branch	Member	Sister Company
3	PT Adira Dinamika Multi Finance Tbk.	Member	Subsidiary
4	PT U Finance Indonesia	Member	Sister Company
5	PT Adira Quantum Multi Finance (in process of liquidation)	Member	Subsidiary

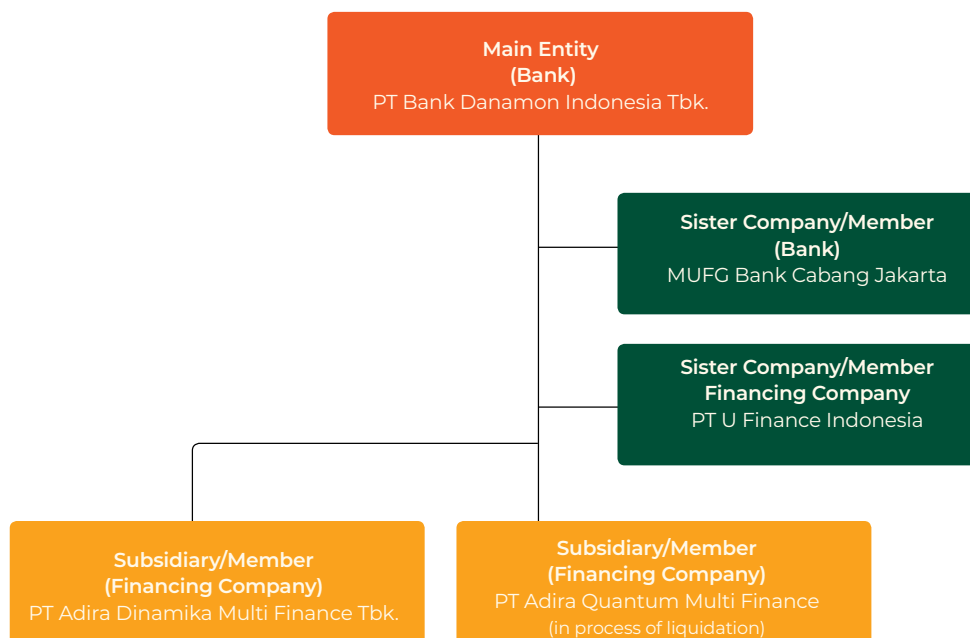
Based on the Extraordinary General Meeting of Shareholders of PT Adira Quantum Multi Finance (Adira Quantum) as outlined in the Deed of Shareholders Resolution No. 126 dated August 22, 2017, made before Hasbullah Abdul Rasyid, SH, M.Kn, Notary in Jakarta, it is stated that Adira Quantum had cease operational activities and is in the process of liquidation. Based on the

OJK Board of Commissioners' decree dated December 21, 2017, No. KEP-103/D.05/2017, OJK has revoked Adira Quantum's business license.

As of the date of this report, Adira Quantum is still in the process of liquidation settlement.

MUFG Group Financial Conglomeration Structure

The structure of the MUFG Group Financial Conglomeration is as follows.

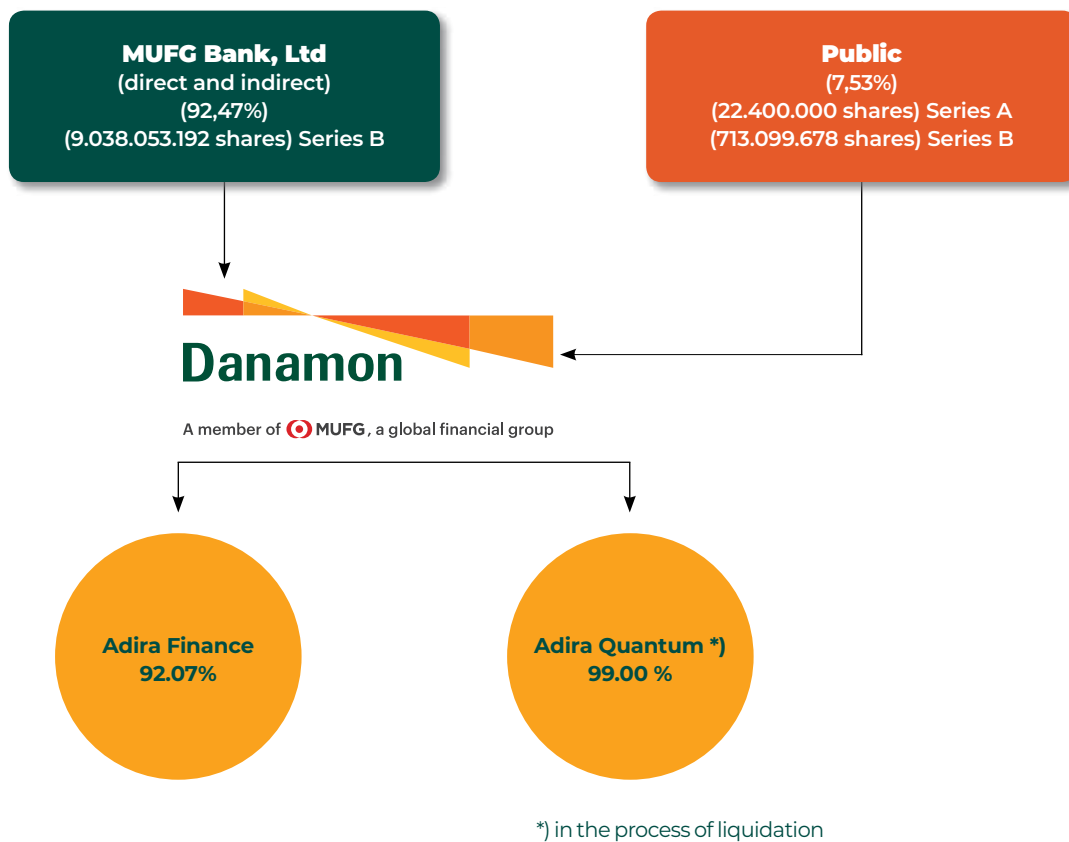


SHARE OWNERSHIP STRUCTURE

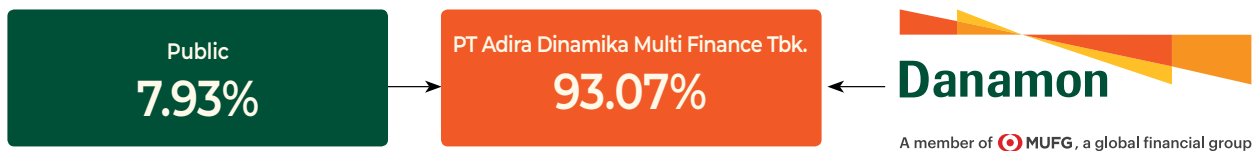
The shareholders of each member of the conglomeration up to the ultimate shareholders are as follows:

Share Ownership Structure of Main Entity

Shareholding Structure
December 31, 2020



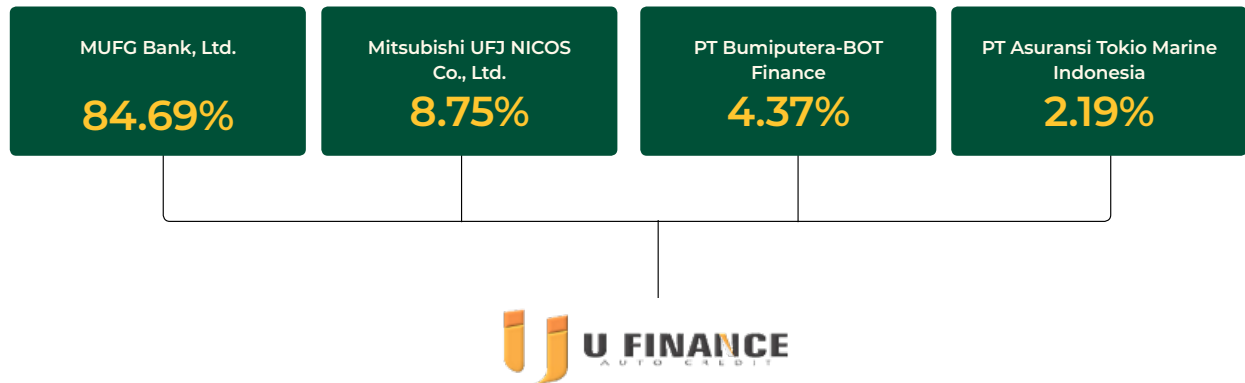
Share Ownership Structure of Subsidiary-PT Adira Dinamika Multifinance Tbk. ("Adira Finance")



Share Ownership Structure of Sister Company-MUFG Bank Jakarta branch

The Bank is an unincorporated foreign branch of MUFG Bank, Ltd., Japan (Head Office) and Mitsubishi UFJ Financial Group, Inc. (MUFG) is the parent and ultimate controlling party of the Bank's Head Office and its subsidiaries.

Share Ownership Structure of Sister Company-PT U Finance Indonesia



*) The percentage of shares of PT U Finance Indonesia's Shareholders as stated in the latest articles of association approved by the Ministry of Law and Human Rights, which is based on the ratio of the number of votes (shares) of each shareholder.

MANAGEMENT STRUCTURE

All members of the Board of Directors and Board of Commissioners of each MUFG Group Financial Conglomeration fulfill the requirements of integrity, competence and financial reputation.

The following is the management structure of each Entity in the MUFG Group Financial Conglomeration as of December 31, 2020:

Main Entity Management Structure

In 2020, there were changes in the composition of the Board of Commissioners and Directors of Danamon. Details of these changes can be seen in the Corporate Governance Report in the 2020 GMS, the Board of Commissioners and the Board of Directors.

The members of the Board of Commissioners and Directors of the Main Entity as of December 31, 2020, are as follows:

PT Bank Danamon Indonesia Tbk.			
Board of Commissioners		Board of Directors	
Takayoshi Futae	President Commissioner	Yasushi Itagaki	President Director
JB Kristiadi	Vice President Commissioner (Independent)	Michellina L. Triwardhany	Vice President Director
Made Sukada	Commissioner (Independent)	Honggo Widjojo Kangmasto	Vice President Director
Peter B. Stock	Commissioner (Independent)	Herry Hykmanto	Director
Masamichi Yasuda	Commissioner	Adnan Qayum Khan	Director
Noriaki Goto	Commissioner	Rita Mirasari	Director
Nobuya Kawasaki	Commissioner	Heriyanto Agung Putra	Director
Hedy Maria Helena Lapien	Commissioner (Independent)	Dadi Budiana	Director
		Muljono Tjandra	Director
		Naoki Mizoguchi	Director

Subsidiary Management Structure

PT Adira Dinamika Multi Finance Tbk.

The composition of the members of the Board of Commissioners and Board of Directors of PT Adira Dinamika Multi Finance Tbk., as of December 31, 2020, is as follows:

PT Adira Dinamika Multi Finance Tbk.			
Board of Commissioners		Board of Directors	
Yasushi Itagaki	President Commissioner	Hafid Hadelia	President Director
Djoko Sudyatmiko	Independent Commissioner	Ho Lioeng Min	Director
Eng Heng Nee Philip	Commissioner	I Dewa Made Susila	Director
Krisna Wijaya	Independent Commissioner	Swandajani Gunadi	Director
Muliadi Rahardja	Commissioner	Niko Kurniawan Bonggowarsito	Director
Congsin Congcar	Commissioner	Harry Latif	Director
		Jin Yoshida	Director

Sister Companies Management Structure

MUFG Bank Jakarta branch

The members of Board of Supervisors and Management of MUFG Bank Jakarta Branch as of December 31, 2020 are as follows:

MUFG Bank Jakarta Branch			
Board of Supervisors		Management	
Kevin Ludwick	Managing Director of Asia Compliance Office (ACO)	Daisuke Ejima	Country Head
Andre Painchaud	Managing Director of Asia Internal Audit Office (AIAO)	Akira Kawamura	Managing Director
		Dadi Arief Darmawan	Managing Director
Tatsuya Ishikawa	Managing Director of Asia Risk Management Office (ARMO)	Takashi Miyamoto	Managing Director
		Akira Shimomiya	Managing Director
		Pancaran Effendi	Managing Director
		Masao Kojima	Managing Director
		Damal Bayu Utama	Managing Director
		Marchelius S Mario	Managing Director

