





MANAGEMENT REPORT

REPORT FROM THE BOARD OF COMMISSIONERS



Yasushi Itagaki
PRESIDENT COMMISSIONER



"Marking its 68th anniversary, Danamon executed its strategic direction to grow as a financial group through a series of collaborations with MUFG, Adira Finance, Home Credit Indonesia, Mandala Finance, and Zurich Asuransi Indonesia."

DEAR VALUED SHAREHOLDERS AND STAKEHOLDERS,

Supported by strong group synergy and its global and local networks, Danamon has managed to continue recording solid growth in lending and funding with sustainable profitability while maintaining a healthy asset quality despite global economic uncertainties and a challenging business landscape.

Marking its 68th anniversary, Danamon executed its strategic direction to grow as a financial group through a series of collaborations with MUFG, Adira Finance, Home Credit Indonesia, Mandala Finance, and Zurich Asuransi Indonesia.

MACROECONOMY IN 2024

The growth of the global economy slightly slowed to 3.2% in 2024, down from 3.4% a year earlier. Geopolitical dynamics and elevated interest rates were the main catalysts behind the slowdown. Global and domestic headline inflation, however, have mostly moderated, leading to a shift in monetary policy from tight to accommodative, marked by rate cuts by the U.S. Federal Reserve and Bank Indonesia. The Fed cut a total of 100 bps, while BI cut once by 25 bps.

Domestically, the Indonesian economy retained its growth rate of 5.0% YoY in 2024, maintaining its growth achieved in 2023. Meanwhile, the rupiah weakened to Rp15,950/USD by the end of 2024 compared to Rp15,439/USD at the end of 2023. In the banking industry, total outstanding loans and third-party funds

expanded, albeit at slower rates, by 6.8% YoY and 3.9% YoY, respectively, whereas non-performing loans remained unchanged at 2.2% at the end of December 2024.

ASSESSMENT OF THE BOARD OF DIRECTORS' PERFORMANCE

In the view of the Board of Commissioners, the Board of Directors managed Danamon effectively throughout 2024, overcoming the various challenges from both the economy and the industry. This success reflects a combination of factors, including strong collaboration and business synergy between Danamon and the MUFG ecosystem, alongside the Bank's strategic direction to grow as a financial group.

Under the guidance of the Management, Danamon achieved solid growth in lending and funding while maintaining a sustainable profitability and healthy asset quality, despite the high-interest rate environment. Foundation-building initiatives continued with improvements in terms of branding, investments in IT infrastructure, digital, branch networks, and people capabilities. These initiatives aim to deepen customer engagement and expand customer reach.

Overall, as of the end of December 2024, these initiatives combined with support from MUFG have resulted in a strong total loan portfolio growth of 7% YoY to Rp185.8 trillion, and Total Funding deposits grew

by 13% YoY to reach Rp177.1 trillion, both of which were record levels for Danamon. Meanwhile, the CASA ratio stood at 41.7%, while the NPL ratio improved to 1.9%. Capital Adequacy Ratio (CAR) continued to be strong at 26.2%, well above the regulatory minimum.

Danamon's strong foundations are reflected in its ratings. Fitch Ratings affirmed Danamon's National Long-Term Rating at AAA(idn)/Stable, and also affirmed the Bank's Long-Term Issuer Default Rating (IDR) at BBB/Stable. In addition, Pefindo – Indonesia's rating agency – has maintained its rating for Danamon at idAAA/Stable. Both agencies assigned to Danamon the highest corporate rating available for Indonesia. Danamon is also listed as a constituent of IDX-Pefindo Prime Bank Index since 2023. The index consists of 10 bank issuers with investment grade ratings.

OVERSIGHT OF STRATEGY IMPLEMENTATION

The Board of Commissioners, in close coordination with the Board of Directors, oversaw the formulation and implementation of the Bank's strategies and policies. We provided input and advice for the preparation of the Bank's Business Plan, along with periodically reviewing its implementation to ensure that everything was on track and the Bank was in line for achieving the targets.

