



02

# MANAGEMENT REPORT







“The collaboration between Danamon, Adira Finance and MUFG is also the key to leverage the strengths of each entity. As a group, we share the same aspiration to provide comprehensive financial solutions across all segments and business chains, including the ecosystem of the automotive industry and property developer.

**Takayoshi Futae**  
President Commissioner

# REPORT FROM THE BOARD OF COMMISSIONERS

## DEAR ESTEEMED STAKEHOLDERS AND SHAREHOLDERS,

While 2021 was still impacted by the ongoing COVID-19 pandemic, Danamon continued to show its resilience, innovation, and commitment to support customers and other stakeholders. As Danamon entered its 65th year of operation, it leveraged collaborations with MUFG, accelerated IT and digital initiatives, while at the same time managing asset quality well.

This year, Indonesia experienced economic recovery aided by the low interest rate environment, the government's National Economic Recovery program, and strong commodity prices, along with the mass vaccination drives. The Board of Commissioners is proud of Danamon's positive contribution to Indonesia's economy, as well as to the well-being of its employees and the general public. Danamon and its subsidiaries supported government vaccination programs by holding nationwide vaccination events for employees, their families, and the local communities. At the same time, the Bank continued to work with customers who are affected by the pandemic on relaxation of credit restructuring.

By joining hands with different parties and thanks to MUFG's support, Danamon will continue to build on its strong and stable position in the national banking industry by playing its part and actively supporting the government's National Economic Recovery initiatives.

### ASSESSMENT OF THE BOARD OF DIRECTORS' PERFORMANCE

Throughout the pandemic, the Board of Directors has shown persistence in executing strategic initiatives and policies to sustain the Bank's operational and financial performances. Danamon achieved improved results in 2021, bolstered by the Bank's strong capital, prudent lending, stronger liquidity, and well-executed asset quality management.

Danamon booked net profit after tax (NPAT) of Rp1.57 trillion, a growth of 56.1% year-on-year (YoY) from Rp1.01 trillion in 2020. The Bank's provision for impairment of credit losses was Rp5.7 trillion in 2021. This was lower by 12.6% than Rp6.54 trillion in 2020 due to an improvement in the risk profile of the Bank's credit portfolio in line with the momentum

of economic recovery in 2021 and Danamon's asset quality management initiatives.

Danamon also soundly managed its nonperforming loans (NPL). Gross NPL stood at 2.74% in 2021, which showed improvement compared to 2.84% in the previous year. Furthermore, the Bank reported a strong capital adequacy level to support its business expansion in the coming year with a consolidated CAR of 26.7% in 2021, compared to 25.0% in 2020.

### OVERSIGHT OF STRATEGY IMPLEMENTATION

The Board of Commissioners constantly coordinated with the Board of Directors and all Danamon employees to respond to the challenges in 2021. Our close cooperation allowed the Bank to operate a sustainable business and to be consistent with the strategies that have been approved.

In 2021, Danamon disbursed loans in a prudent manner and in line with the strategy for each business segment. By focusing on blue chip customers and MUFG collaboration, Enterprise Banking (EB) was able to grow 6.2% YoY to Rp58.18 trillion. While overall loan demand remained weak, growth in the SME segment and auto financing can be seen in the last quarter of 2021.

Thanks to the support of our controlling shareholder, MUFG, Danamon has partnered with several Japanese property developers to be the preferred mortgage provider in their real estate projects. MUFG also invested in many digital players, including Grab, a ride-hailing and super app operator in Southeast Asia. As part of the strategic partnership, in November 2021, Danamon and Grab Indonesia launched a credit card co-branding to appeal to millennial customers.

In terms of funding, the Board of Directors utilized diversification to tap into granular funding through an institutional approach, customized solutions in transaction banking, and digital innovation. In May 2021, the Bank launched a new mobile banking app, D-Bank PRO, with various added features and multi-channel services. Our sharia business unit, Danamon Syariah, also launched a digital Waqf service in 2021



to enhance the convenience of customers' charitable contributions. The Bank is also continuously enhancing Danamon Cash Connect, the Bank's cash management platform for business customers. As a result, the current account and savings account (CASA) balance grew 10.5% YoY to reach Rp72.93 trillion. This represents a 59.1% CASA ratio, a 680bps improvement from the previous year's level.

In the midst of the pandemic, we are prioritizing employees' safety and health. Danamon has applied strict COVID-19 protocols and invested in facilities and infrastructure to support the Work from Home policy, organized vaccination programs for our employees and their dependents, and supported those who contracted the virus.