PT U Finance Indonesia

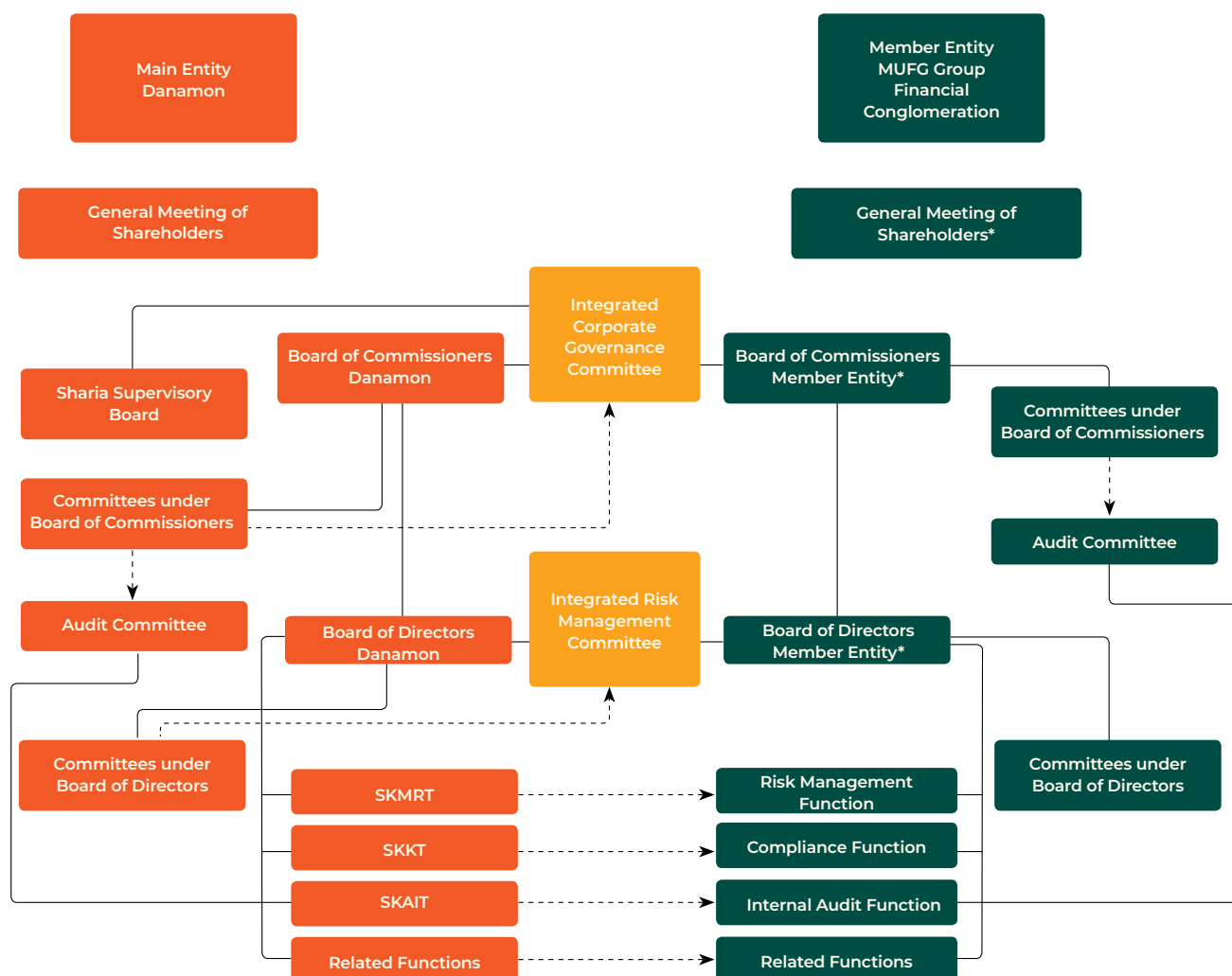
The composition of the members of the Board of Commissioners and Board of Directors of PT U Finance Indonesia, as of December 31, 2020, is as follows:

PT U Finance Indonesia			
Board of Commissioners		Board of Directors	
Toshihiro Senoo	Commissioner	Kensuke Tanigawa	President director
Eny Widowati	Commissioner	Yuji Ueda	Deputy President Director
Adam Hartono Asihin	Independent Commissioner	Carolin Susanto	Director
		Suwaniyati Halim	Director

INTEGRATED CORPORATE GOVERNANCE ORGANS

MUFG Group Financial Conglomeration established integrated corporate governance organs to ensure that the principles of corporate governance are well implemented. The integrated corporate governance organs of the MUFG Group Financial Conglomeration are as follows:

Integrated Corporate Governance Organ of the MUFG Group Financial Conglomeration



* can be adjusted to the internal organs of the Member Entities of MUFG Group Financial Conglomeration by considering the type of LJK, company needs, Articles of Association and applicable laws and regulations according to each business sector.

--- ➔ Coordination and Monitoring Function

Note:

SKMRT : Integrated Risk Management Work Unit

SKKT : Integrated Compliance Work Unit

SKAIT : Integrated Internal Audit Work Unit

The implementation of corporate governance organs in each LJK in the MUFG Group Financial Conglomeration, including the Committees of the Board of Commissioners and the Committees of the Board of Directors is disclosed in the annual reports of each LJK.

INTEGRATED CORPORATE GOVERNANCE POLICY

The MUFG Group Financial Conglomeration has Integrated Corporate Governance Policy which serves as the Corporate Governance Policy of Danamon (Main Entity) as well as the Terms of Reference for the Implementation of Corporate Governance

for Subsidiaries. In 2020, the Integrated Corporate Governance Policy is being updated to accommodate changes in Financial Conglomeration as well as the latest regulatory regulations. However, the provisions of the Integrated Corporate Governance Policy that are

currently in effect are still in line with the prevailing laws and regulations.

The Integrated Corporate Governance Policy is formulated by the Main Entity's Board of Directors and approved by the Main Entity's Board of Commissioners and is given directions and recommendations by the Corporate Governance Committee, Integrated Corporate Governance Committee, and Board of Commissioners of the Main Entity. The scope of the Integrated Corporate Governance Policy includes:

1. Integrated Corporate Governance Policy:
 - a. Objectives of the implementation of Integrated Corporate Governance
 - b. Principles of Integrated Corporate Governance
 - c. Vision, mission, values, corporate culture and business ethics
 - d. Guidelines for the implementation of integrated Corporate Governance (including the structure of the Financial Conglomeration and the duties and responsibilities of the Entity in the Financial Conglomeration)
 - e. Integrated Corporate Governance organs (including the Main Entity Board of Commissioners, Main Entity Board of Directors, Integrated Corporate Governance Committee, Integrated Compliance Work Unit, Integrated Internal Audit Work Unit, Integrated Risk Management)
 - f. Integrated Corporate Governance's reports, disclosures, and assessments
2. Danamon's Corporate Governance Policy and Terms of Reference for the Implementation of Corporate Governance for Subsidiaries:
 - a. The basic principles and scope of corporate governance
 - b. Commitment to the implementation of good corporate governance
 - c. Vision, mission and company values
 - d. Business ethics and code of conduct
 - e. Corporate governance structure/organs (including shareholders, General Meeting of Shareholders, Board of Commissioners, Directors, Sharia Supervisory Board, Board of Commissioners Committees, Compliance Function, Risk Management Function, Internal Audit Function, and External Audit Function)
 - f. Principles of policies related to the implementation of corporate governance (including management of conflicts of interest, personal investment policies, related party and affiliated party transactions, procurement policies, remuneration policies, proprietary and confidentiality of information, whistle-blowing system, relations with stakeholders, corporate social responsibility)
 - g. Self-assessment and reports on the implementation of corporate governance

BOARD OF COMMISSIONERS OF THE MAIN ENTITY

The Board of Commissioners of the Main Entity, apart from fulfilling the requirements as a member of the Board of Commissioners of the Bank, also has an understanding of the main business activities and main risks of entities in the Financial Conglomeration. There are 8 (eight) members of the Board of Commissioners

of the Main Entity as of December 31, 2020, and 4 (four) or 50% of whom are Independent Commissioners. All members of the Board of Commissioners of the Main Entity have passed the fit and proper test from the Financial Services Authority.

Board of Commissioners Main Entity	Position	GMS Approval Date *)	OJK Approval Date
Takayoshi Futae	President Commissioner	March 23, 2020	April 25, 2019
JB Kristiadi	Vice President Commissioner/ Independent Commissioner	March 23, 2020	April 25, 2019
Made Sukada	Independent Commissioner	March 23, 2020	April 25, 2019
Peter Benjamin Stock	Independent Commissioner	March 23, 2020	April 25, 2019
Masamichi Yasuda	Commissioner	March 23, 2020	April 25, 2019
Noriaki Goto	Commissioner	March 23, 2020	May 20, 2020
Nobuya Kawasaki	Commissioner	March 23, 2020	May 20, 2020
Hedy Maria Helena Lopian	Independent Commissioner	November 26, 2020	December 21, 2020

Note:

*) Reappointment of all members of the Board of Directors at the Annual General Meeting of Shareholders on March 23, 2020

Duties and Responsibilities of the Main Entity's Board of Commissioners

Duties and responsibilities of the Board of Commissioners of the Main Entity in the MUFG Group Financial Conglomeration regulated in the Integrated Corporate Governance Policy. The duties and responsibilities of the Board of Commissioners of the Main Entity include:

1. Supervise the implementation of Integrated Corporate Governance with the following duties and responsibilities:
 - a. Overseeing the implementation of Corporate Governance in each Entity in accordance with the Integrated Corporate Governance Policy;
 - b. Overseeing the implementation of duties and responsibilities of the Main Entity's Board of Directors, as well as providing direction or advice to the Main Entity's Board of Directors on the implementation of the Integrated Corporate Governance Policy; and
 - c. Evaluating the Integrated Corporate Governance Policy and directing it in order to improve the Policy.
2. Establish Integrated Corporate Governance Committee in order to support the effectiveness of the implementation of its duties.
3. Hold regular meetings at least 1 (one) time per semester provided that:
 - a. Main Entity Board of Commissioners Meeting can be held via video conference;

- b. The results of the Main Entity Board of Commissioners meeting are recorded in the minutes of the meeting and well documented.
- c. Dissenting opinions that occur in the Main Entity's Board of Commissioners meeting are clearly stated in the minutes of the meeting along with the reasons for the dissent.

Implementation of Duties and Responsibilities of the Board of Commissioners of the Main Entity in 2020

The implementation of the duties of the Board of Commissioners of the Main Entity in supervising the implementation of integrated corporate governance is assisted by the Integrated Corporate Governance Committee. The Integrated Corporate Governance Committee evaluates the implementation of integrated corporate governance and reports its implementation to the Board of Commissioners.

During 2020, there have been 2 (two) meetings of the Board of Commissioners of the Main Entity whose agenda is to discuss the Integrated Corporate Governance Committee report related to the implementation of integrated corporate governance which includes, among other things, the results of self-assessment of integrated corporate governance, discussions related to the framework and Financial Conglomeration Agreement, the appointment of new members of Integrated Corporate Governance Committee, as well as an update on the implementation of corporate governance in Subsidiaries and Sister Companies..

BOARD OF DIRECTORS OF THE MAIN ENTITY

The Board of Directors of the Main Entity, apart from fulfilling the requirements as a member of the Board of Directors of the Bank, also has an understanding of the main business activities and main risks of the entity in the Financial Conglomeration. There are 10 (ten) members of the Board of Directors of the Main Entity as of 31 December 2020. The majority of members of

the Board of Directors of the Main Entity have a career in banking for more than 25 years, both national and international banks and have had at least 5 (five) years of experience as Executive Officers/Directors of companies. All members of the Board of Directors have passed the fit and proper test and have obtained approval from the Financial Services Authority.

Main Entity Board of Directors	Position	GMS Approval Date *)	OJK Approval Date
Yasushi Itagaki	President Director	March 23, 2020	December 5, 2019
Michellina Laksmi Triwardhany	Vice President Director	March 23, 2020	April 25, 2019
Honggo Widjojo Kangmasto	Vice President Director	March 23, 2020	December 5, 2019
Herry Hykmanto	Director	March 23, 2020	April 25, 2019
Adnan Qayum Khan	Director	March 23, 2020	April 25, 2019
Rita Mirasari	Director	March 23, 2020	April 25, 2019

Main Entity Board of Directors	Position	GMS Approval Date *)	OJK Approval Date
Heriyanto Agung Putra	Director	March 23, 2020	April 25, 2019
Dadi Budiana	Director	March 23, 2020	April 25, 2019
Muljono Tjandra	Director	March 23, 2020	December 5, 2019
Naoki Mizoguchi	Director	March 23, 2020	December 5, 2019

Note:

*) Reappointment of all members of the Board of Directors at the Annual General Meeting of Shareholders on March 23, 2020

Duties and Responsibilities of the Main Entity Board of Directors

Duties and responsibilities of the Board of Directors of the Main Entity in the MUFG Group Financial Conglomeration regulated in the Integrated Corporate Governance Policy and the Board of Directors Charter. The duties and responsibilities of the Board of Directors of Danamon as the Main Entity are as follows:

1. Ensuring the implementation of Integrated Corporate Governance in Financial Conglomeration with the following duties and responsibilities:
 - a. Formulating Integrated Corporate Governance Policies;
 - b. Directing, monitoring and evaluating the implementation of the Integrated Corporate Governance Policy; and
 - c. Follow up directions or advice from the Board of Commissioners of the Main Entity in order to improve the Integrated Corporate Governance Policy.
2. Ensure that audit findings and recommendations from the Integrated Internal Audit Work Unit, External Auditor, results of supervision by the Financial Services Authority and/or results of supervision by other authorities have been followed up by Entities in the Financial Conglomeration.
3. Responsible for carrying out supervisory function over Entities in Financial Conglomeration.