In 2024, Danamon recorded growth in its four business engines as a result of continued focus on collaborative efforts and synergies within the MUFG ecosystem, increasing business penetration in target ecosystems – particularly Automotive, Hajj and Umroh, Education, and Real Estate through Japanese developers – and advancing the digital transformation on its products and services. Enterprise Banking and Financial Institutions (EBFI) loan portfolio increased by 10% YoY to Rp87.1 trillion – including trade finance and marketable securities. SME loans also expanded by 12% YoY to Rp25.4 trillion, and Consumer loans remained robust and stood at Rp20.9 trillion or 19% higher than previous year. Adira Finance maintain its loans at Rp56.0 trillion, despite the subdued performance of the automotive industry in 2024.

Danamon collaborated with MUFG Innovation Partners Co., Ltd. (MUIP) and MUFG Bank Ltd. (MUFG) to establish the MUIP Garuda Fund in 2023 as part of the Bank's commitment to support Indonesia's fintech start-ups and to expand the digital collaboration ecosystem between these start-ups and Danamon or Adira Finance. To date, the Garuda Fund has invested in P2P lending, insurtech, and cross-border payment service companies.

Danamon's commitment to continuous improvement is reflected in both its branch transformation and digital banking development. Throughout 2024, across 37 cities in Indonesia, 41 more branches were transformed to adopt new concepts in a bid to deepen customer and community relationships. The Bank also continued to improve its customer engagement thru Digital Banking Apps, D-Bank PRO, by launching more than 30 new features developed in an Agile Way of Working. Through these initiatives, Danamon awarded as "Indonesia Best CX-EX Strategy Award 2024" showing Danamon's commitment in integrating a holistic customer experience through a branch transformation program. Furthermore, the number of engaged users of D-Bank PRO increased by 14% YoY. These achievements, reflecting the tangible benefits of the Bank's integrated physical and digital strategy.

Despite a 14.7% sales decline in the 4-wheel automotive industry, Adira Finance has managed to maintain its loan portfolio size through diversification into Multi-Purpose Loans backed by automotive collateral. By the end of December 2024, Adira Finance's total loans stood at Rp56.0 trillion, a slight increase compared to the same period a year earlier. Strong collaboration between Danamon and Adira Finance has been instrumental in helping the Danamon Group to continue expanding in automotive ecosystems.

In early 2024, MUFG and Adira Finance completed the acquisition of Mandala Finance. The acquisition is meant to further strengthen Adira Finance's position in the multi-finance industry.

BUSINESS OUTLOOK

The Board of Commissioners observed that the world economic outlook for 2025 will remain challenging, mainly due to prolonged or even expanding geopolitical conflicts around the world, the pace of interest rate cuts being slower than initial expectations, the growth slowdown in China and subdued growth in Europe, as well as the risk of volatile commodity prices.

Indonesian economic growth in 2025 is expected to range between 4.8% and 5.6% YoY, compared to the Bank Indonesia's (BI) estimate of 4.7%-5.5% YoY in 2024. Household consumption and investments are to remain the main engines of growth, supported by a manageable inflation rate within BI's target inflation range of 2.5%±1%, which provides room for BI to reduce its interest rates further in 2025.

The confluence of positive and negative market forces anticipated for 2025 necessitates a cautious and vigilant approach from Danamon's Management. While navigating this complex terrain, the Bank must prioritize growth initiatives and leverage its valuable position within the MUFG network.

CORPORATE GOVERNANCE IMPLEMENTATION

Danamon recognizes the critical role of Good Corporate Governance (GCG) in its sustainability and success. The Bank prioritizes implementing robust GCG practices, adhering to both regulatory standards and internationally recognized best practices. The GCG framework encompasses three key aspects: Governance Structure, Governance Process, and Governance Outcomes, with an overarching Integrated Governance Policy for the Bank and the Financial Conglomerate.

The Board of Commissioners has consistently assessed the Bank's GCG practices as "Good" through regular self-assessments which were conducted every six months in 2024, demonstrating the Bank's commitment to maintaining sound GCG practices that align with evolving business needs and regulatory requirements. The Bank regularly reviews and updates key policies, including those related to risk management and integrated governance, to ensure they remain relevant and effective.