#### BUSINESS OUTLOOK

Danamon is confident that, with the strategy that has been set, the culture of collaboration and innovation instilled by management, and the support from MUFG as controlling shareholder, we will deliver strong and sustainable business growth. Backed by a strong capital position, Danamon is recognized as one of Indonesia's top ten banks. Pursuant to the most recent OJK regulation, POJK No. 12/POJK.03/2021 concerning conventional commercial banks, Danamon is in the category of Bank Group III by Tier 1 capital, with core equity amounting to Rp31.0 trillion as of 31 December 2021, well in excess of the category's minimum of Rp14.0 trillion in equity.

The quality of Danamon's management is reflected by external assessments, especially those conducted by independent national and international ratings agencies. Moody's recently upgraded Danamon's rating to Baa1/stable for the Adjusted Baseline Credit Assessment and Baa1/P2 for the Bank deposits rating. Fitch Ratings assigned BBB/stable as the LT issuer default rating, and AAA(idn)/stable as the national long term rating. Meanwhile, Indonesia's ratings company, Pefindo, conferred the highest corporate rating to Danamon of idAAA/stable.

Going forward, with the continued collaboration of and strong support from MUFG, Danamon will be able to provide more services to more customers to meet their financial needs, connect Danamon as a local bank with an extensive international network backed by MUFG's global capabilities, and attract foreign investments to

Indonesia whilst contributing to the nation's economic recovery.

#### CORPORATE GOVERNANCE IMPLEMENTATION

Good corporate governance (GCG) is vital to Danamon's continuity and its robust financial and operational performance. Danamon consistently applies transparency, accountability, responsibility, fairness and equality, and independence to its GCG practices to create added value for all stakeholders.

Danamon's GCG implementation consists of the three aspects of Governance Structure, Governance Process, and Governance Outcome. The Bank also maintains an Integrated Governance Policy for the Bank and for the Financial Conglomerate.

The Board of Commissioners acknowledges the Bank's sound GCG practices in line with corporate governance principles and best practices. We appreciate Danamon's consistent results of a "Good" score on its GCG self-assessment exercise conducted every six months in 2021. We also appreciate the Bank's actions of refining and updating key policies, such as risk management and integrated governance, as well as other policies relating to GCG.

Our criteria for assessment are based on the committees' individual reports, which they submit regularly. We also assessed the quality of their work based on, among other things, the number and subject of meetings, decisions made during meetings and the follow up actions which were properly implemented.

Committed to GCG implementation, Danamon engages all its employees in instilling a risk-awareness culture. The Bank also encourages all employees to create and maintain a positive work environment that allows no room for fraudulent practices. Danamon has developed a whistleblowing system (WBS) as part of its commitment to apply the best corporate governance and business practices with integrity.

The WBS allows every employee to report an incident of fraud or suspicion thereof openly, in a responsible manner driven by good faith and without fear of retribution. Employees' reports are strictly confidential, and their identities protected. Danamon has also appointed an independent third party to manage its

WBS, including following up on and administering reports. The third party will then forward the reports to Danamon's WBS team; the team evaluates a report's merit and decides whether to open an investigation or to send the report to the relevant authorities. The Board of Commissioners believes that this practice will uphold Danamon's integrity, remind all employees to practice a compliance culture and increase the trust of all stakeholders in the Bank.

**CHANGES IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS**

The composition of Danamon's Board of Commissioners changed following the appointment of Mr. Dan Harsono and Mr. Takanori Sazaki as Commissioners, pursuant to a resolution at the annual General Meeting of Shareholders (GMS) on 30 April 2021. At the same annual GMS, Danamon accepted the resignations of Mr. Masamichi Yasuda, Mr. Noriaki Goto, and Mr. Made Sukada from their positions as Commissioners. We thank them for their constant guidance and support during their tenure as members of Danamon's Board of Commissioners.

Pursuant to a resolution passed at the extraordinary GMS on 26 August 2021, Danamon appointed Mr. Halim Alamsyah as a Commissioner. The composition of Danamon's Board of Commissioners as of the writing of this annual report is as follows:

- President Commissioner: Takayoshi Futae
- Vice President Commissioner (Independent): J.B. Kristiadi Pudjosukanto
- Independent Commissioner: Peter Benyamin Stok
- Commissioner: Nobuya Kawasaki
- Independent Commissioner: Hedy Maria Helena

Lapian

- Commissioner: Takanori Sazaki
- Commissioner: Dan Harsono
- Independent Commissioner: Halim Alamsyah

**APPRECIATION**

The Board of Commissioners is confident that Danamon will continue to elevate its performance by continuing to innovate and collaborate as well as through consistent GCG implementation. We wish to remind management and all employees to consistently maintain a customer-centric mindset and deliver the best services to all customers.

