





# CORPORATE GOVERNANCE

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"Danamon believes that the implementation of Good Corporate Governance (GCG) is an important element that encourages the Company to achieve stable and sustainable business growth and increase its corporate values in both the short and long term."

In line with the increasingly complex economic and industrial development, the implementation of Good Corporate Governance (GCG) has become an important foundation and is the underlying principles of the Company's management based on the laws and regulations.

The implementation of GCG by Danamon is not just to fulfill the regulatory requirement/applicable laws and regulations, but is driven by the awareness of the implementation and the continuous improvement of GCG is an important key to improving performance and sustainable competitive advantage.

Over time, Danamon's existence in the Banking industry is inseparable from the harmony that exists between Danamon and the environment around its business areas.

Danamon makes improvements, adjusts operational policies and procedures to comply with applicable regulations and adopts industry's best practices, develops systems and raises awareness of all employees while considering the interests of Shareholders and Stakeholders.

## BASIS FOR THE IMPLEMENTATION GOOD CORPORATE GOVERNANCE AT DANAMON

Danamon implements GCG based on the laws and regulations that serve as references in the implementation of GCG, including:

- Laws of The Republic of Indonesia related Limited Liability Companies, Capital Markets and Banking;
- Financial Services Authority Regulations (POJK) and Financial Services Authority Circular Letters (SEOJK) especially regarding Corporate Governance, Annual Reports, Risk Management, and various regulations related to the implementation of Corporate Governance;
- Roadmap of Indonesian Corporate Governance;
- The ASEAN Corporate Governance Scorecard (ACGS) issued by the ASEAN Capital Market Forum (ACMF);

- Indonesian General Guidelines for Good Corporate Governance (GCG) issued by the National Committee on Governance Policy (KNKG);
- The Company's Articles of Association and General Meeting of Shareholders (AGMS) resolutions; and
- The Bank's GCG Policy.

Danamon has an Integrated Corporate Governance Policy MUFG Group Financial Conglomeration that offers guidelines for implementing GCG at every activity and organizational level at Danamon and Financial Services Institutions (FSI) in the MUFG Group Financial Conglomeration.

## COMMITMENT AND OBJECTIVES OF IMPLEMENTING DANAMON'S CORPORATE GOVERNANCE

Danamon's Board of Commissioners, Board of Directors and all employees are fully committed to continuously improving the quality of GCG implementation using the following 5 (five) GCG principles as guidance: transparency, accountability, responsibility, independency, and fairness.

The aim of achieving stable and sustainable business growth and increasing corporate values in both the short and long term is supported by GCG the process and mechanism for evaluating the implementation of GCG which is conducted periodically covering 3 (three) aspects of governance, namely governance structure, governance process, and governance outcome, in addition to other criteria or indicators for each assessment factor.

In line with the development of best practices in implementing GCG in the Banking and financial services industry, Danamon committed to continuously improving its GCG implementation that allows it to meet the ever-changing GCG standards

The sustainable implementation of GCG at Danamon aims to:

- Encourage Company performance.
- Increase investor confidence.
- Protect the interests of stakeholders.
- Optimize added value.
- Make positive contributions to the Banking industry, financial industry and the Indonesian economy.

### DANAMON'S GOVERNANCE IMPLEMENTATION ROADMAP

Danamon consistently and continuously makes improvements in its governance implementation methods as outlined in its governance roadmap.

Danamon's GCG roadmap is detailed below:

#### 2020

- Adjusting the structure and members of the Financial Conglomeration.
- Adjusting the membership structure of committees.
- Refining and updating charter for corporate governance organs.
- Improving a number of policies related to Anti-Money Laundering and Preventing Terrorism Financing (AML-CFT) policies.
- Refining and updating a number of policies related to Risk Management and Integrated Corporate Governance.

#### 2021

- Refining and updating a number of policies related to Risk Management and Integrated Corporate Governance.
- Refining and updating a number of policies supporting corporate governance implementation.
- Adjusting the membership structure of committees.
- Improving a number of policies related to Anti-Money Laundering and Preventing Terrorism Financing (AML-CFT) policies.
- Making changes to Danamon's organizational structure.

#### 2022

- Refining and updating a number of policies related to Risk Management and Integrated Corporate Governance MUG Group Financial Conglomeration.
- Updating the Bank's Financial Conglomeration Corporate Charter.
- Refining and updating policies supporting corporate governance implementation.
- Updating several charter committees.

#### 2023

- Updating Danamon's Code of Conduct.
- Improving a number of policies related to Anti-Money Laundering and Preventing Terrorism Financing (AML-CFT), Risk Management and Corporate Governance.
- Merging the Nomination Committee and Remuneration Committee into 1 (one) committee, namely the Nomination and Remuneration Committee.
- Updating several charter committees.
- Organizations Structure amendments.