Supported by multiple committees, the Board of Commissioners plays a crucial role in assessing and monitoring the implementation of GCG practices. These committees regularly submit reports on GCG-related matters, and their performance is evaluated based on factors such as meeting frequency, decision-making quality, and the timely execution of follow-up actions. This comprehensive approach ensures that GCG remains a cornerstone of Danamon's operations.

WHISTLEBLOWING SYSTEM IMPLEMENTATION

Danamon has established a Whistleblowing System (WBS) to foster a culture of integrity and ethical conduct. This confidential system allows employees to report any concerns regarding fraud, abuse, or suspicious activities without fear of retaliation. To ensure objectivity and independence, KPMG, an independent third-party consultant, was appointed to oversee the WBS.

The Board of Commissioners, along with the Audit Committee, reviews all WBS reports. Verified reports are followed up with appropriate disciplinary actions, ranging from warnings and transfers to termination of employment. The Board of Commissioners believes that a transparent and consistently applied WBS strengthens Danamon's integrity, encourages employee compliance, and enhances the trust of all stakeholders.

PROGRESS IN SUSTAINABILITY

The Board of Commissioners expresses appreciation for the progress Danamon has achieved in implementing its Sustainable Finance Action Plan (SFAP), reflecting the commitment of both MUFG and the Bank to sustainability. The BOC sees that Danamon's Sustainable Finance efforts in 2024 are compliant with OJK Regulation No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies.

Among other accomplishments, the share of the overall portfolio dedicated to green financing as of the end of 2024 increased by 23.5% compared to the end of 2023. This demonstrates the Bank's continuous commitment to Sustainable Finance, including financing for renewable energy as an immediate preventive response to climate change and a necessity to support transition financing to a lower-carbon economy.

In line with its shared commitment with MUFG to reach net-zero greenhouse gas emissions from its own operations by 2030, Danamon made efforts to further reduce and mitigate its carbon footprint throughout the year. Additionally, Danamon partnered with Adira Finance to organize various environmental and community initiatives aimed at enhancing longterm public well-being. More information on this can be found in the section of this Annual Report dedicated to the Sustainability Report.

Going forward, the Board of Commissioners will continue to oversee and motivate the management to implement Danamon's sustainability strategy and sustainable finance initiatives, as detailed in the SFAP.

CHANGES IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS

The composition of Danamon's Board of Commissioners remained unchanged following the resolutions passed at the Annual General Meeting of Shareholders (AGMS) on March 22, 2024.

CLOSING REMARKS

On behalf of the Board of Commissioners, we would like to express our gratitude to shareholders and stakeholders for their continued support and trust. We also thank the Board of Directors and all employees for their hard work, loyalty, and dedication, as well as for all the progress that they have made possible.

Additionally, we would like to convey our sincere gratitude to the Indonesian Government and the Indonesian Financial Services Authority (OJK) for their continuous support and guidance to the banking industry, including Danamon in particular.

Going forward, we will uphold our vision of caring for and enabling millions to prosper.

#TumbuhBersamaDanamonGroup



Yasushi Itagaki
President Commissioner

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BOARD OF COMMISSIONERS



Nobuya Kawasaki
Commissioner

Peter Benjamin Stok
Commissioner (Independent)

Yasushi Itagaki
President Commissioner



Halim Alamsyah
Vice President Commissioner (Independent)

Hedy Maria Helena Lopian
Commissioner (Independent)

Dan Harsono
Commissioner



LAPORAN DIREKSI



Daisuke Ejima
PRESIDENT DIRECTOR



“Despite challenging business conditions arising from global economic uncertainties and decrease in the middle-class purchasing power, Danamon managed to achieve sustained growth momentum in lending and funding.”

DEAR ESTEEMED SHAREHOLDERS AND STAKEHOLDERS,

As Danamon celebrates its 68th anniversary, we are proud to present our financial and performance report for the fiscal year 2024. During the year, we reemphasized our commitment to help customers grow with Danamon group and launched a new, simplified logo reflecting the Bank's ongoing transformation.