On behalf of the Board of Commissioners, we would like to thank the Board of Directors, the management and everyone at Danamon for being incredibly persistent in the face of the challenges in 2021. We also extend our highest gratitude to all customers for their continuous patronage. We look forward to continue building stronger relationships with them. Finally, we thank the Indonesian government and the Indonesian Financial Services Authority (OJK) for their constant support for the banking industry including Danamon in particular.

Without the support of these stakeholders, Danamon would not have been able to reach its 65th anniversary milestone. We believe by working closely with all stakeholders, Danamon has significant potential to grow and thrive in Indonesia's banking industry in the future.

Jakarta, 25<sup>th</sup> February 2022

On behalf of the Board of Commissioners



**TAKAYOSHI FUTAE**  
President Commissioner



# BOARD OF COMMISSIONERS



**HALIM  
ALAMSYAH**  
Independent  
Commissioner

**J.B. KRISTIADI  
PUDJOSUKANTO**  
Vice President Commissioner  
(Independent)

**DAN HARSONO**  
Commissioner

**PETER BENYAMIN STOK**  
Independent Commissioner



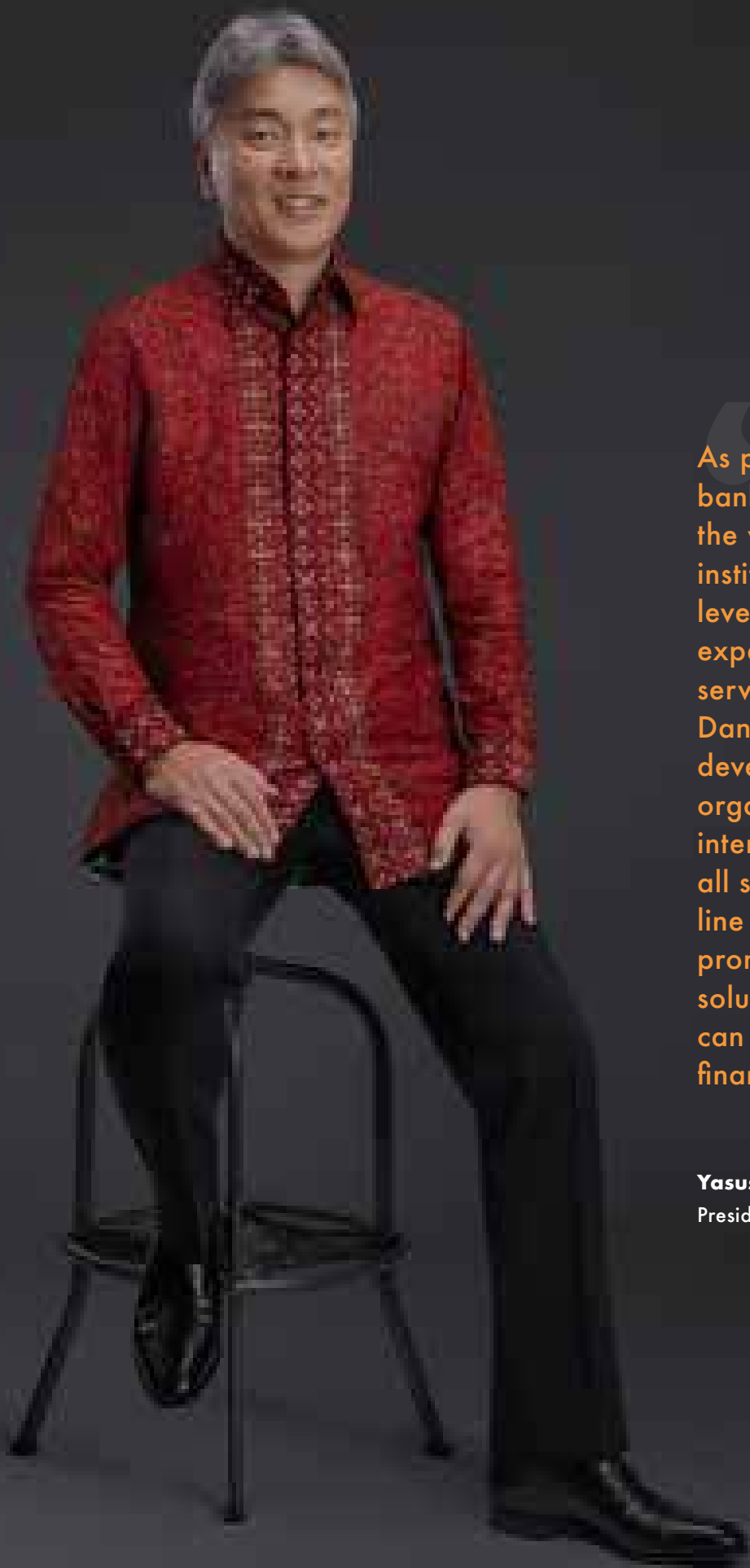
**TAKAYOSHI FUTAE**  
President  
Commissioner