Implementation of Duties and Responsibilities of the Board of Directors of the Main Entity in 2020

The Board of Directors of the Main Entity has submitted the Integrated Corporate Governance Policy of the Danamon Group which was refined in 2019 to the Board of Directors of the Subsidiaries in the Financial Conglomeration to be followed up.

The Board of Directors carries out the supervisory function of entities in financial Conglomeration through reports and meetings held during 2020 with discussion material on Subsidiaries, implementation of integrated corporate governance and/or integrated risk management. The Board of Directors, through reports and held meetings, also ensures follow-up and improvement of audit findings and recommendations from the Integrated Internal Audit Work Unit, External Auditor, results of supervision by the Financial Services Authority and/or results of supervision by other authorities.

During 2020, there were no follow-up on the audit results from regulators that passed the agreed deadline.

In order to support the effectiveness of the implementation of supervisory duties, the Board of Directors of the Main Entity also becomes a member of the Board of Commissioners of the subsidiary as follows:

Name	Position in Main Entity (Danamon)	Position in Subsidiary-Member of Financial Conglomeration
Yasushi Itagaki	President Director	President Commissioner of PT Adira Dinamika Multi Finance Tbk.

THE INTEGRATED CORPORATE GOVERNANCE COMMITTEE

Danamon as the Main Entity has established an Integrated Corporate Governance Committee in accordance with the Financial Services Authority Regulation Number 18/POJK.03/2014 concerning Implementation of Integrated Corporate Governance for Financial Conglomeration. The Integrated Corporate Governance Committee is formed to support the effectiveness of the implementation of the duties of the Board of Commissioners of the Main

Entity and assist the Board of Commissioners of the Main Entity in the supervisory function related to the implementation of integrated corporate governance in the MUFG Group.

The Integrated Corporate Governance Committee is established by the Board of Commissioners and determined based on the Decree of the Board of

Directors No. Kep: DIR-Corp.Sec.-009 dated August 12, 2015, concerning the Establishment of the Integrated Corporate Governance Committee.

Further details regarding the Integrated Corporate Governance Committee's Charter, Duties, Responsibilities, Authorities, Structure, Membership, Expertise and Legal Basis for Appointment, Independence of Committee

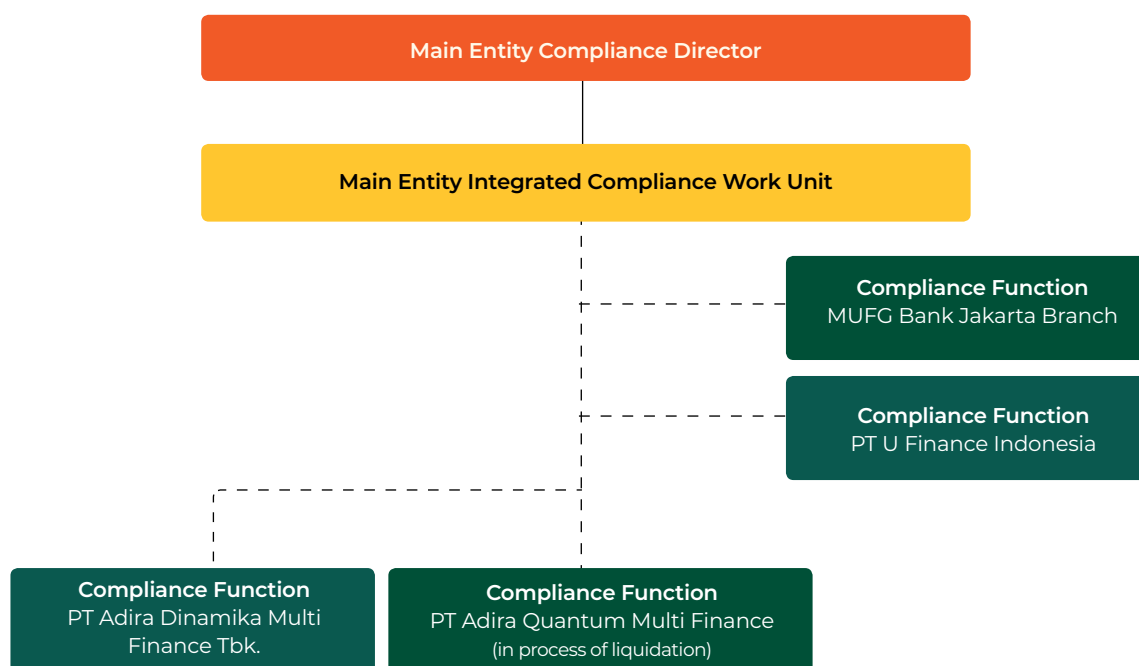
members, Term of Office, Policy and Implementation of Integrated Corporate Governance Committee Meetings, and Implementation of Duties of the Integrated Corporate Governance Committee in 2020 can be seen in the Corporate Governance Implementation Report in the Integrated Corporate Governance Committee section.

INTEGRATED COMPLIANCE WORK UNIT

The functions of the Integrated Compliance Work Unit (SKKT) are carried out by the existing Compliance Work Unit of Danamon. The Compliance Work Unit is established independently and is under the responsibility of the Director in charge of the Compliance Function (Compliance Director). The structure and infrastructure are adequate so that it can support the implementation of the SKKT function to coordinate, monitor and evaluate the compliance function of all entities in the MUFG Group Financial Conglomeration.

Structure and Position of the Integrated Compliance Work Unit

In line with changes in members of the MUFG Group financial Conglomeration, the structure and position of the Integrated Compliance Work Unit are as follows.



Duties and Responsibilities of SKKT

SKKT has the task of at least monitoring and evaluating the implementation of the compliance function in each entity in the Financial Conglomeration.

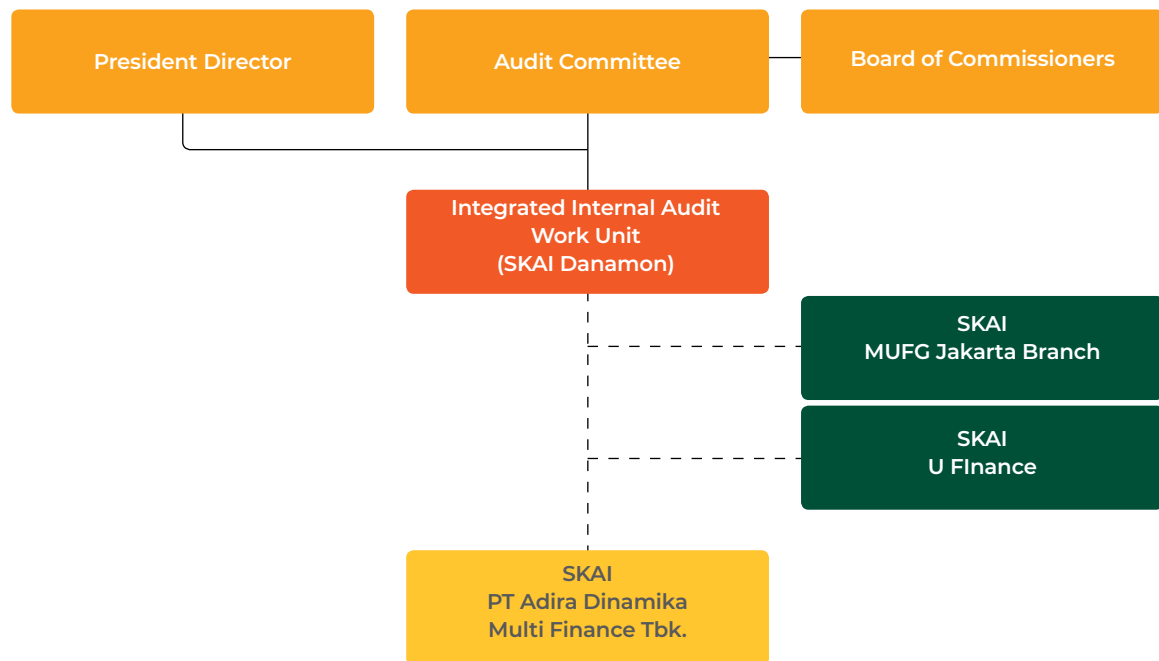
Implementation of SKKT Duties and Responsibilities in 2020

During 2020, the Integrated Compliance Work Unit has carried out its duties and responsibilities, including:

- Carry out the duties and responsibilities of the Compliance Work Unit, which can be seen in the Corporate Governance Report of the Compliance Work Unit section.
- Ensure that the compliance function of each LJK in the Financial Conglomeration is established independently and is supported by adequate compliance policies or guidelines.
- Coordinate and monitor the implementation of the Subsidiary's compliance function, including providing a consultative function on compliance implementation.
- Ensuring Subsidiary's compliance with regulatory parameters on a regular basis.
- Reviewing the compliance function implementation report submitted by the Subsidiary on a quarterly basis.
- Coordinating and reporting the appointment of the Main Entity and changes in members of the financial Conglomerations to the Financial Services Authority.
- Delivering new regulations to Subsidiaries.
- Monitor the implementation of the compliance function of the Sister Companies based on periodic reports submitted to the Main Entity's Compliance Work Unit.
- Monitor follow-up/commitment to improvement on audit results conducted by the Financial Services Authority.
- Carry out an integrated compliance risk assessment and prepare integrated compliance risk profile report.
- Coordinate assessment and preparation of integrated corporate governance self-assessment results on a semi-annual basis.

INTEGRATED INTERNAL AUDIT WORK UNIT

Integrated SKAI Structure and Position



Danamon as the main entity in the MUFG Group Financial Conglomeration has an Integrated Internal Audit Work Unit (SKAIT) which is an independent unit from other operational work units, whose duties and responsibilities are carried out by SKAI Danamon. SKAIT is responsible to the President Director of Danamon and the Board of Commissioners through the Audit Committee, and monitors the implementation of internal audits in each entity in the Financial Conglomeration.

Since August 12, 2019, SKAIT is led by Yenny Linardi as Chief Internal Auditor (Head of SKAI) replacing Nathan Tanuwidjaja as an acting Head of SKAI, based on Letter of

Appointment No. B.194/HCKP/0819 and this appointment has been reported to OJK based on the Director Letter No. B.748-DIR dated August 15, 2019, concerning Report on the Dismissal of the Acting Head of SKAI and the Appointment of the Head of SKAI of PT Bank Danamon Indonesia Tbk. ("the Company").

Further details regarding SKAIT including duties and responsibilities, internal audit priorities for 2020, and audit plans and realization until December 31, 2020 can be seen in the Corporate Governance Report regarding the Internal Audit Work Unit (SKAI).

IMPLEMENTATION OF INTEGRATED RISK MANAGEMENT

Integrated Risk Management Policy of MUFG Group Financial Conglomeration and The Implementation

Danamon as the Main Entity has an Integrated Risk Management Policy for the MUFG Group Financial Conglomeration which is formulated based on the provisions of the Financial Services Authority and other applicable regulations and is reviewed periodically. The MUFG Group Financial Conglomeration Integrated Risk Management Policy is the main policy covering risk

management framework and serves as a guide for the implementation of integrated risk management in the MUFG Group Financial Conglomeration. Danamon's Integrated Risk Directorate is responsible for developing an overall risk management strategy that includes policies, methodologies, frameworks, limits and procedures as well as regular controls. In 2020, this policy has been reviewed to reflect changes in the structure of the Financial Conglomeration and POJK No. 45/POJK.03/2020 concerning Financial Conglomeration.

The implementation of Integrated Risk Management is carried out as follows:

1. Supervision of the Board of Directors and Board of Commissioners of the Main Entity

The implementation of Integrated Risk Management involves active monitoring and supervision of the Board of Directors and Board of Commissioners of Danamon as the Main Entity. The Board of Directors and the Board of Commissioners of the Main Entity understand the risks faced by the Financial Conglomerations, develop the risk culture, and ensure that the implementation of risk management in the Financial Conglomeration to support the implementation of Integrated Risk Management is carried out effectively. In its implementation, an Integrated Risk Management Committee is formed in the Financial Conglomeration.

2. Integrated Risk Management Organization

In order to implement a comprehensive and effective Integrated Risk Management, the Main Entity establishes an Integrated Risk Management Committee and an Integrated Risk Management Work Unit.

a. Integrated Risk Management Committee

The Integrated Risk Management Committee membership consists of the Main Entity's Integrated Risk Director, Main Entity's Compliance Director, Main Entity's Credit Director, Directors representing Subsidiaries and Sister Companies, as well as appointed Executive Officers. The Chairman of Committee is Main Entity's Integrated Risk Director.

Integrated Risk Management Committee Meetings are held regularly. Each member as an individual or a group can request to hold an extraordinary meeting to discuss a very important topic/issue. Integrated Risk Management Committee meetings are chaired by the Chairman of the Committee.