Despite challenging business conditions arising from global economic uncertainties and decrease in the middle-class purchasing power, Danamon managed to achieve sustained growth momentum in lending and funding. Total loans reached a record Rp185.8 trillion, up 7% year-over-year (YoY), while total funding increased by 13% YoY to Rp177.1 trillion, supported by robust granular funding growth of 8% YoY. This strong performance was supported by healthy asset quality, as reflected in the gross Non-Performing Loan (NPL) ratio, which improved by 30 basis points (bps) to 1.9%, and a higher NPL coverage ratio of 287.2%, compared to 265.9% last year. Sustainable profitability was evident in our Operating Income, which rose by 4% YoY to Rp18.9 trillion, while Pre-Provision Operating Profit (PPOP) grew 1% YoY to Rp8.3 trillion. Net Profit After Tax (NPAT) stood at Rp3.2 trillion.

ECONOMIC & INDUSTRY OVERVIEW

Indonesia's growth remained stable, with the economy expanding by 5.0% YoY in 2024, consistent with its performance in 2023.

In monetary policy, after a 25bps increase in April 2024, Bank Indonesia reduced back its benchmark 7-Day Reverse Repo Rate (BI7DRR) by 25 basis points (bps) to 6% in September 2024, following a 50bps rate cut by the US Federal Reserve (US Fed). In November 2024, the Federal Reserve implemented another 25bps rate cut. However, Bank Indonesia opted to hold the BI7DRR steady, citing a decline in headline inflation, which stood at 1.55% YoY at the end of November 2024 – at the lower bound of Bank Indonesia's target range of 2.5% \pm 1%.

Expectations of continued significant US Fed rate cuts initially strengthened the Indonesian rupiah (IDR) against the US dollar (USD), but this reversed following the result of US presidential election. By the end of 2024, the IDR weakened to Rp15,950/USD, compared to Rp15,439/USD at the close of 2023.

The automotive industry experienced market sluggishness in 2024. According to the Association of Indonesia Automotive Industries (GAIKINDO), 4W vehicles sales fell by 13.9% YoY, totaling 865,723 units. At the same time, data from the Indonesia Motorcycle Association (AIS) shows that Sales of 2W vehicles sales only rose by 1.5% YoY, reaching 6.3 million units.

The Indonesian government maintained its commitment to electric vehicle (EV) adoption, targeting 2 million electric cars and 13 million electric motorcycles

by 2030. To support these goals, the government continued offering subsidies and sales tax incentives throughout 2024.

KEY STRATEGIES AND ACHIEVEMENTS

Supported by its global and local networks, along with its group members—Adira Finance, Home Credit Indonesia, Mandala Finance, and Zurich Asuransi Indonesia—and strategic partners such as Grab, Akulaku, and Manulife Indonesia, Danamon remains committed to sustainable growth as a financial group. This commitment aligns with its strategic direction for 2024-2026. By integrating collective strengths, aligning goals, and embracing a shared vision of customercentric service, Danamon aspires to become one of Indonesia's top financial groups.

As a result, in 2024 Danamon achieved sustained loan growth driven by diversified business engines. Strong growth in Enterprise Banking and Financial Institutions (EBFI), Small and Medium Enterprises (SME) and Consumer Banking compensated the more muted growth in Adira Finance.

Ecosystem Initiatives

Despite a challenging year for the automotive industry, Danamon and Adira Finance strengthened their support for the sector by offering comprehensive financial solutions across the automotive value chain. Adira Finance continued to deepen engagement with the existing customers and diversified its financing portfolios in non-automotive products, including multipurpose financing, fleet and heavy equipment financing.

Key initiatives included participation in events such as the Indonesia International Motor Show (IIMS) in Jakarta and Surabaya, where Danamon served as the official Bank partner, multifinance partner, and tradein partner. Other regional events, such as the DXPO in Makassar and Jakarta, showcased Banking solutions alongside Adira's auto and multipurpose loans.