**TAKANORI  
SAZAKI**  
Commissioner

**HEDY MARIA  
HELENA LAPIHAN**  
Independent Commissioner

**NOBUYA  
KAWASAKI**  
Commissioner





“As part of MUFG, the largest bank in Japan and one of the world’s leading financial institutions, we are able to leverage MUFG’s strength, expertise and network in serving our customers. Danamon is committed to developing a customer-centric organization to prioritize the interests of customers and all stakeholders. This is in line with Danamon’s brand promise to provide financial solutions so that customers can take control of their financial needs and goals

**Yasushi Itagaki**  
President Director

# REPORT FROM THE BOARD OF DIRECTORS

## DEAR VALUED SHAREHOLDERS AND STAKEHOLDERS,

We celebrated Danamon's 65th anniversary in 2021. This was a special year for us as another milestone was achieved. Danamon was able to maintain its position as one of the leading banks in Indonesia. We built a solid foundation and focused on collaboration and innovation to address challenges, took advantage of the available opportunities, and provided unique value propositions to customers amid the uncertainty of economic recovery caused by the COVID-19 pandemic.

### ECONOMIC AND INDUSTRY OVERVIEW

The COVID-19 pandemic that began in early 2020 hindered the recovery of the global economy. It is an extraordinary event that became a game-changer and reversed the direction of the global situation, starting as a health crisis and eventually impacting many socio-economic conditions. Efforts to improve the handling of the pandemic in Indonesia in 2021 faced new challenges from the rapid spread of the Delta variant since May 2021, which has prompted a new wave of COVID-19 cases in Indonesia.

In response to this situation, the government again imposed restrictions on social activities through the implementation of Micro-Scale Community Activity Restrictions (PPKM), Emergency PPKM and PPKM Levels 1-4 to curb the spread of COVID-19 cases. During the social restrictions period, only critical sectors were allowed to fully operate. Essential sectors such as banks were allowed to operate at 50% capacity. Meanwhile, non-essential sectors, such as automotive dealers, the main referral source for auto loans, were not allowed to operate.

This policy resulted in a slowdown of economic growth in the third quarter of 2021 to 3.51% YoY from 7.07% YoY in the previous quarter, the latter of which was a significant increase from the negative 0.71% YoY recorded in the first quarter of 2021. Higher economic growth in 2021 was mainly the result of a trade surplus amid rising global commodity prices caused by supply chain constraints and growing investments. Palm oil prices rose 24.98% YoY to USD1,270.29/mt, while coal prices rose 104.32% to USD169.65/mt by the end of 2021.

However, household consumption only grew by 1.03% YoY. This low growth in household consumption resulted in low inflation of 1.87%, which was below the inflation target of 3±1% set by BI for 2021. As a response, the government executed various strategic steps to boost economic activities, including reducing the 7-day reverse repo rate to 3.5% in February, the lowest benchmark interest rate in history. The government also allowed zero down payment for mortgages and auto loans to encourage consumption. Furthermore, there was also a temporary luxury tax break on certain vehicles and VAT deductions for certain real estate properties.

The ongoing COVID-19 pandemic affects Indonesia's banking industry. Bank loan growth remained low at 4.73%, in line with weakening demand for loans and disruptions in domestic economic activity. The Financial Services Authority (OJK) decided to extend the relaxation of COVID-19 credit restructuring to 31 March 2023 to reduce the impact of the COVID-19 pandemic.

### STRATEGIES AND STRATEGIC POLICIES IN 2021

The Board of Directors plays a central role in formulating Danamon's strategies and strategic policies as part of the duties and responsibilities stipulated for us in the Board Charter. The Board of Directors outlined those strategies and policies in the Bank's 2021 Business Plan (RBB).