The main duties and responsibilities of the Integrated Risk Management Committee are to evaluate and provide recommendations to the Board of Directors of the Main Entity regarding the preparation of the integrated risk management policy, framework and guideline, and periodic improvement based on the evaluation of the implementation, evaluation the effectiveness of the implementation of integrated risk management policies, frameworks and guidelines, and assessment of key risks in the entities and across entities within Financial

Conglomeration including the formulation of strategies to deal with existing and emerging risk issues.

b. Integrated Risk Management Work Unit

As the Main Entity, Danamon has established an Integrated Risk Directorate, which is a Risk Management Work Unit that has a risk management role and responsibility for Danamon as an individual, as well as an Integrated Risk Management Work Unit in implementing integrated risk management in the Financial Conglomeration.

The Integrated Risk Directorate is a unit that is independent from the risk taking unit and reports to the Integrated Risk Director, who then reports directly to the President Director.

In carrying out its function as an Integrated Risk Management Work Unit, Danamon's Integrated Risk Directorate coordinates with Risk Management work units in each entity in the Financial Conglomeration. The authorities and responsibilities of the Integrated Risk Management Work Unit include, among others:

- Provide input to the Board of Directors and the Integrated Risk Management Committee in the preparation and improvement of Integrated Risk Management Policies.
- Monitor the implementation of the Integrated Risk Management Policy including developing procedures and tools for risk identification, measurement, monitoring and control.
- Monitor risk in the Financial Conglomeration by monitoring the risk profile of each entity in the Financial Conglomeration, both individually and in an integrated manner, including the level of risk for each type of risk in an integrated manner.
- Perform individual stress testing on the Main Entity and/or coordinate the implementation of stress testing in a consolidated manner with the Subsidiaries that are consolidated in the Main Entity (Vertical Financial Conglomeration Controlling shareholder).
- Periodically reviewing risk assessment methods, the adequacy of management information system implementation, and the appropriateness of policies, procedures and risk limits in an integrated manner.

- Reviewing proposals for new business lines that are strategic and have a significant effect on the risk exposure of the Financial Conglomeration. New business lines can be the entry of an entity that is part of a Financial Conglomeration in a new market segment that can increase the risk exposure of the Financial Conglomeration.
- Provide information to the Integrated Risk Management Committee on matters that

need to be followed up on the evaluation of the implementation of Integrated Risk Management.

- Prepare and submit integrated risk profile reports regularly to the Integrated Risk Director and the Integrated Risk Management Committee.

Integrated Risk Management Committee

Committee Structure and Membership

Chairman	• Director of Integrated Risk Main Entity (Danamon)
Permanent member	<ul style="list-style-type: none"> • Compliance Director of Main Entity (Danamon) • Main Entity Credit Director (Danamon) • Director who represents and is appointed from each of the Subsidiaries and Sister Companies • Appointed Division Heads in the Integrated Risk Management Work Unit
Permanent Invitation	• Chief Internal Auditor Main Entity (Danamon)

Voting Rights Status and Decision Making

Decisions of Committee Meetings are made based on the principle of deliberation and consensus. In the event that consensus does not occur, decisions are made based on a majority vote. Decisions made based on majority vote are based on the principle of 1 (one) entity 1 (one) vote.

Duties and responsibilities of the Integrated Risk Management Committee

The main role of the Integrated Risk Management Committee is to evaluate and provide recommendations to the Board of Directors of the Main Entity related to:

1. Formulation of Integrated Risk Management policies, frameworks and guidelines; and periodic improvements based on the results of implementation evaluation.
2. Evaluation of the effectiveness of the implementation of integrated risk management policies, frameworks and guidelines,

3. The key risk assessment in the entity and all entities in the Financial Conglomeration along with the formulation of strategies to address existing and emerging risk issues.

Attendance of Members in Integrated Risk Management Committee Meetings

In early 2020, the Danamon Group Financial Conglomeration was changed to be MUFG Group Financial Conglomeration. OJK has recorded changes to the Danamon Group Financial Conglomeration based on OJK letter No. SR-63/PB.32/2020 dated March 30, 2020. During 2020, the Integrated Risk Management Committee held 2 meetings:

1. meeting in February 2020 was still the Danamon Group Financial Conglomeration.
2. meeting in August 2020 was already the MUFG Group Financial Conglomeration.

Following is the attendance of the committee members at the meeting held in 2020:

Danamon Group Financial Conglomeration-February 11, 2020

Committee members	Position	Attendance of Members at Committee Meetings
Adnan Qayum Khan	Danamon's Integrated Risk Director	1
Ho Lioeng Min	Director of PT Adira Dinamika Multi Finance Tbk.	1
Iwan Dharmawan	Danamon's Credit & Enterprise Risk Management Division Head	1
Eunice Kurniawan	Danamon's Operational Risk Management, Fraud & QA Division Head	1
Ari Priyatna	Danamon's Market & Liquidity Risk Management Division Head	1

MUFG Group Financial Conglomeration-August 13, 2020

Committee members	Position	Attendance of Members at Committee Meetings
Adnan Qayum Khan	Danamon's Integrated Risk Director	1
Rita Mirasari	Danamon's Compliance Director	1
Dadi Budiana	Danamon's Credit Director	1
Ho Lioeng Min	Director of PT Adira Dinamika Multi Finance Tbk.	1
Marchelius Santiaji Mario	Director of MUFG Bank, Ltd. Jakarta Branch	1
Yuji Ueda	Director of PT U Finance Indonesia	1
Iwan Dharmawan	Danamon's Credit & Enterprise Risk Management Division Head	1
Eunice Kurniawan	Danamon's Operational Risk Management, Fraud & QA Division Head	1
Ari Priyatna	Danamon's Market & Liquidity Risk Management Division Head	1

Meetings and Agenda for Integrated Risk Management Committee Meetings

Meeting Date	Agenda
February 11, 2020 (Danamon Group Financial Conglomeration)	<ul style="list-style-type: none"> • OJK Integrated Risk Profile H2 2019 • IRMP 2019 • Financial Conglomeration Update • POJK No. 38/POJK.03/2019 on updated Legal Lending Limit (LLL) and Large Exposure • RAS Update • CRP Amendment-New OJK Regulation related to Credit • LCR, NSFR & IRRBB Project • Fundamental Review of Trading Book (FRTB) • IFRS 9 Implementation Update • Testing Improvement • Capital Adequacy • Adira Finance Update
August 13, 2020 (MUFG Group Financial Conglomeration)	<ul style="list-style-type: none"> • IRMC Charter • New Methodology of Integrated Risk Profile & New Threshold of Intragroup Transaction • OJK Integrated Risk Profile H1 2020 • MUFG Group Financial Conglomeration-Milestones • IFRS 9 Implementation Update • Cyber Threat Modeling Project • Vendor Infosec Risk Assessment Project • Minimum Capital Adequacy & Integrated Capital Adequacy • Adira Finance Update • MUFG Bank Jakarta Update • U Finance Indonesia Update

Implementation of the Work of the Integrated Risk Management Committee in 2020

Important activities carried out by the Integrated Risk Management Committee during 2020 are:

1. Approval of the Integrated Risk Profile
2. Subsidiary Update
3. Sister Companies Update
4. Update on Integrated Risk Management Policy
5. Update on Financial Conglomeration
6. Updates regarding new methodologies for integrated risk profiles and new thresholds for intragroup transactions
7. Update on Risk Appetite Statement
8. Integrated Risk Management Committee Charter Update
9. Update on IFRS implementation
10. Update on Cyber Threat Modeling Project and Vendor Infosec Risk Assessment Project
11. Update the LCR, NSFR and IRRBB Project
12. Updates regarding Minimum Capital Adequacy & Integrated Capital Adequacy

The implementation of Intra-group Transaction Risk Management is carried out by taking into account transaction activities between entities within the Financial Conglomeration. Danamon as the Main Entity has regulated the implementation of intra-group transaction risk management in the Intra-group Transaction Policy which is reviewed periodically. The intra-group transaction limit is determined through coordination between Danamon as the Main Entity and Subsidiaries and Sister Companies as Members of the Financial Conglomeration.

The implementation of Intra-Group Transaction Risk Management is carried out through the process of identification, measurement, monitoring and risk control as well as a management information system. Intra-group transaction risks may arise from, among others:

- Cross ownership between entities in the Financial Conglomeration.
- Centralized short-term liquidity management.
- Guarantees, loans and commitments given or obtained by an entity from another entity in the Financial Conglomeration.
- Exposures to controlling shareholders, including loan and off balance sheet exposures such as guarantees and commitments.
- Purchase or sale of assets to another entity within a Financial Conglomeration.
- Transfer of risk through reinsurance.
- Transactions to transfer third party risk exposures between entities within one Financial Conglomeration.

INTRA-GROUP TRANSACTION POLICY

Intra-group transaction risk is the risk due to the dependence of an entity, either directly or indirectly, on another entity in one Financial Conglomeration in the context of fulfilling the obligations of a written agreement or an unwritten agreement, whether followed by a transfer of funds and/or not followed by a transfer of funds.

SELF-ASSESSMENT RESULT OF INTEGRATED CORPORATE GOVERNANCE IMPLEMENTATION

Self-Assessment Results Integrated Corporate Governance Implementation Position June and December 2020	
Rating	Rating definitions
2	The Financial Conglomeration is considered to have implemented Integrated Corporate Governance which is generally Good . This is reflected in the adequate fulfillment of the application of the principles of Integrated Corporate Governance. If there are weaknesses in the implementation of Integrated Corporate Governance, in general these weaknesses are less significant and can be resolved with normal actions by the Main Entity and/or LJK.

Based on the self-assessment conducted, Danamon has an adequate integrated corporate governance structure and infrastructure so that the principles of integrated corporate governance can be implemented effectively. This is reflected in the following indicators:

Indicator	Self-Assessment Summary
Main Entity Board of Directors	<ul style="list-style-type: none"> Members of the Board of Directors of the Main Entity have met the requirements for integrity, competence and financial reputation. All members of the Board of Directors of the Main Entity have received approval from the OJK. As the Main Entity, Danamon assigns members of the Board of Directors to become members of the Board of Commissioners of Subsidiaries in the context of supervision. The member of the Board of Directors who serves as a member of the Board of Commissioners of the Subsidiary is Yasushi Itagaki (President Director of the Main Entity), where he serves as President Commissioner of PT Adira Dinamika Multi Finance Tbk. All audit findings and recommendations from SKAI, external auditors, results of OJK supervision and/or results of supervision by other authorities are always followed up by the Board of Directors of the Main Entity.
Main Entity Board of Commissioners	<ul style="list-style-type: none"> Members of the Main Entity's Board of Commissioners have met the requirements for integrity, competence and financial reputation. All members of the Main Entity's Board of Commissioners have received approval from the OJK. The number of members of the Board of Commissioners of the Main Entity is 8 (eight) and the number of members of the Board of Commissioners of the Main Entity does not exceed the number of members of the Board of Directors of the Main Entity. Throughout 2020, the Main Entity's Board of Commissioners held 7 meetings of the Main Entity's Board of Commissioners and 4 meetings with the Main Entity's Board of Directors. There have been 2 (two) meetings of the Board of Commissioners of the Main Entity whose agenda is to discuss the Integrated Corporate Governance Committee report.
Integrated Corporate Governance Committee	<ul style="list-style-type: none"> There are 10 (ten) members of the Integrated Corporate Governance Committee, consisting of representatives from each of the Main Entities, Subsidiaries and Sister Companies. The Integrated Corporate Governance Committee is chaired by an Independent Commissioner who is also the chairman of the Danamon's Corporate Governance Committee. The results of the self-assessment of the implementation of integrated corporate governance which includes the internal control function and the implementation of the integrated compliance function are evaluated by the Integrated Corporate Governance Committee regularly at Integrated Corporate Governance Committee meetings.
Integrated Compliance Work Unit	<ul style="list-style-type: none"> Danamon's Compliance Work Unit carries out the functions of the Integrated Compliance Work Unit. The Integrated Compliance Work Unit is independent from other operational work units and is not in a position to face conflict of interest in carrying out its duties and responsibilities. Danamon's Compliance Work Unit is supported by employees with adequate qualifications. The Financial Conglomeration Agreement for MUFG Group that has been prepared and signed by the respective President Directors of the Main Entity, Subsidiary, and Sister Companies in the MUFG Group Financial Conglomeration has been submitted to OJK to fulfill the obligation to submit the Corporate Charter of MUFG Group Financial Conglomeration.