In 2024, Danamon continue to deepen its business penetration in a few key ecosystems, such as the Hajj & Umrah, Education and Japanese Real Estate sectors, while diligently identifying any opportunities to tap into new industry ecosystems.

Channel Strategies

The rapid development and adoption of technology in the financial sector have driven the need for digital transformation. Danamon has continuously improved its D-Bank PRO application, enabling customers to perform transactions seamlessly via mobile and internet Banking. In 2024, 34 new features were introduced, including the ability to request physical debit cards through the app, QRIS payments using credit cards as the source of funds, and 30-second approvals for credit card-based money transfers.

Additionally, Danamon launched the Danamon LEBIH PRO Debit Card, which features nine currencies and an auto-switching function with competitive foreign exchange rates.

Throughout 2024, Danamon also enhanced the features of Danamon Cash Connect which designed to enhance efficiency for Corporate and SME customers by facilitating both financial and non-financial transactions. The platform is accessible 24/7 via PCs and mobile devices, providing seamless support for daily business operations.

While Digital Banking has gained significant popularity in recent years, Danamon recognizes the continued importance of its branch network to enhance customer and community relationships by transforming its branch offices. Throughout 2024, 41 branches in 37 cities had adopted the Next Generation Branch concept. These revamped branches also feature Danamon Showcase facilities, allowing customers to display their business products and increase their exposure to visiting customers and the public.

Group Collaboration

In 2024, we continued to strengthen our collaboration with MUFG and its group members in Indonesia. This resulted in a 19% YoY increase in cumulative 690 synergy deals with Rp24.5 trillion in synergy loan.

Together with Adira Finance, Danamon disbursed auto loan through KPM Prima program which increased 57% reached Rp1.4 trillion in 2024.

Launched in 2023, the MUIP Garuda Fund—a USD 100 million joint initiative with MUFG Innovation Partners Co. Ltd. (MUIP) and MUFG—targets Series A and B startups in Indonesia. In 2024, the fund invested in Qoala, an

insurtech Company leveraging AI to enhance customer, agent, and partner experiences.

Danamon also hosted Business Matching Fair 2024 which focused on the cosmetics industry, a new segment different from last year's emphasis on food and beverages. Organized in collaboration with the Tokyo SME Support Center, the event featured seminars, Business Matching Meetings, and Networking Lunches, connecting Danamon's customers with companies in the MUFG network

In addition, we keep on exploring various collaboration initiatives with Home Credit Indonesia as well.

HUMAN CAPITAL MANAGEMENT

In 2024, Danamon continues its contribution to national economy in acquiring fresh graduate talents through Danamon Bankers Trainee (DBT) program. The Bank actively participated in the Career Expos, alongside its affiliates within MUFG Group in Indonesia. This collaboration reflects Danamon's vision of becoming the employer of choice, aligning with its Corporate values of "BISA" (*Berkolaborasi, Integritas, Sigap Melayani, Adaptif*).

To keep pace with today's operating environment, Danamon actively supports employees' capabilities growth through programs like the Danamon Global Mobility Program, which provides opportunities for employees to work at partner companies in Indonesia and abroad. This exposure allows participants to gain knowledge, learn diverse work cultures, acquire technical skills, and adopt best business practices.

DIRECTORS' ROLES AND THE REVIEW PROCESS

The Board of Directors (BOD) plays a crucial role in Danamon's strategy formulation and business plan execution, as outlined in the Board Charter. These strategies and plans are subsequently incorporated into Danamon's 2024 Business Plan (RBB).

In addition to their responsibility for defining Danamon's short-term and long-term strategic goals and priorities, the BOD, in collaboration with senior management, ensures the implementation of Good Corporate

Governance across all business activities, in alignment with Danamon's vision and mission.

The BOD and senior management also regularly evaluate the execution of these strategies and business plans. This includes addressing audit findings and recommendations provided by the Bank's internal audit team, external auditors, and supervisory assessments from the OJK, Bank Indonesia, and other regulatory authorities.