In addition to being fully responsible for setting the short-term and long-term strategic directions and priorities of Danamon, the Board of Directors also implements the principles of corporate governance in every business activity of the Bank at all levels of the organization to ensure that the implementation of strategies is on the right track and in accordance with the Bank's vision and mission. To evaluate the implementation of the strategies and strategic policies, the Board of Directors also follows up on audit findings and recommendations from the Bank's internal audit, inputs from external auditors and results of supervision conducted by the Financial Services Authority (OJK), Bank Indonesia, and/or other authorities.



Amid the ongoing COVID-19 pandemic, Danamon continued to implement a prudent lending strategy, as well as diversified funding through an institutional approach, and fee-based income based on a unique value proposition supported by collaboration with MUFG. To support the implementation of the strategies, we continuously innovated through digitalizing our banking services and transactions.

We launched D-Bank PRO, a new mobile banking application with more features and omnichannel experiences in May 2021. For the sharia banking services, the Danamon Syariah Business Unit (UUS) introduced digital Waqf in 2021 to increase customer convenience for making donations. We also continued to improve Danamon Cash Connect and provide customized cash management solutions for business customers. These innovations proved to increase the proportion of CASA from 52.3% in 2020 to 59.1% in 2021.

Our subsidiary, Adira Finance (ADMF), also accelerated its digital initiatives. ADMF optimized the Adiraku digital application to create more interactions with customers and prospective customers. The unique features offered include reward points and point redemption, integration with marketplaces for new and used cars, integration with electronic and furniture marketplaces, and credit limit approval for eligible customers.

Enterprise Banking (EB) continued its growth by focusing on MUFG collaborations as well as focus on blue chip corporate customers. As an added value proposition, Danamon and MUFG held the Indonesia Summit at the beginning of the year, a prestigious economic outlook event attended by customers from the two financial institutions. Through a Business Matching event, we were able to connect Indonesian customers with customers of MUFG and its partner banks in Asia.

To improve services to Small and Medium Enterprise (SME) customers, the Bank provided services that were more focused and tailored to customer needs. Services for lower ticket size SME loans were provided by our teams at branch offices with a simpler process. On the other hand, services for SMEs requiring bigger and more complex loans were provided by our SME specialist teams. We also continuously reviewed and refined the end-to-end loan process to improve turnaround time.

Collaboration with partners is a key strategy to create differentiation and relevant value propositions in Consumer Banking. Danamon worked closely with Japanese developers to become one of the mortgage providers of choice in their real estate development projects, thanks to the support of our controlling shareholder, MUFG. Danamon also added more partnerships with asset management companies to provide more comprehensive wealth management products. Furthermore, we collaborated with Grab, a leading super app in South East Asia with minority ownership by MUFG, to launch a co-branding credit card targeting the Indonesian millennial segment.

#### TARGET AND REALIZATION

Amid the on-going pandemic in 2021, Danamon maintained its solid performance despite pressures on people's purchasing power and consumption. We continued to prioritize prudent and selective lending to each banking customer segment. Danamon recorded consolidated loans (including Trade Finance Marketable Securities) of Rp130.5 trillion in 2021, down 3.9% from the level in 2020. Despite the total loan decline, we remain optimistic as we saw a 6.2% YoY increase in loans in the Enterprise Banking helped by collaboration with MUFG. New loan disbursement in Adira Finance also recorded a growth of 47.1%. Moreover, SME lending disbursement has shown a positive trend, particularly after PPKM level 4 ended in August.

In line with the decline in loans, total assets decreased by 4% to Rp192.2 trillion in 2021. The realization of loans in 2021 was lower than the target by 3.7%. On the other hand, total asset was higher than target by 5.1%.

Danamon carried out strict risk monitoring and prudently managed productive assets to maintain asset quality amid the ongoing pandemic in 2021. Danamon's consolidated gross NPL ratio in 2021 improved 10bps YoY to 2.74% from last year's 2.84%. Moreover, Danamon also recorded a high NPL coverage ratio of 225.6%. Danamon also offered credit restructuring programs to customers affected by COVID-19. Restructured loans under forbearance reached Rp5.07 trillion in 2021, down from the previous year's Rp13.47 trillion.

In terms of funding, in line with our strategy to focus on granular funding, Danamon was able to record Rp72.9 trillion in CASA or grew by 10.5% from Rp66.0 trillion in 2020. As a result, the proportion of low-cost funding

(CASA) rose to 59.1% compared to the previous year's 52.3%. The strategies to grow CASA while reducing expensive Time Deposit helped to reduce the cost of funds. Meanwhile, the Macroprudential Intermediation Ratio (RIM) was recorded at 86.0%, indicating ample liquidity.

In terms of Capital, the Consolidated CAR ratio reached 26.7%, well above the regulatory requirement and one of the highest in the banking industry.