Indicator	Self-Assessment Summary
Integrated Internal Audit Work Unit	<ul style="list-style-type: none"> The function of the Integrated Internal Audit Work Unit (SKAIT) is carried out by the Danamon's Internal Audit Unit (SKAI). SKAIT is independent from other operational work units. SKAIT is led by the Head of SKAIT who reports directly to the President Director. To support the independence of SKAIT and ensure smooth audit and the authority to monitor follow-up actions, the Head of SKAIT also submits reports to the President Director, the Board of Commissioners, the Audit Committee and the Compliance Director. SKAIT has monitored the implementation of internal audits at SKAI members of the MUFG Group Financial Conglomeration through regular meetings and reports submitted by the respective internal audit work units of members of the MUFG Group Financial Conglomeration, as well as conducting Quality Assurance Reviews on audit activities at the Subsidiary's SKAI.
Implementation of Integrated Risk Management	<ul style="list-style-type: none"> Danamon as the Main Entity in the Financial Conglomeration has a Risk Management Policy-Bank and Consolidation which includes a framework and implementation of individual and consolidated risk management for Banks and Subsidiaries and Integrated Risk Management Policy of the MUFG Group Financial Conglomeration which includes an integrated risk management framework and implementation. for Financial Conglomeration. Danamon has implemented the Group Risk Appetite Statement (RAS) and has a RAS Cascading to be implemented in Danamon and its subsidiaries (Adira Finance). The Board of Directors and the Board of Commissioners of the Main Entity actively supervise the implementation of integrated risk management policies and strategies and hold regular meetings to analyze the performance of the Main Entity and LJK in the Financial Conglomeration and discuss other matters related to risk issues, mitigation mechanisms, potential losses and the follow-up improvements.
Integrated Corporate Governance Policy	<ul style="list-style-type: none"> Danamon already has an Integrated Corporate Governance Policy for the Danamon Group Financial Conglomeration Part I and Part II. This policy applies as a Corporate Governance Policy for Danamon (Main Entity) as well as a Terms of Reference for the Implementation of Corporate Governance for Subsidiaries. In 2020, the Integrated Corporate Governance Policies part I and part II are being updated to adjust to changes in the Financial Conglomeration. However, the provisions in the Integrated Corporate Governance Policy of the Danamon Group Part I and Part II Financial Conglomerations are still in line with the prevailing laws and regulations. Each Entity in the MUFG Group Financial Conglomeration has implemented corporate governance principles in accordance with the Integrated Corporate Governance Policy.

SHARIA BUSINESS UNIT (UUS) GOVERNANCE



SHARIA BUSINESS UNIT (UUS) GOVERNANCE <

The implementation of Good Corporate Governance in Danamon's Sharia Business Unit (UUS Danamon) is based on 5 (five) basic principles of Good Corporate Governance (GCG), as follows:

1. Openness (transparency), namely openness in presenting material and relevant information and openness in the decision-making process.
2. Accountability, namely clarity of functions and implementation of accountability of the Bank's organs so that management runs effectively.
3. Responsibility, namely the conformity of bank management with the prevailing laws and regulations and the principles of sound bank management.
4. Professional, namely having competence, being able to act objectively and free from influence or pressure from any party and having a strong commitment to the development of the sharia banking business.
5. Fairness, namely justice and equality in fulfilling the rights of stakeholders based on agreements and prevailing laws and regulations.

The implementation of GCG principles is the commitment of all company organs to support the improvement of company performance and protect the interests of stakeholders while still paying attention to the fulfillment of sharia principles (sharia compliance) in carrying out sharia business activities.

As a form of company consistency in implementing GCG, it is reflected in compliance with laws and regulations, implementing risk management, improving internal control in all work units and optimizing UUS performance.

UUS Danamon Initiatives

In 2020, UUS Danamon began to fully implement a marketing strategy with a leveraging strategy by optimizing the use of infrastructure and office networks owned by the parent bank, so that all UUS Danamon products can be sold throughout the parent bank office network through the parent bank's Sales and Distribution network. Some of the important steps taken in 2020 are as follows:

- UUS Danamon provides financial solutions for customers through a complete range of Sharia-based products and services.

- UUS Danamon focuses on the uniqueness of Sharia products.

- In 2020, UUS Danamon has been designated as LKS-PWU (Cash Waqf Recipient) by the Ministry of Religious Affairs. In addition, it maintains the mandate of the National Hajj Fund Management Agency (BPKH) to manage Hajj funds as a collecting bank, investment partner bank, fund deposit bank and fund management bank. Through this permit, UUS Danamon can collect cash waqf and will continue to serve prospective pilgrims from opening accounts to registering for Hajj.

- In 2020, UUS Danamon also launched Digital Sharia Customers Onboarding as an important milestone for the digital platform.

In terms of financing, UUS Danamon continues to develop its unique financing product called Sharia Leasing which provides more benefits to customers, especially in the commercial and corporate segments. In line with innovative product development, UUS Danamon's flagship products are intensively promoted throughout Danamon's new distribution network.

- UUS Danamon continues to increase the productivity of its human resources by increasing knowledge and capabilities, especially in product promotion and Sharia banking.

- UUS Danamon continues to improve risk management and good governance. Infrastructure and technology have been upgraded and refined to be more integrated. As well as improving customer service by minimizing and integrating several processes in the parent bank system.

In order to provide education to improve Islamic financial literacy to consumers and the public which has been announced by the Financial Services Authority (OJK), several programs have been carried out as follows:

Sharia Financial Literacy Program	Objective
Education about Islamic banking "iB Vaganza Program" in collaboration with the OJK (banking).	Generating awareness to the public about Islamic banking and its products.
Sharia Financial Fair collaborates with OJK (banking, insurance, and the capital market).	Socialization to the public regarding Islamic financial products including: Islamic insurance, Islamic banking, and the Islamic capital market.

SHARIA SUPERVISORY BOARD (DPS)

Number and Composition of DPS Members

In 2020, there were 3 (three) members of the UUS Danamon Sharia Supervisory Board (DPS), as follows:

1. Prof. Dr. H.M. Din Syamsuddin (Chairman)
2. Dr. Hasanudin, M.Ag (Member)
3. Dr. Asep Supyadillah, M.Ag (Member)

Concurrent Positions of DPS Members at Other Sharia Financial Institutions

All DPS members have met the requirements for concurrent positions as stipulated in Bank Indonesia Regulation No.11/10/PBI/2009 concerning Sharia Business Units. DPS members' concurrent positions are as follows:

Name	Position in other company	Company
Prof. Dr. H.M. Din Syamsuddin (Chairman)	-	-
Dr. Hasanudin M.Ag (Member)	Chairman of Sharia Supervisory Board Chairman of Sharia Supervisory Board Member of Sharia Supervisory Board Chairman of Sharia Supervisory Board	BNI Syariah Toyota Astra Finance Services Syariah Trimegah PT Sarana Multigriya Finansial (UUS)
Dr. Asep Supyadillah, M.Ag (Member)	Chairman of Sharia Supervisory Board Chairman of Sharia Supervisory Board Member of Sharia Supervisory Board	PT Capital Life Syariah PT Asuransi Jiwa Generali Indonesia (UUS) PT Fintek Karya Nusantara (Link Aja Syariah)

DPS 2020 Work Program

In 2020, UUS Danamon DPS had the following work programs:

1. At least 12 (twelve) DPS meetings in the year to discuss issues of sharia principles, submit new products and request opinions on several conditions that occur in the field.
2. Conduct regular reviews including supervision of the fulfillment of sharia principles on the mechanism for raising funds and channeling funds as well as UUS services by means of sampling on several customers, both funding and financing customers.
3. Establishing good cooperation with Syariah & CREM Assurance-UUS Danamon in carrying out all DPS UUS Danamon activities (including requests for DPS opinion), examining and requesting explanations from authorized UUS Danamon officials regarding matters deemed necessary.
4. Preparing DPS Supervisory Report every 6 (six) months to be submitted to OJK with copies to DSN-MUI, Board of Commissioners, Director of UUS Danamon, Internal Audit Work Unit, and Compliance Division.
5. Increase information/knowledge about sharia and banking by continuously optimizing the potential of DPS through various trainings and workshops for the development and progress of UUS Danamon.
6. Provide advice and recommendations to the Director of UUS Danamon in particular and the management of Danamon in general in order to improve, fulfill sharia principles, and develop and grow UUS Danamon.

DPS Realization of Work 2020

1. Regular DPS meetings were held 18 (eighteen) times in 2020. Details of time, place, meeting agenda and attendance can be seen in Appendix 1. The attendance record for DPS members is as follows:

Name	Total Attendance
Prof. Dr. H.M. Din Syamsuddin	16
Dr. Hasanudin, M.Ag	18
Dr. Asep Supyadillah, M.Ag	18

The implementation of DPS meetings during 2020 complies with Bank Indonesia and OJK regulations. Decisions at DPS meetings are made based on deliberation to reach consensus. The resolutions of the meeting have been recorded in the minutes of each meeting, fully documented and submitted to the Director and/or Bank management for implementation.

- In order to periodically evaluate the fulfillment of sharia principles during 2020, data from 162 customers was taken, from which DPS conducted sampling tests on 99 customers, both funding and financing customers. The criteria for customers are as follows:

Customer Data Presented	Customer Data Sampled
122 funding customers	71 funding customers
Financing:	Financing:
8 employee cooperative customers	8 employee cooperative customers
11 SME customers	7 SME customers
2 BPRS customers	1 BPRS customers
13 enterprise banking customers	7 enterprise banking customers
6 consumers	5 consumers

- Throughout 2020, DPS coordinated with Syariah & CREM Assurance-UUS Danamon as part of its function as DPS, among others by issuing 26 (twenty-six) DPS opinions, the details of which are as follows:

No	TOPIC
1	Sharia Opinion on the Use of Conventional MMQ Financing Insurance for PT Samudra Perkapalan Indonesia
2	Sharia Opinion on Marketing Program for Customers using the DL iB Tab-Plan-Community Tab
3	Sharia Opinion on Waqf Plan Savings Account Products
4	Sharia Opinion regarding the CASA TD Program with prizes of Waqf or Donations for Individual and Non-Individual Customers
5	Sharia Opinion regarding Approval of Sale of State Sharia Securities (SBSN) of Danamon
6	Sharia Opinion on Administrative Costs for Early Repayment of Musharaka Financing
7	Sharia Opinion regarding Submission of Report on the Realization of Profit Sharing for Employee Cooperative Financing
8	Sharia Opinion on Conventional Conversion Process to Sharia System in Implementing Aceh Qanun
9	Sharia Opinion on Donation Program for Online Ojek
10	Sharia Opinion on the Clause in the IMBT Financing Agreement (case study: PT Siloam Hospital)
11	Sharia Opinion regarding Financing of Hajj Travel Expenses
12	Sharia Opinion on New Products (Tabungan Junior Ib) and New Programs (Junior Allowance), SOP, PP, MPM
13	Sharia Opinion on Bilyet Format and Sharia Deposit Advice
14	Sharia Opinion regarding Submission of iB Wadiah Savings Account Product Feature Update
15	Sharia Opinion on Transfer of Debt (Trade Supplier Financing) and Akad/Agreement Hawalah bil Ujrah
16	Sharia Opinion on Trade Financing-Open Account Financing-Wessel Syariah
17	Sharia Opinion on Opening a Sharia Savings Account and Hajj Registration to support the Young Family (Sharia) Hajj Program
18	Sharia Opinion on the Young Family Hajj Program (Syariah)
19	Sharia Opinion on the Ujrah Mechanism for Partners-Flip
20	Sharia Opinion on Trade Supplier Financing-Money Order with Kafalah Contract Bil Ujrah
21	Sharia Opinion on Waqf Pledge Deed Documents and Money Waqf Certificate
22	Sharia Opinion on Dispute Resolution against E-Digital Waqf
23	Sharia Opinion on IMBT Financing with the Balloon Payment scheme

No	TOPIC
24	Sharia Opinion regarding Collaboration of Danamon Syariah Cash Waqf Receipt Service with Al-Azhar Waqf Institution as Nazhir Bank Partners
25	Sharia Opinion on Providing Sharia Financing to Companies in the Cigarette Industry in Implementing the Aceh Qanun
26	Sharia Opinion on Converting ADIRA Joint Finance Conventional Financing to Sharia Financing

- Report the results of supervision of DPS every 6 (six) months to OJK with copies to DSN-MUI, Board of Commissioners, Director of UUS Danamon, Internal Audit Work Unit, and Compliance Division of Danamon.
- DPS UUS Danamon in 2020 attended training/workshops to develop/optimize its potential as DPS, according to the following table:

No	TRAINING/WORKSHOP
1	Pra Ijtima 'Sanawi (Annual Meeting) Sharia Supervisory Board (DPS) 2020 in the Islamic Banking Sector, on October 12-13, 2020, via Zoom Cloud Meetings.
2	International Forum on Contemporary Jurisprudence Issues on Sharia Economics and Finance webinar with the theme "Empowering the Global and Indonesian Islamic Economic and Finance through Fostering the Fiqh Dialogue and Global Partnership," on October 27, 2020, via Zoom Cloud Meetings
3	Ijtima 'Sanawi (Annual Meeting) Sharia Supervisory Board (DPS) 2020 on November 5-6, 2020, via Zoom Cloud Meetings.