TARGET AND REALIZATION

At the end of 2024, Danamon's total consolidated loans grew by 8% YoY to Rp189.4 trillion, exceeding our loan target. The Enterprise Banking and Financial Institutions (EBFI) segment, supported by MUFG collaboration, posted strong growth of 10% YoY to Rp87.1 trillion. The SME loan portfolio also grew by 12% YoY to Rp25.4 trillion compared to the previous year. In the consumer segment, mortgage and credit card portfolios contributed to a 22% and 8% YoY respectively in Danamon's total consumer loan portfolio, which reached Rp20.9 trillion. Meanwhile, due to lower industry demand in the 4-wheel automotives, Adira Finance's new loan disbursement decreased by 12% YoY, with the loan balance reached to Rp56.0 trillion.

While asset quality in certain segments of Adira Finance business impacting higher cost of credit this year, the overall asset quality remained robust, with the consolidated Non-Performing Loan (NPL) ratio improving by 30 basis points to 1.9% compared to the previous year. Similarly, the NPL Coverage ratio strengthened to 287.2% during the same period, reflecting Danamon's prudent risk management.

In terms of CASA, the balance contracted; however, granular funding experienced solid growth of 8% YoY. Danamon's granular funding comprises CASA as well as regular time deposits from both customers and SMEs.

The following table provides a comparison between Danamon's prime lending rates and the average interest rates in 2024:

PRIME LENDING RATES AS OF DECEMBER 31, 2024

Data Period	Non MSME Loan		MSME Loan			Mortgage	Non Mortgage
	Corporate	Retail	Medium	Small	Micro		
Cost of Fund (%)	4.60%	4.60%	4.60%	4.60%	N/A	4.60%	4.60%
Overhead Cost (%)	3.11%	3.11%	3.11%	3.11%	N/A	3.11%	3.11%
Profit Margin	0.79%	1.29%	1.79%	1.79%	N/A	0.29%	1.54%
Prime Lending Rate (%) (Cost of Funding + Overhead Cost + Profit Margin)	8.50%	9.00%	9.50%	9.50%	N/A	8.00%	9.25%

THE WEIGHTED AVERAGE EFFECTIVE INTEREST RATES PER ANNUM FOR THE YEAR ENDED DECEMBER 31ST, 2024 (FOR RUPIAH DENOMINATION)

Deposit Type	Interest Rate
Current Account	2.87%
Savings	1.62%
Time Deposits	5.31%

By the end of 2024, our Capital Adequacy Ratio (CAR)-consolidated remained well above the regulatory minimum at 26.2%.

Mainly due to additional provisioning in the auto loan, consolidated Net Profit After Tax (NPAT) decreased by 9% YoY to Rp3.2 trillion, below our target. Both Return on Assets (ROA) after tax and Return on Equity (ROE) were slightly lower than the previous year, at 1.4% and 7.1%, respectively.

Implementation of GCG

Danamon is committed to uphold the highest standards of Good Corporate Governance (GCG). By continually monitoring and strengthening its GCG practices, the Company aims to create long-term value for shareholders, customers, and employees while adhering to both local and global best practices.

To further promote Good Corporate Governance and ethical business practices, Danamon continues to enhance its Whistleblowing System (WBS). In managing the WBS, Danamon collaborates with an independent external third party to establish a reporting system that is independent, transparent, convenient, confidential, secure, and closely monitored to support whistleblowers effectively, while at the same time ensure personal and legal protection for whistleblowers in compliance with prevailing laws and regulations.

Strategy, Challenges, and Achievements in Sustainable Finance

As a leading Bank in Indonesia and part of MUFG, Japan's largest financial group, we see Sustainable Finance as an integral part of Danamon's business. This commitment to sustainability is embodied in our Sustainability Policy. Our Sustainable Finance Action Plan (SFAP) is the framework for implementing sustainable finance built on five pillars: Governance and Process, Internal Awareness and Capacity Building, Sustainable Financing, Responsible Workplace Management, and Corporate Social Responsibility (CSR).