The consolidated net profit was recorded at Rp1.57 trillion, a 56.1% growth compared to the previous year. ROA and ROE were at 0.8% and 4.1%, respectively, in 2021.

Danamon received several awards at the national level during 2021. Amid the COVID-19 pandemic situation, we are grateful to have been named the first winner of the 2021 Infobank Satisfaction, Loyalty, Engagement Awards in the BUKU 4 Bank Category and the 2021 winner of Indonesia's Most Popular Digital Financial Brands (Millennial's Choice) in the BUKU 4 Bank Category - E-Loan by Iconomics.

### HUMAN CAPITAL

Danamon prioritized employee safety through the implementation of strict COVID-19 protocols and investments in facilities and infrastructure to support the Work From Home alternative. The Bank organized COVID-19 vaccination programs involving more than 98.0% of employees and their families and also provided support and assistance to those infected with the virus.

In terms of human resource development, Danamon continued to invest in future leaders through the Danamon Bankers Trainee program, even during the pandemic. For existing talents, Danamon supports learning culture by setting up digital learning platforms including e-libraries and also establishing a talent council to conduct reviews, prioritizing internal mobility, and also increasing collaboration with MUFG and MUFG partner banks in terms of training programs. In 2021, we have introduced Danamon's Employee Value Proposition to realize our mission as the employer of choice with the "Let's GROW" program (Global Exposure, Rise to Excellence, Own Your Future, Wellness & Well-Being).

### BUSINESS PROSPECTS

Several factors support our optimism over Danamon's business prospects in 2022 including the macroeconomic conditions, various measures to deal with the pandemic, developments in the banking industry, and the Bank's internal conditions.

Various measures to deal with the COVID-19 pandemic, especially the success of 2021's vaccination programs, the upcoming booster vaccination programs and appropriate level of social restrictions increased the Government's ability to control the current pandemic situation.

In line with the estimated improvements in economic growth, Bank Indonesia projected Indonesia's Gross Domestic Product (GDP) to grow by 4.7-5.5% in 2022. The driving factors are the country's strong export performance caused by the ongoing global economic recovery and the rising domestic demand from increased consumption and investment, the opening of economic sectors and stimulus policies.

Bank Indonesia also predicted that financial system stability will remain well-maintained with higher loan growth in 2022. Banking industry growth in loans and third-party funds are expected to reach 6.0-8.0% and 7.0-9.0%, respectively. Loan growth will be supported by the high CAR of the banking industry, stable non-performing loans (NPL) ratio, as well as the OJK regulation on credit restructuring that will still be in effect.

An acceleration of national payment system digitalization to expedite the digital economy such as QRIS (Quick Response Code Indonesian Standard), the National Open API Payment Standard (SNAP - Standar Nasional Open API Pembayaran) and BI-FAST implementation will influence greatly towards digital banking acceleration. Moreover, growing public preference for online shopping, expansion of the e-commerce ecosystem, development of digital payment services and improving domestic economic conditions will also strengthen digital trend in banking industry. The value of e-commerce transactions is predicted by Bank Indonesia to reach Rp530 trillion, electronic money to reach Rp 337 trillion, and digital banking transactions expand to more than Rp48 thousand trillion in 2022.



In addition to Digitalization, Danamon also foresees sustainability matters as an integral part of the business. Addressing environmental issues is a responsibility of all human beings and Danamon continuously strives to prioritize harmony among economic, social and environmental aspects. As one of our Sustainable Finance priorities, Danamon commits to support in providing financing for sustainable business activities.

As banks are playing increasingly important roles in these two movements, Digitalization and Sustainability, Danamon will continue proactively promoting the transitions and enhancements by leveraging MUFG's various initiatives and know-how to capture these emerging and major business opportunities.

#### CORPORATE GOVERNANCE

Danamon is highly committed to implementing Good Corporate Governance (GCG). We continuously improve our GCG each year to become a bank with the best corporate governance implementation so that every program and plan can be realized in accordance with the Bank's vision and mission. In 2021, we refined and updated several policies related to Risk Management and Integrated Corporate Governance, as well as policies supporting the implementation of corporate governance.

Danamon regularly conducts a self-assessment on the implementation of corporate governance every half year. Based on the self-assessment result, Danamon achieved a "Good" predicate, which means the implementation of corporate governance at the Bank is good in general, as reflected in the adequate compliance to the corporate governance principles. Moreover, we received the 3rd Best Public Company in BUKU IV Category award from Indonesia GCG Award VI in 2021 for our commitment to and hard work implementing GCG.