- Provide advice and recommendations to the Director of UUS Danamon at regular monthly DPS meetings or on certain occasions in order to improve, fulfill sharia principles, and develop and grow UUS Danamon.

DPS Supervision

The results of DPS supervision are reported to OJK with a copy to the Compliance Division, Internal Audit Work Unit, Directors & Commissioners of PT Bank Danamon Indonesia Tbk. and the National Sharia Council-Indonesian Ulema Council (DSN-MUI) through the DPS Supervisory Report for 2 (two) periods, namely the Mid-Year and End-of-Year Supervision Report (LHP) 2020. The LHP consists of:

- Financial reports, branch or office network, products, human resources, and regular meetings with UUS management of Danamon during the supervision period;
- Report on the implementation of follow-up on conformity of bank products and services with the DSN-MUI fatwa;
- Working paper on bank activity supervision & product development;
- DPS opinions published during the supervision period.

In addition to supervising, DPS also provided recommendations, suggestions and advice, both to the Board of Directors of Danamon and the management of UUS Danamon in the form of DPS opinions published according to management's needs.

DPS Work Guidelines and Procedures

DPS has a set of Work Guidelines and Procedures that are reviewed periodically. UUS Danamon always harmonizes the DPS Work Guidelines and Procedures in accordance with developments in the prevailing rules and regulations.

DPS Remuneration

Remuneration and other facilities for UUS Danamon DPS members are proposed by the Danamon Remuneration Committee and stipulated in the General Meeting of Shareholders of Danamon. The total amount of remuneration and other facilities for 2020 is as follows:

Total Remuneration and Other Facilities	Total Received in 1 Year (gross)	
	Members	Rupiah
Remuneration	3	1,122,624,624
2. Other Facilities	3	Health Insurance Program (including family members)
Total Remuneration per Member in 1 Year	Jumlah DPS	
More than 2 billion rupiah		-
Between 1 billion and 2 billion rupiah		-
Between 500 million and 1 billion rupiah		1
Less than 500 million rupiah		2

UUS DIRECTOR

The Director of UUS Danamon in implementing GCG has done the following:

1. Coordinated with all organizational levels at UUS Danamon to carry out recommendations or input from DPS that come from the results of routine meetings and the DPS Supervisory Report.
2. Coordinated with all directorate levels in the Parent Bank for the development and enhancement of the UUS Danamon business, including operational coordination and marketing of sharia products through sharia services at the parent bank's branches.
3. Ensured that the health of UUS Danamon is in accordance with OJK regulations.
4. Coordinated with BI and OJK.
5. Is a member of the Risk Management Committee.

LIST OF CONSULTANTS AND LEGAL ADVISORS

The legal consultants used by UUS Danamon throughout 2020 are as follows:

- Karimsyah Law Firm, in order to standardize sharia financing contracts;
- Siahaan Irdamis Andarumi & Partners (SIAR Law Firm), in order to review the cooperation agreement regarding digital waqf with application development companies.

INTERNAL FRAUD

In 2020, there were no cases of internal fraud related to Actual Fraud Loss at UUS Danamon.

Internal Fraud in 1 Year1 tahun	Total Cases Done by:					
	Directors		Permanent Employees		Contract Employees	
	2019	2020	2019	2020	2019	2020
Total internal fraud	Nil	Nil	Nil	Nil	Nil	Nil
Resolved	Nil	Nil	Nil	Nil	Nil	Nil
In the process of being resolved internally in UUS	Nil	Nil	Nil	Nil	Nil	Nil
Resolution not yet attempted	Nil	Nil	Nil	Nil	Nil	Nil
Escalated to legal action	Nil	Nil	Nil	Nil	Nil	Nil

LEGAL ISSUES

The following is the status of legal issues at UUS Danamon in 2020:

Legal Issues	Total	
	Civil	Criminal
Resolved (has a legally binding judgement)	Nil	Nil
Not yet resolved/in the process of being resolved	Nil	Nil
Total	Nil	Nil

UUS DANAMON ACTIVITIES

UUS Danamon carried out 2 (two) activities, namely the distribution of benevolence funds for social activities and the achievements of UUS Danamon in Indonesian banking. These are the details.

Distribution of Benevolence Funds for Social Activities

This distribution is in line with Law Number 21 of 2008 concerning Islamic, Banking Chapter II on Principles, Objectives and Functions. Sharia banks also carry out social functions as stated in Article 4, paragraph 2, which reads: "Sharia banks and UUSs can carry out social functions in the form of baitul mal institutions, namely receiving funds originating from zakat, infaq, alms, grants, or other social funds, and distribute them to zakat management organizations." It is also in line with DSN-MUI Fatwa No. 123/DSN-MUI/XI/2018 concerning the Use of Non-Income Funds for Sharia Financial Institutions, Sharia Business Institutions, and Sharia Economic Institutions. Pursuant to this, in 2020 UUS Danamon made 42 distributions to institutions, foundations, mosques/prayer rooms, and eligible individuals, totaling IDR675,851,008. Details of these activities can be seen in Table 2 of the Appendix.

UUS Danamon Achievements

UUS Danamon received the following awards and recognitions in 2020:

- Infobank Banking Service Excellence Awards 2020:
 - 1st place in the category "Teller";
 - 2nd place in the category "Best Overall Performance Sharia Business."
- Infobank Digital Brand Awards 2020:
 - 1st place in the category "Conventional Bank Shaia Business Unit."

NON-HALAL INCOME AND USE

UUS Danamon did not have any non-halal income during 2020.

UUS DANAMON 2020 GCG SELF-ASSESSMENT RESULTS

Based on the working paper related to the self-assessment of the implementation of GCG at UUS Danamon 2020, here is a summary of the calculation of the 2020 composite value and the results of the 2020 UUS Danamon GCG self-assessment.

Composite Value Calculation Summary 2020 Table

No.	Factor	Rating (a)	Weight (b)	Value (a) x (b)
1	Implementation of duties and responsibilities of the UUS Director	2	35.00%	0.70
2	Implementation of duties and responsibilities of the DPS	2	20.00%	0.40
3	Implementation of sharia principles in the activities of raising funds and channeling funds and services	2	10.00%	0.20
4	Distribution of funds to core financing customers and deposit of funds by core depositors	2	10.00%	0.20
5	Transparency of financial and non-financial conditions, GCG implementation reports and internal reporting	1	25.00%	0.25
Composite Score			100%	1.75
Grade: Very Good/Good/Satisfactory/Unsatisfactory/Poor				

Summary of UUS Danamon 2020 GCG Self Assessment Results Table

No.	Factor	Rating (a)	Weight (b)	Value (a) x (b)	Grade
1	Implementation of duties and responsibilities of the Director of UUS <ul style="list-style-type: none"> The Director of UUS Danamon passed the BI fit & proper test, was independent, had no conflict of interest & his appointment was reported to BI. Director of UUS Danamon is responsible for managing UUS Danamon, following up on DPS recommendations & providing data for DPS supervision. 	2	35%	0.70	Good
2	Implementation of DPS duties and responsibilities <ul style="list-style-type: none"> The 3 members of DPS, with integrity, competence and adequate financial reputation, are appointed through the GMS based on the recommendation of the Nomination Committee as well as recommendations from the DSN-MUI with a term not exceeding the Board of Directors/Board of Commissioners. Concurrent positions for DPS members comply with Bank Indonesia regulations DPS has assessed and ensured compliance with sharia principles on products and operational guidelines for UUS Danamon and submitted supervisory reports in accordance with Bank Indonesia regulations. DPS held 18 (eighteen) meetings during 2020. Meeting decisions were based on deliberation to reach consensus, well documented and presented as recommendations to be followed up by UUS Danamon management. Concurrent positions as a member of DPS in other Islamic financial institutions as well as remuneration/other facilities for SSB have been reported in the GCG Implementation Report. Members of DPS do not hold concurrent positions as consultants in all BUS/UUS Danamon. In accordance with the DPS Charter, DPS members do not use UUS Danamon for personal gain 	2	20%	0.40	Good

No.	Factor	Rating (a)	Weight (b)	Value (a) x (b)	Grade
3	<p>Implementation of sharia principles in the activities of raising funds and channeling funds and services.</p> <ul style="list-style-type: none">• Every product that will be issued by UUS Danamon is reviewed by the Syariah Assurance Unit, Danamon's Compliance Division and asked for an opinion from DPS to ensure the conformity of the product with the Fatwa DSN-MUI.• UUS Danamon in implementing fund-raising, fund distribution and service products is in accordance with the DSN-MUI Fatwa and BI/OJK regulations, including by conducting periodic reviews of product policies and conducting an internal audit process.	2	10%	0.20	Good
4	<p>Distribution of funds to core financing customers and deposit of funds by core depositors.</p> <ul style="list-style-type: none">• UUS Danamon has applied the principle of prudence in providing funds, especially to Core Customers by always referring to BI/OJK regulations.• UUS Danamon does not provide special treatment for Core Financing Customers and Core Depositors so that treatment of core customers follows the general policies of UUS Danamon.• Danamon UUS funding program products have been reviewed periodically in accordance with Bank regulations.• Detailed lists of Core Financing Customers and Core Depositors have been submitted to the Financial Services Authority in accordance with applicable regulations.	2	10%	0.20	Good
5	<p>Transparency of financial and non-financial conditions, GCG implementation reports and internal reporting.</p> <ul style="list-style-type: none">• UUS Danamon has prepared a Quarterly Published Financial Report and announced it in national newspapers and on the website in accordance with BI/OJK regulations.• UUS Danamon has conveyed the goals, strategies and policies for the development of UUS Danamon in the Bank's Business Plan (RBB) and has submitted information on the development of UUS business in the RBB Realization Report and the Bank's Annual Report.• UUS Danamon has conducted GCG Self-Assessment, prepared a GCG Implementation Report in accordance with BI/OJK regulations.• UUS Danamon has good internal reporting and is able to present data/informing from the core system and the supporting system. The reporting system is supported by human resources who have training and experience as well as adequate IT security systems according to Danamon's IT Security procedures.	1	25%	0.25	Very Good
Composite Score		100%		1.75	Baik
Grade: Very Good/Good/Satisfactory/Unsatisfactory/Poor					

GENERAL CONCLUSIONS

Based on the results of the GCG self-assessment for 2020, UUS Danamon received a composite score of 1.75, equivalent to a grade of "Good."

The implementation of GCG at UUS Danamon in 2020 has met several provisions governing GCG, which are as follows:

- Always maintain compliance with applicable regulations and implementation of sharia principles in activities of raising funds and channeling funds as well as sharia unit services.
- Increasing third party funds by optimizing the function of the Sharia branch office network and Sharia service (office channeling) through the main bank office network by continuing to apply the principles of prudence and increasing knowledge of human resources regarding sharia principles.
- Activities of channeling funds to financing customers and collecting third party funds remain consistent with the application of the principles of prudence and independence based on sharia principles.
- Transparency of financial and non-financial conditions, GCG implementation reports and internal reporting are conducted periodically and transparently in accordance with applicable regulations.
- The Director of UUS Danamon has met the required criteria, including having competency in the field of sharia and being fully committed to the development of UUS Danamon and following up on recommendations from DPS and always providing data related to the growth and condition of UUS Danamon every month through regular DPS meetings.
- DPS UUS Danamon has carried out its duties and responsibilities, among others, all DPS members have a good reputation and competence, conduct regular DPS meetings, and provide opinions, recommendations and reviews on UUS Danamon products and issue a DPS Supervision Results Report every semester.

UUS Danamon on a sustainable basis (sustainable growth) will continue to make improvements related to improving the productivity of better human resources accompanied by increased knowledge and skills regarding Islamic banking, provision of more effective information management systems, improvement of work processes and procedures and optimization of all potential exist in the main bank office network (office channeling) in order to achieve performance according to the predetermined targets so as to provide benefits to all stakeholders and also protect the interests of stakeholders.

The aforementioned refinement efforts are carried out by continuing to prioritize GCG principles and prudential principles as well as optimization of DPS performance in the implementation of sharia principles accompanied by increased effectiveness of communication between DPS and the Director of UUS Danamon, improving compliance functions, risk management and internal audit.

Finally, thanks to the support of Danamon which has a strong infrastructure, extensive service network, good brand awareness, so that it will have a positive impact and be even better in the future for UUS Danamon in competing in the Sharia Banking industry while maintaining consistent implementation. Islamic principles in banking activities.

Sharia Business Unit
PT Bank Danamon Indonesia Tbk.