In addition, in collaboration with MUFG and Adira Finance, Danamon remained committed to expanding its sustainable finance portfolio and achieving Net-Zero Emissions in our operations by 2030. This commitment was reflected in the MUFG Net Zero World (NOW), an event Danamon co-hosted with MUFG to promote the theme of "Strengthening Momentum: Indonesia's Transition to Net Zero." The event supported Indonesia's energy transition measures and aligned with MUFG and Danamon's shared strategic goal of achieving Net Zero emissions in Indonesia by 2060.

During 2024, we strove to maintain the performance of our Green Financing (KUBL) financing proportion. We closed 2024 with a 23.5% increase in KUBL financing versus the end of 2023. We distributed its largest portion, or 33.9%, to businesses under the renewable energy category. At the end of 2024, the proportion of our Sustainable Business Activity Category (KKUB) financing was 20.9% of our total loan portfolio distribution. Moving forward, we will remain committed to achieving our target proportion of KKUB financing of 23% by 2029, aligned with the Bank's growth and business strategy.

Danamon understands that achieving sustainability goals requires synergy and collaboration with all stakeholders. In 2024, we undertook a stakeholder engagement initiative to understand better what our stakeholders have come to expect from the Bank's sustainability goals and impacts.

STRATEGY FOR 2025

Despite potential global economic challenges in 2025 including escalating trade wars, we are optimistic that Indonesia's economy will continue to grow. While we will continue to build strong foundation in areas such as information technology, digital, people, branding as well as branch network, in the next three years, our priorities shift to grow as a financial group. We have set our strategic priorities which consist of strategic themes, including:

- Building dominance in targeted ecosystems, such as Automotive, Hajj Umrah, Education and Real Estate.
- Delivering unique MUFG proposition to our customers.
- Enhancing data analytics and internal process.

We believe our strategic direction will optimize our resources and able to record our double-digit growth in lending and funding with sustainable profitability. We also remain committed to our vision in enabling millions to prosper and making tangible contribution to Indonesian economy.

CHANGES IN THE COMPOSITION OF THE BOARD OF DIRECTORS

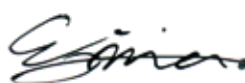
The composition of the Board of Directors of Danamon experienced changes during the year. Mr. Naoki Mizoguchi ended his term as a Director of the Board and in turn, Mr. Jin Yoshida was appointed as the new Director of the Board effective upon passing the Fit and Proper test from OJK on April 1st 2024. The Board of Directors would like to thank Mr. Naoki Mizoguchi for his dedication and contribution to Danamon during his term of working. This change in the composition was ratified by the Annual General Meeting of Shareholders (AGMS) on March 22nd, 2024. The current composition of Danamon's Board of Directors is as follows:

- Direktur Utama : Daisuke Ejima
- Vice President Director : Honggo Widjojo Kangmasto
- Vice President Director : Hafid Hadeli
- Director : Herry Hykmanto
- Director : Rita Mirasari
- Director : Dadi Budiana
- Director : Muljono Tjandra
- Director : Thomas Sudarma
- Director : Jin Yoshida

APPRECIATION TO EMPLOYEES, CUSTOMERS AND BUSINESS PARTNERS

We would like to express our highest appreciation to our customers, shareholders, the media, and other stakeholders, all of whom are integral to our continued success. We also highly appreciate all employees for their commitment and dedication to the Bank's business activities and development in 2024, as well as the Board of Commissioners for its valuable advice and assistance. Finally, we extend our deepest appreciation to OJK, Bank Indonesia, and other regulators for their indispensable guidance and support.

We look forward to continuing our collaborative journey with all stakeholders, building stronger relationships, and growing together.