One of Danamon's commitments to support the implementation of good corporate governance and ethical business practices is realized through the Whistleblowing System (WBS). Through the WBS, anyone can confidentially report allegations related to fraud, policy violations, bribery, illegal activities, and other violations of the code of conduct involving Danamon employees and/or parties related to Danamon.

Danamon collaborates with third parties for managing the WBS to create a more independent, transparent, convenient, confidential, protected, and monitored WBS reporting system for people submitting such reports. Danamon provides personal protection and legal protection for whistleblowers in accordance with the prevailing laws and regulations.

#### SOCIAL RESPONSIBILITY

Danamon realizes that along with the Bank's good operational and financial performances, business success is also determined by the involvement of the community around the Bank, the members of which continuously take part in the Bank's business and social interaction processes. Therefore, the implementation of Social Responsibility programs and assistance is not only intended to fulfil the Bank's sustainable finance mission, but also to build harmonious and mutually beneficial relationships with the environment, community, and stakeholders.

The implementation of the SR program is also in line with OJK Regulation No. 51/POJK.03/2017 on the Implementation of Sustainable Finance. At Danamon, the Sustainability Finance Division is in charge of coordinating the implementation. This division carries out various initiatives to ensure the success of the Social Responsibility process, the Bank's business continuity, and the implementation of a healthy, safe, and responsible work environment.

In 2021, Danamon updated its Sustainability policy and governance to align with current strategy. We also increased awareness and knowledge of employees on sustainability through e-learning materials. In addition, we have completed the green building certification process by Green Building Council Indonesia for our Menara Bank Danamon head office. These efforts serve as an initial testament to the bigger aspiration of Danamon, in collaboration with MUFG, to continue reducing our carbon emission in our own operations and reaching carbon neutral by the end of current decade.

Throughout the year, Danamon contributed a total of Rp7.2 billion to the SR program, which was distributed to various activities such as life insurance for COVID-19 volunteers, emergency hospitals, water and sanitation,

financial literacy, disaster responses as well as healthy banking support for traditional market and education institution.

To support the government's vaccination efforts, the Bank also organized vaccination programs for local communities. In total, Danamon has vaccinated more than 20,000 people in all of its operational areas. The vaccination programs were carried out in collaboration with various relevant agencies, utilizing two available vaccination routes, namely the Government Vaccination Program (VPP) and the Gotong Royong Vaccination (VGR) program.

We are committed to carrying out SR programs that are in accordance with the applicable policies and regulations, thereby providing added value to shareholders and all stakeholders.

#### CHANGES IN THE COMPOSITION OF THE BOARD OF DIRECTORS

In 2021, there were some changes in the composition of Danamon's Board of Directors following the resignation of Mr. Adnan Qayum Khan as Director, effective 24 July 2021, and Mrs. Michellina Laksmi Triwardhany as Vice President Director, effective 4 September 2021. The BOD would like to thank both Mr. Adnan Qayum Khan and Ms. Michellina Laksmi Triwardhany for their dedications and contributions to the Bank during their terms in office. The latest composition of Danamon's Board of

Directors is as follows:

- President Director: Yasushi Itagaki
- Vice President Director: Honggo Widjojo Kangmasto
- Director: Herry Hykmanto
- Director: Rita Mirasari
- Director: Heriyanto Agung Putra
- Director: Dadi Budiana
- Director: Muljono Tjandra
- Director: Naoki Mizoguchi

#### APPRECIATION

On behalf of the Board of Directors, we express our gratitude and high appreciation to the Board of Commissioners for their advice, guidance, and recommendations during the year. We also thank our customers, colleagues, and business partners for their support, trust, and cooperation. Our appreciation also goes out to all Danamon employees for their dedication and hard work in carrying out their duties and responsibilities to realize the Bank's vision and mission. Last but not least, we want to thank the Indonesian Government and particularly OJK for their tireless leadership, guidance and support. We hope to continue to work closely with all stakeholders in the future to achieve sustainable positive performance growth.

Jakarta, 25<sup>th</sup> February 2022  
On behalf of the Board of Directors



**YASUSHI ITAGAKI**  
President Director



# BOARD OF DIRECTORS



**HERYANTO AGUNG  
PUTRA**  
Director

**HERRY  
HYKMANTO**  
Director

**RITA MIRASARI**  
Director

**YASUSHI ITAGAKI**  
President Director



**HONGGO WIDJOJO  
KANGMASTO**  
Vice President Director



**DADI BUDIANA**  
Director



**MULJONO  
TJANDRA**  
Director



**NAOKI  
MIZOGUCHI**  
Director



# REPORT OF THE SHARIA SUPERVISORY BOARD

**Assalamu'alaikum Warahmatullahi Wabarakaatuh  
Bismillaahirrahmaanirrahiim**

Praise be to Allah the Most Glorious and Most Exalted for all His pleasures, conveniences, and gifts to us all, so that He enables us to carry out the duties and mandates entrusted to us. Our prayers and greetings to the Prophet Muhammad, may peace be upon him.