Herry Hykmanto
Sharia Director

Appendix 1

Table of details of time, place, and attendees at DPS meetings throughout 2020

No.	Date & Location	Agenda	Attendees	Unit
1	Tuesday, January 21, 2020 Meeting Room 7.1 Honest, Menara Danamon, Lt. 7, Jl. H.R. Rasuna Said Kav. C10, Karet Kuningan, Setiabudi, Jakarta Selatan	<ul style="list-style-type: none"> Update on the Financial Performance of Danamon's UUS Update on existing issues in UUS, and issues related to UUS and Danamon's activities 	1. Prof. Dr. H. M Din Syamsuddin 2. Dr. Hasanudin, M.Ag 3. Drs. Asep Supyadillah, M.Ag 4. Budhi Hernandi 5. Dwi Rachmawati 6. Dadan Setiawan 7. Dedy Setiadi 8. Sutarto 9. Anindito A 10. Sara Zathira S	DPS DPS UUS UUS UUS UUS UUS UUS UUS UUS
2	Tuesday, February 25, 2020 Meeting Room 7.1 Honest, Menara Danamon, Lt. 7, Jl. H.R. Rasuna Said Kav. C10, Karet Kuningan, Setiabudi, Jakarta Selatan	<ul style="list-style-type: none"> Update on the Financial Performance of Danamon's UUS Update on existing issues in UUS, and issues related to UUS and Danamon's activities 	1. Prof. Dr. H. M Din Syamsuddin 2. Dr. Hasanudin, M.Ag 3. Drs. Asep Supyadillah, M.Ag 4. Herry Hykmanto 4. Refita Rulli Arief 5. Sutarto 6. Dadan Setiawan	DPS DPS DPS UUS UUS UUS UUS
3	Tuesday, March 10, 2020 Meeting Room 7.1 Honest, Menara Danamon, Lt. 7, Jl. H.R. Rasuna Said Kav. C10, Karet Kuningan, Setiabudi, Jakarta Selatan	<ul style="list-style-type: none"> Discussion of Waqf Products and Program 	1. Prof. Dr. H. M Din Syamsuddin 2. Dr. Hasanudin, M.Ag 3. Drs. Asep Supyadillah, M.Ag 4. Dwi Rachmawati 5. Anindito A 6. Merisa Ardini	DPS DPS DPS UUS UUS UUS
4	Thursday, April 30, 2020 via WEBEX	<ul style="list-style-type: none"> Update on the Financial Performance of Danamon's UUS Update on existing issues in UUS, and issues related to UUS and Danamon's activities 	1. Prof. Dr. H. M Din Syamsuddin 2. Dr. Hasanudin, M.Ag 3. Drs. Asep Supyadillah, M.Ag 4. Budhi Hernandi 5. Yatno Sukendar 6. Sutarto 7. Dwi Rachmawati 8. Anindito A 9. Sara Zathira S 10. Albi Ariza 11. Dadan Setiawan 12. Niken Indah P 13. Merisa Ardini	DPS DPS DPS UUS UUS UUS UUS UUS UUS UUS UUS UUS UUS
5	Thursday, May 14, 2020 via MS Teams	<ul style="list-style-type: none"> Implementation of the Aceh Qanun, namely the Conventional Conversion Process to the Sharia System OJK Letter Regarding LHP DPS Semester II 2019 UUS BDI 	1. Prof. Dr. H. M Din Syamsuddin 2. Dr. Hasanudin, M.Ag 3. Drs. Asep Supyadillah, M.Ag 4. Yatno Sukendar 5. Dadan Setiawan 6. Dedy Setiadi 7. Merisa Ardini 8. Siti Chodidjah	DPS DPS DPS UUS UUS UUS UUS UUS
6	Tuesday, June 9, 2020 via MS Teams	<ul style="list-style-type: none"> Implementation of the Aceh Qanun, namely the Conventional Conversion Process to the Sharia System part 2 	1. Prof. Dr. H. M Din Syamsuddin 2. Dr. Hasanudin, M.Ag 3. Drs. Asep Supyadillah, M.Ag 4. Yatno Sukendar 5. Dadan Setiawan 6. Dedy Setiadi 7. Merisa Ardini 8. Dwi Rachmawati 9. Arief Budiman 10. Siti Chodidjah	DPS DPS DPS UUS UUS UUS UUS UUS UUS UUS

No.	Date & Location	Agenda	Attendees	Unit
7	Thursday, June 11, 2020 via MS Teams	<ul style="list-style-type: none"> IMBT Financing Agreement Clause (Case Study: Siloam Hospital) Hajj Bailout Financing Scheme 	1. Prof. Dr. H. M Din Syamsuddin 2. Dr. Hasanudin, M.Ag 3. Drs. Asep Supyadillah, M.Ag 4. Yatno Sukendar 5. Dadan Setiawan 6. Dedy Setiadi 7. Merisa Ardini 8. Sutarto 9. Achmadijan Firdaus 10. Siti Chodidjah	DPS DPS DPS UUS UUS UUS UUS UUS UUS UUS
8	Thursday, June 25, 2020 via MS Teams	<ul style="list-style-type: none"> IB Junior Savings Account Products and Junior Pocket Money Program 	1. Prof. Dr. H. M Din Syamsuddin 2. Dr. Hasanudin, M.Ag 3. Drs. Asep Supyadillah, M.Ag 4. Dwi Rachmawati 5. Sara Zathira Siregar 6. Dadan Setiawan 7. Dedy Setiadi 8. Merisa Ardini 9. Niken Indah Tri P 10. Albi Ariza	DPS DPS DPS UUS UUS UUS UUS UUS UUS UUS
9	Friday, June 26, 2020 via MS Teams	<ul style="list-style-type: none"> Update on the Financial Performance of Danamon's UUS Funding for Hajj Travel Expenses Product Migration Process in the Implementation of Aceh Qanun 	1. Prof. Dr. H. M Din Syamsuddin 2. Dr. Hasanudin, M.Ag 3. Drs. Asep Supyadillah, M.Ag 4. Herry Hykmanto 5. Refita Rulli Arief 6. Yusuf Pratama 7. Roby Darmawan 8. Sutarto 9. Siti Chodidjah 10. Dedy Setiadi 11. Merisa Ardini 12. Niken Indah Tri 13. Arief Budiman	DPS DPS DPS UUS UUS UUS UUS UUS UUS UUS UUS UUS UUS
10	Monday, July 27, 2020 via MS Teams	<ul style="list-style-type: none"> Discussion of legal counsel opinions regarding the Conversion Process of conventional products to the sharia system in the implementation of the Aceh Qanun 	1. Prof. Dr. H. M Din Syamsuddin 2. Dr. Hasanudin, M.Ag 3. Drs. Asep Supyadillah, M.Ag 4. Yatno Sukendar 5. Satyo Haryo Wibisono 6. Christina Batubara 7. Wita Jesiska 8. Palupy Aly Ibrahim 9. Yan Arianto Soebekti 10. Roby Darmawan 11. Prima Widyawati 12. Arief Budiman 13. Siti Chodidjah 14. Dadan Setiawan 15. Dedy Setiadi 16. Niken Indah Tri P 17. Merisa Ardini	DPS DPS DPS UUS Legal Legal Legal Compliance SND UUS UUS UUS UUS UUS UUS UUS UUS
11	Wednesday, August 19, 2020 via WhatsApp Call	<ul style="list-style-type: none"> Sampling Test Discussion for DPS Monitoring Results Report (LHP-DPS) Semester I 2020 	1. Dr. Hasanudin, M.Ag 2. Drs. Asep Supyadillah, M.Ag 3. Yatno Sukendar 4. Dadan Setiawan 5. Merisa Ardini	DPS DPS UUS UUS UUS
12	Thursday, September 10, 2020 via MS Teams	<ul style="list-style-type: none"> Discussion of Sharia Trade Supplier Financing (TSF) and Non Cash Loan (NCL) 	1. Prof. DR. H. M Din Syamsuddin 2. DR. Hasanudin, M.Ag 3. Drs. Asep Supyadillah, M.Ag 4. Yatno Sukendar 5. Sutarto 6. Edy Supriyanto 7. Sarkoen Parlindungan 8. Jaya Fitrah Sena 9. Bunga Rahmathia 10. Nia Febriyanti 11. Achmadijan Firdaus 12. Dadan Setiawan 13. Merisa Ardini	DPS DPS DPS UUS UUS Trade TB Sales TB Sales EB RM UUS UUS UUS UUS

No.	Date & Location	Agenda	Attendees	Unit
13	Tuesday, September 22, 2020 via MS Teams	<ul style="list-style-type: none"> Discussion of Islamic opinion regarding the Marketing of the Young Family Hajj Program An Account Opening Mechanism via WA/ Email to support the Young Family Hajj program Process of Converting Conventional Accounts to Sharia in the implementation of the Aceh qanun Change for the savings account Trade Financing Financing-Open Account Financing-Wessel Sharia 	1. Prof. DR. H. M Din Syamsuddin 2. DR. Hasanudin, M.Ag 3. Drs. Asep Supyadillah, M.Ag 4. Yatno Sukendar 5. Isabella Aritonang 6. Hanna Zila Fitriani 7. Dwi Rachmawati 8. Albi Ariza 9. Sara Z. Siregar 10. Arief Budiman 11. Fajar Alil 12. Sutarto Anto 13. Nia Febrianty 14. Siti Chodidjah 15. Dadan Setiawan 16. Dedy Setiadi 17. Niken Indah Tri P 18. Merisa Ardini 19. Edy Supriyanto 20. Alisah Sastra 21. Annisa Fauzia 22. Santi Lee 23. Muhammad Aulia Ibrahim 24. Nurmalahayati Setyabudi	DPS DPS DPS UUS UUS UUS UUS UUS UUS UUS UUS UUS UUS UUS UUS UUS UUS FSC & Trade FSC & Trade IT Accounting DBT DBT
14	Monday, October 5, 2020 via MS Teams	<ul style="list-style-type: none"> Partnership with Flip Trade Supplier Financing-Wakalah Bil Ujah 	1. Prof. DR. H. M Din Syamsuddin 2. DR. Hasanudin, M.Ag 3. Drs. Asep Supyadillah, M.Ag 4. Yatno Sukendar 5. Yusuf Pratama 6. Moza Adidharma 7. Sutarto Anto 8. Nia Febrianty 9. Achmadijian Firdaus 10. Edy Supriyanto 11. Dadan Setiawan 12. Dedy Setiadi 13. Niken Indah Tri P 14. Siti Chodidjah 15. Merisa Ardini 16. Hanna Zila F	DPS DPS DPS UUS UUS UUS UUS UUS UUS FSC & Trade UUS UUS UUS UUS UUS UUS
15	Thursday, October 15, 2020 via MS Teams	<ul style="list-style-type: none"> Trade Supplier Financing (TSF) Wesel-Kafalah Bil Ujah 	1. Prof. DR. H. M Din Syamsuddin 2. DR. Hasanudin, M.Ag 3. Drs. Asep Supyadillah, M.Ag 4. Isabella Aritonang 5. Dahnu Teguh 6. Edy Supriyanto 7. Sarkoen Parlindungan 8. Jaya Fitrah 9. Bunga Rahmathia 10. Sutarto 11. Achmadijian Firdaus 12. Dadan Setiawan 13. Dedy Setiadi 14. Niken Indah Tri P 15. Merisa Ardini 16. Hanna Zila F 17. Kasso Hamka 18. Nia Febrianty	DPS DPS DPS UUS Finance FSC & Trade TB Sales TB Sales EB RM UUS UUS UUS UUS UUS UUS UUS UUS UUS
16	Thursday, November 12, 2020 via WhatsApp Call	<ul style="list-style-type: none"> Opening Sharia Account for Qurban Savings Account, Hajj Plan Savings Account (TRH), and other Sharia-Specific Product Savings Account for Non-Muslim Customers 	1. Dr. Hasanudin, M.Ag 2. Dr. Asep Supyadillah, M.Ag 3. Yatno Sukendar 4. Dadan Setiawan 5. Merisa Ardini	DPS DPS UUS UUS UUS

No.	Date & Location	Agenda	Attendees	Unit
17	Wednesday, December 2, 2020 via MS Teams	<ul style="list-style-type: none"> Trade Supplier Financing-Kafalah Bil Ujrah IMBT funding with Balloon Payment 	1. Prof. Dr. H. M Din Syamsuddin 2. Dr. Hasanudin, M.Ag 3. Dr. Asep Supyadillah, M.Ag 4. Isabella Aritonang 5. Dahnu Teguh 6. Edy Supriyanto 7. Sarkoen Parlindungan 8. Ari Priyatna 9. Rundi Derma 10. Christina Batubara 11. Wita Jesiska 12. Sutarto 13. Achmadijan Firdaus 14. Dadan Setiawan 15. Dedy Setiadi 16. Niken Indah Tri P 17. Merisa Ardini 18. Nia Febriyanti	DPS DPS DPS UUS Finance FSC & Trade TB Sales Risk Risk Legal Legal UUS UUS UUS UUS UUS UUS
18	Monday, December 21, 2020 via MS Teams	<ul style="list-style-type: none"> Conversion of JF Adira Financing Related to Qanun-Aceh Cigarette industry financing related to Qanun-Aceh 	1. Prof. Dr. H. M Din Syamsuddin 2. Dr. Hasanudin, M.Ag 3. Dr. Asep Supyadillah, M.Ag 4. Yatno Sukendar 5. Sutarto Anto 6. Nia Febrianty 7. Christina Batubara 8. Palupy Ibrahim 9. Dahnu Teguh Adrianto 10. Dedy Setiadi 11. Siti Chodidjah 12. Merisa Ardini 13. Niken Indah	DPS DPS DPS UUS UUS UUS Legal Compliance Finance UUS UUS UUS UUS