Daisuke Ejima
President Director

BOARD OF DIRECTORS



Jin Yoshida
Director

Muljono Tjandra
Director

Thomas Sudarma
Director

Hafid Hadeli
Vice President
Director



Daisuke Ejima
President Director

Honggo Widjojo
Kangmasto
Vice President
Director

Rita Mirasari
Director

Dadi Budiana
Director

Herry Hykmanto
Director

REPORT FROM THE SHARIA SUPERVISORY BOARD

Assalamu'alaikum Warahmatullahi Wabarakaatuh

Bismillaahirrahmaanirrahiim

Alhamdulillahirabbil'aalamiin, all the praise and gratitude to Allah SWT due to all of His blessings, mercy, and guidance upon all of us, so that Allah SWT enables us to carry out the duties and trust entrusted to us, we convey our blessings and greetings to the Prophet Muhammad sallallahu 'Alaihi Wa sallam.

The Sharia Supervisory Board of Danamon's Sharia Business Unit (DPS-UUS), entrusted with the responsibility of overseeing and ensuring that the products and business activities comply with Sharia principles in accordance with applicable regulations and the Sharia Supervisory Board Charter, has carried out its functions and duties by providing supervision and opinions on new product proposals, policies, procedures, and other matters related to the overall fulfillment of Sharia principles within Danamon's Sharia Business Unit.

We, the Sharia Supervisory Board of Danamon's Sharia Business Unit (DPS-UUS), are of the opinion that the Sharia banking activities conducted by Danamon's Sharia Business Unit in 2024 have been in compliance with the fatwas issued by the National Sharia Council of the Indonesian Ulema Council (DSN-MUI) and the opinions provided by us in our capacity as the Sharia Supervisory Board.

On this occasion, we would like to express our gratitude and appreciation for the cooperation and support of the Board of Directors and the entire management of Bank Danamon for the achievements in 2024 and their efforts in maintaining the consistent application of Sharia principles in banking activities. In closing, let us always pray to Allah SWT to grant us health, ease, and blessings in all our intentions and endeavors. May Danamon's Sharia Business Unit continue to achieve greater success and remain at the forefront in the future.

Danamon UUS will hopefully become even more successful in the future and remain at the forefront.

Aamiin Yaa Rabbal 'Alamin.

Wassalaamu'alaikum Warahmatullahi Wabarakaatuh

On behalf of the Sharia Supervisory Board



Prof. Dr. H. M. Din Syamsuddin, MA
Chairman of Syariah Supervisory Board

SHARIA SUPERVISORY BOARD



Prof. Dr. Hasanudin, M.Ag.
Member for Syariah Supervisory Board

Dr. Asep Supyadillah, M.Ag.
Member for Syariah Supervisory Board

Prof. Dr. H. M. Din Syamsuddin, MA
Chairman of Syariah 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 2024 Annual Report of PT Bank Danamon Indonesia Tbk.

We, the undersigned, testify that all information contained in the 2024 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, 26 February 2025

BOARD OF COMMISSIONERS



Yasushi Itagaki
President Commissioner



Halim Alamsyah
Vice President Commissioner (Independent)



Nobuya Kawasaki
Commissioner



Dan Harsono
Commissioner

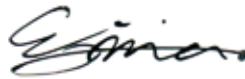


Peter Benjamin Stok
Commissioner (Independent)



Hedy Maria Helena Lopian
Commissioner (Independent)

BOARD OF DIRECTORS



Daisuke Ejima
President Director



**Honggo Widjojo
Kangmasto**
Vice President Director



Hafid Hadeli
Vice President Director



Herry Hykmanto
Director



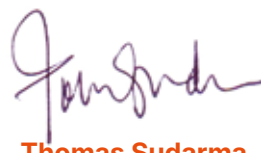
Rita Mirasari
Director



Dadi Budiana
Director



Muljono Tjandra
Director



Thomas Sudarma
Director



Jin Yoshida
Director


SHARIA SUPERVISORY BOARD

Chairman : Prof. Dr. H. M. Din Syamsuddin, MA
Member : Prof. Dr. 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 14 June 2024, 26 June 2024, 28 June 2024 and renewed every year.

Jakarta, 26 February 2025



Prof. Dr. H. M. Din Syamsuddin, MA
Chairman of Syariah Supervisory Board



Prof. Dr. Hasanudin, M.Ag.
Member for Syariah Supervisory Board



Dr. Asep Supyadillah, M.Ag.
Member for Syariah Supervisory Board

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