The Sharia Supervisory Board of UUS Danamon is the body mandated to supervise and ensure product and business conformity are carried out in accordance with sharia principles. In Accordance with the regulatory mandate and the applicable Sharia Supervisory Board Charter, The Sharia Supervisory Board of UUS Danamon has carried out its functions and duties, conducted supervision, and provided opinions on new product proposals, policies and procedures, and other matters related to the fulfilment of sharia principles as a whole in UUS Danamon.

We believe the Sharia banking activities carried out by Danamon in 2021 are in accordance with the fatwa of the National Sharia Council of the Indonesian Ulema Council (DSN-MUI) and the opinions we have issued as the Sharia Supervisory Board.

Finally, the Sharia Supervisory Board expects the Management of UUS Danamon to always keep their spirits up in pursuing the established targets to achieve success in the coming years. In closing, let us always pray to Allah SWT that He may grant us health, prosperity, and benevolence in all that we aspire and hope to achieve. Aamiin yaa rabbal 'alamin.

**Wassalaamu'alaikum Warahmatullahi Wabarakaatuh**  
On behalf of the Sharia Supervisory Board



**PROF. DR. H. M. DIN SYAMSUDDIN**  
**Chairman of Sharia Supervisory Board**

# SHARIA SUPERVISORY BOARD



**DR. K.H. HASANUDIN  
M.AG.**

Member of Sharia  
Supervisory Board

**PROF. DR. H. M. DIN  
SYAMSUDDIN**

Chairman of Sharia  
Supervisory Board

**DR. ASEP  
SUPYADILLAH, M.AG.**

Member of Sharia  
Supervisory Board

# DECLARATION OF RESPONSIBILITY FOR ANNUAL REPORT

The following is a joint declaration by the Board of Commissioners and the Board of Directors on responsibility for the 2021 Annual Report of PT Bank Danamon Indonesia Tbk.

We, the undersigned, testify that all information contained in the 2021 Annual Report of PT Bank Danamon Indonesia Tbk. has been presented in its entirety, and assume full responsibility for the accuracy of the contents of the Company's Annual Report.

This statement is hereby made in all truthfulness.

Jakarta, 25<sup>th</sup> February 2022

## Board of Commissioners

**TARANDHI PUTRI**  
President Commissioner

**J.B. KRISTIADI**  
**RUDJISUKARNO**  
Vice President Commissioner  
(Independent)

**PITER BENJAMIN STOK**  
Independent Commissioner

**HEDY MARIA**  
Commissioner

**HEDY MARIA**  
**HELENA LORIAN**  
Independent Commissioner

**TARANDHI NAZARI**  
Commissioner

**DAN MASCHO**  
Commissioner

**HALIM ALAYUDIN**  
Independent Commissioner

**Board of Directors**



**YASUSHI ITAGAKI**

President Director



**HONGGO WIDJONO**

**EANGRASTO**

Vice President Director



**HERBY HIKAMANTO**

Director



**RITA MIRASARI**

Director



**HERIANTO  
AGUNG PURBA**

Director



**GADI SUDIANA**

Director



**MULYONO LAKSANA**

Director



**NADI MIZOUCHE**

Director

# SHARIA SUPERVISORY BOARD

**Chairman** : Prof. Dr. H.M. Din Syamsuddin

**Member** : Dr. K.H. Hasanudin, M.Ag.

**Member** : Dr. Asep Supyadillah, M.Ag.

## **Declaration:**

The members of Danamon's Sharia Supervisory Board have declared they have no financial, management, share ownership and/or family relationships with members of the Board of Directors, Board of Commissioners and/or controlling shareholders, or other relationships with Danamon that may affect their ability to discharge their duty as stated in their letter of appointment signed on April 23, 2021 and renewed every year.

Jakarta, 25<sup>th</sup> February 2022



**PROF. DR. H. M. DIN SYAMSUDDIN**  
Chairman



**DR. K.H. HASANUDIN, M.AG.**  
Member



**DR. ASEP SUPYADILLAH, M.AG.**  
Member

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