Appendix 2

Table of Distribution of UUS Danamon Benevolence Funds in 2020

No.	Date	Name of Fund Recipient	Purpose	Amount
1	January 3, 2020	Danamon Syariah	Flood Disaster Fund Assistance in the Greater Jakarta Area from January 1-2, 2020	IDR15,000,000
2	January 6, 2020	LAZ Al Azhar	Flood Disaster Fund Assistance in the Greater Jakarta Area	IDR10,000,000
3	January 6, 2020	Danamon Syariah	Flood Disaster Fund Assistance in the Greater Jakarta Area from January 1-2, 2020	IDR12,000,000
4	January 7, 2020	Musholla Al-Abror	Fund for Construction of Musholla Drilling Well	IDR3,000,000
5	January 7, 2020	Masjid Annur	Funds for Mosque Construction	IDR5,000,000
6	January 7, 2020	Kemenag Kota Bandung	Social Activity Fund Assistance	IDR2,000,000
7	January 16, 2020	LAZ Al Azhar	Funds for School Supplies Package Procurement-Flood Victims in Jabodetabek and Banten	IDR5,000,000
8	January 20, 2020	KWSG	Donation Fund for orphans	IDR15,000,000
9	January 21, 2020	Helmiyah	Funds for Mosque Construction	IDR10,000,000
10	February 12, 2020	Yayasan Rumah Hidayatullah Qur'an Bandung	Fund for the Construction of the Tahfidz Hidayatullah Qur'an Pesantren	IDR15,000,000
11	February 12, 2020	Rusnita	Medical assistance funds	IDR10,000,000
12	February 12, 2020	Masjid Al Ubudiyah	Funds for Mosque Construction	IDR20,000,000
13	February 17, 2020	Pesantren Terpadu Al Kahfi	Funding for Educational Festival Activities	IDR5,000,000
14	April 20, 2020	Danamon Syariah	Covid-19 Pandemic Response Assistance	IDR20,000,000
15	April 23, 2020	DKM Masjid Jabal Nur	Construction of the Jabal Nur Mosque	IDR10,000,000

No.	Date	Name of Fund Recipient	Purpose	Amount
16	April 23, 2020	LAZ Al Azhar	Covid-19 Pandemic Response Assistance	IDR25,000,000
17	April 24, 2020	BDS Kantor Pusat MBD	Funds for Ramadan Activities 1441 H	IDR50,000,000
18	April 28, 2020	BDS Ciracas	Funds for Ramadan Activities 1441 H	IDR10,000,000
19	May 6, 2020	Yayasan Dompot Dhuafa Republika	Covid-19 Pandemic Response Assistance	IDR25,000,000
20	May 14, 2020	BDS Lapangan Ros	Funds for Ramadan Activities 1441 H	IDR13,500,000
21	May 14, 2020	S D I T H a r a p a n Ummat	Funds for Ramadan Activities 1441 H	IDR2,000,000
22	June 5, 2020	LAZ Al Azhar	Covid-19 Pandemic Response Aid (sembako)	IDR10,000,000
23	July 2, 2020	Koperasi Karyawan Trias Sentosa	Funds for Mass Circumcision Social Activities	IDR10,000,000
24	July 3, 2020	Ahmad Chairul Syah	Funding for orphan/Dhuafa school needs for the Even Semester of the 2020-2021 Academic Year Foster Children Ahmad Chairul Syah	IDR39,151,000
25	July 3, 2020	Masjid Al Awwabin	Funds for Mosque Operational Activities	IDR20,000,000
26	July 3, 2020	LAZ Al Azhar	Covid-19 Pandemic Response Aid (sembako)	IDR19,050,000
27	July 9, 2020	Koperasi Karyawan RSPP	Covid-19 Pandemic Response Assistance	IDR10,000,000
28	July 16, 2020	Y a y a s a n I s l a m Attanmia	Funding for Al-Qur'an Distribution Activities	IDR5,000,000
29	July 17, 2020	LAZ Al Azhar	Covid-19 Pandemic Response Aid (sembako)	IDR9,850,000
30	July 17, 2020	LAZ Al Azhar	Qurban assistance to the Dhuafa	IDR20,000,000
31	August 3, 2020	Yayasan Pondok Pesantren Lirboyo Kediri	Covid-19 Pandemic Response Assistance (Rapid Test)	IDR50,000,000
32	August 11, 2020	Majelis Taklim Al Furqon	Taklim Assembly Renovation Assistance	IDR10,000,000
33	August 19, 2020	Widodo Septiadi	Donation of masks to the Tahfizh Daarul Quran Islamic boarding school, Ora Aji Islamic Boarding School, Sleman	IDR50,000,000
34	September 2, 2020	Helmiyah	Funds for Mosque Construction	IDR15,000,000
35	September 16, 2020	ASBISINDO	Covid-19 Pandemic Assistance	IDR50,000,008
36	October 1, 2020	Masjid Al Aghnia	Assistance to Renovate the Al Aghnia Mushola	IDR7,500,000
37	October 5, 2020	M u s h o l a A l M u j a h i d d i n	Fund for Construction of Mushola	IDR6,300,000
38	October 9, 2020	Masjid Al Awwabin	Fund for Renovation of Ablution Place	IDR5,500,000
39	October 12, 2020	Pondok Pesantren Al-Qur'an Al Fath Qiroatun Nazwa	Ponpes Development Fund Assistance	IDR15,000,000
40	December 2, 2020	M a s j i d J a m i Miftahussa'adah	Canopy Construction Fund Assistance	IDR15,000,000
41	December 11, 2020	LAZ Al Azhar	Business Capital Assistance for Families affected by Covid19	IDR16,000,000
42	December 16, 2020	BDS Lapangan Ros	Donation for Orphans	IDR10,000,000
Total				IDR675,851,008

GENERAL CONCLUSIONS

Self-Assessment of UUS Danamon GCG 2020

In accordance with Bank Indonesia Regulations, in 2020 the Sharia Business Unit (UUS) Danamon has conducted a self-assessment of the implementation of Good Corporate Governance (GCG) on 5 (five) aspects as follows:

1. Implementation of duties and responsibilities of the Director of UUS;
2. Implementation of duties and responsibilities of DPS;
3. Implementation of sharia principles in the activities of raising funds and channeling funds and services;
4. Channeling funds to core financing customers and collecting funds by core depositors;
5. Transparency of financial and non-financial conditions, GCG implementation reports and internal reporting.

The ratings for these aspects are based on the performance of the implementation of Good Corporate Governance against the minimum criteria set by BI.

RESULTS OF GCG SELF-ASSESSMENT OF UUS DANAMON 2020

No.	Factor	Rating (a)	Weight (b)	Value (a) x (b)	Grade
1	Implementation of duties and responsibilities of the Director of UUS <ul style="list-style-type: none"> • The Director of UUS Danamon passed the BI fit & proper test, was independent, had no conflict of interest & his appointment was reported to BI. • Director of UUS Danamon is responsible for managing UUS Danamon, following up on DPS recommendations & providing data for DPS supervision. 	2	35%	0.70	Good
2	Implementation of DPS duties and responsibilities <ul style="list-style-type: none"> • The 3 members of DPS, with integrity, competence and adequate financial reputation, are appointed through the GMS based on the recommendation of the Nomination Committee as well as recommendations from the DSN-MUI with a term not exceeding the Board of Directors/Board of Commissioners. Concurrent positions for DPS members comply with Bank Indonesia regulations • DPS has assessed and ensured compliance with sharia principles on products and operational guidelines for UUS Danamon and submitted supervisory reports in accordance with Bank Indonesia regulations. • DPS held 18 (eighteen) meetings during 2020. Meeting decisions were based on deliberation to reach consensus, well documented and presented as recommendations to be followed up by UUS Danamon management. • Concurrent positions as a member of DPS in other Islamic financial institutions as well as remuneration/other facilities for SSB have been reported in the GCG Implementation Report. Members of DPS do not hold concurrent positions as consultants in all BUS/UUS Danamon. In accordance with the DPS Charter, DPS members do not use UUS Danamon for personal gain 	2	20%	0.40	Good
3	Implementation of sharia principles in the activities of raising funds and channeling funds and services. <ul style="list-style-type: none"> • Every product that will be issued by UUS Danamon is reviewed by the Syariah Assurance Unit, Danamon's Compliance Division and asked for an opinion from DPS to ensure the conformity of the product with the Fatwa DSN-MUI. • UUS Danamon in implementing fund-raising, fund distribution and service products is in accordance with the DSN-MUI Fatwa and BI/OJK regulations, including by conducting periodic reviews of product policies and conducting an internal audit process. 	2	10%	0.20	Good

No.	Factor	Rating (a)	Weight (b)	Value (a) x (b)	Grade
4	Distribution of funds to core financing customers and deposit of funds by core depositors. • UUS Danamon has applied the principle of prudence in providing funds, especially to Core Customers by always referring to BI/OJK regulations. • UUS Danamon does not provide special treatment for Core Financing Customers and Core Depositors so that treatment of core customers follows the general policies of UUS Danamon. • Danamon UUS funding program products have been reviewed periodically in accordance with Bank regulations. • Detailed lists of Core Financing Customers and Core Depositors have been submitted to the Financial Services Authority in accordance with applicable regulations.	2	10%	0.20	Good
5	Transparency of financial and non-financial conditions, GCG implementation reports and internal reporting. • UUS Danamon has prepared a Quarterly Published Financial Report and announced it in national newspapers and on the website in accordance with BI/OJK regulations. • UUS Danamon has conveyed the goals, strategies and policies for the development of UUS Danamon in the Bank's Business Plan (RBB) and has submitted information on the development of UUS business in the RBB Realization Report and the Bank's Annual Report. • UUS Danamon has conducted GCG Self-Assessment, prepared a GCG Implementation Report in accordance with BI/OJK regulations. • UUS Danamon has good internal reporting and is able to present data/information from the core system and the supporting system. The reporting system is supported by human resources who have training and experience as well as adequate IT security systems according to Danamon's IT Security procedures.	1	25%	0.25	Very Good
Composite Score		100%		1.75	Good
Grade: Very Good/Good/Satisfactory/Unsatisfactory/Poor					

The implementation of GCG at UUS Danamon in 2020 has met several provisions governing GCG, which are as follows:

- Always maintain compliance with applicable regulations and implementation of sharia principles in activities of raising funds and channeling funds as well as sharia unit services.
- Increasing third party funds by optimizing the function of the Sharia branch office network and Sharia service (office channeling) through the main bank office network by continuing to apply the principles of prudence and increasing knowledge of human resources regarding sharia principles.
- Activities of channeling funds to financing customers and collecting third party funds remain consistent with the application of the principles of prudence and independence based on sharia principles.
- Transparency of financial and non-financial conditions, GCG implementation reports and internal reporting are conducted periodically and transparently in accordance with applicable regulations.
- The Director of UUS Danamon has met the required criteria, including having competency in the field of sharia and being fully committed to the development of UUS Danamon and following up on recommendations from DPS and always providing data related to the growth and condition of UUS Danamon every month through regular DPS meetings.
- DPS UUS Danamon has carried out its duties and responsibilities, among others, all DPS members have a good reputation and competence, conduct regular DPS meetings, and provide opinions, recommendations and reviews on UUS Danamon products and issue a DPS Supervision Results Report every semester.

UUS Danamon on a sustainable basis (sustainable growth) will continue to make improvements related to improving the productivity of better human resources accompanied by increased knowledge and skills regarding Islamic banking, provision of more effective information management systems, improvement of work processes and procedures and optimization of all potential exist in the main bank office network (office channeling) in order to achieve performance according to the predetermined targets so as to provide benefits to all stakeholders and also protect the interests of stakeholders.

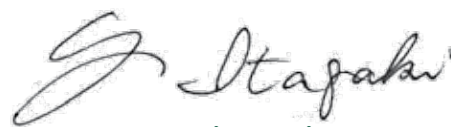
The aforementioned refinement efforts are carried out by continuing to prioritize GCG principles and prudential principles as well as optimization of DPS performance in the implementation of sharia principles accompanied by increased effectiveness of communication between DPS and the Director of UUS Danamon, improving compliance functions, risk management and internal audit.

Finally, thanks to the support of Danamon which has a strong infrastructure, extensive service network, good brand awareness, so that it will have a positive impact and be even better in the future for UUS Danamon in competing in the Sharia Banking industry while maintaining consistent implementation. Islamic principles in banking activities.

Sharia Business Unit
PT Bank Danamon Indonesia Tbk.



Takayoshi Futae
President Commissioner



Yasushi Itagaki
President Director