#### 2024

- Code of Ethics amendments.
- Articles of Association amendments.
- Organizations Structure amendments.
- Adjustment of the structure and members of the Financial Conglomeration and Corporate Charter.
- Adjustment of Integrated Corporate Governance Committee membership structure.
- Establishment and restatement of Board of Directors committees.
- Refining and updating a number of policies related to Risk Management, Corporate Governance and supporting policies for the implementation of Corporate Governance.
- Refining and updating charter for corporate governance organs.
- Implementing Sharia Banking Certification for Independent Parties, and members of Boards of Directors and Boards of Commissioners.

# STRUCTURE AND MECHANISM OF CORPORATE GOVERNANCE [IDX G-01]

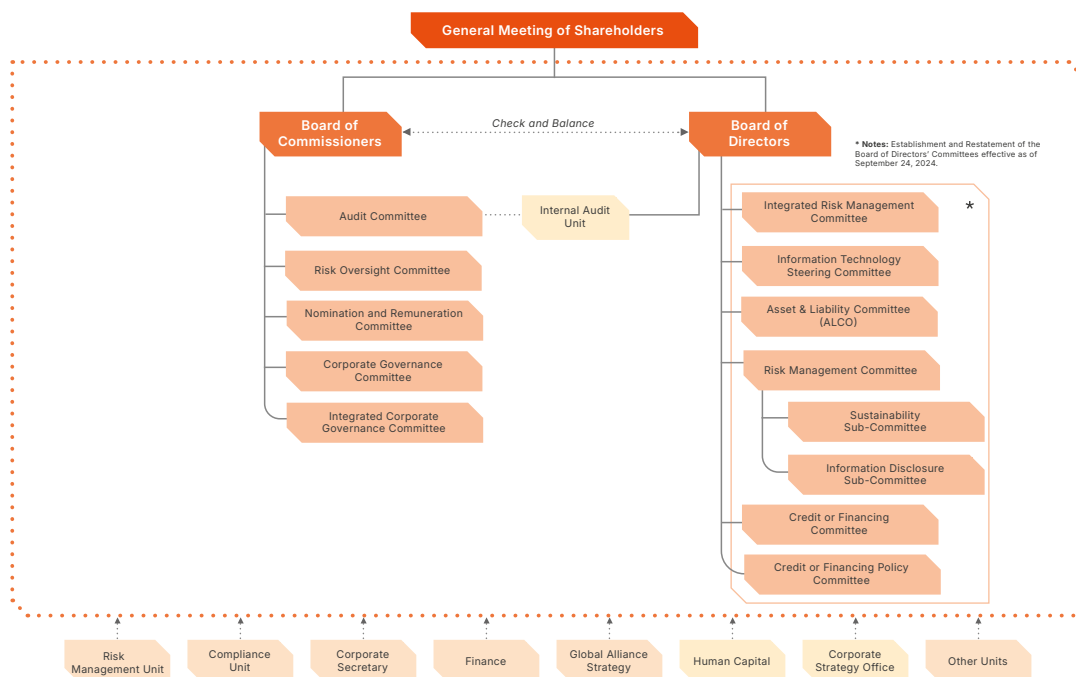
Danamon implements Corporate Governance based on the following 5 (five) basic Corporate Governance principles:

Transparency	Accountability	Responsibility	Independency	Fairness
Danamon is committed to applying transparency in disclosing and providing relevant information that is easy for the Shareholders and Stakeholders to access. Transparency is also applied in the decision-making process as reflected in the minutes of the meetings.	Clarity in organizational functions, duties, and authorities and responsibilities governed according to the charter of each function. As an institution, Danamon is accountable for its performance.	Danamon is committed to complying with laws and regulations and established internal policies, ethical values and standards, principles and practices. In addition, Danamon also works to realize its responsibility to both the society and the environment in order to achieve long-term business continuity and gain recognition as a good corporate citizen.	Danamon's organs carry out their activities independently and objectively, and avoid any dominating influences from any party. Danamon is committed to running its business with a priority placed on professionalism and free from conflicts of interest and influence or pressure from any party that is in violations of regulatory provisions and ethical values as well as standards, principles, and practices.	Danamon ensures that it can always fulfil the rights and interest of all of its shareholders, both majority and minority. Danamon also always provides fair and equal treatment to all stakeholders. Fairness herewith includes equality, balance, and justice in fulfilling Stakeholders rights based on agreements, regulatory provisions, and ethical values as well as standards, principles, and practices.

At Danamon, GCG is implemented through a series of activities (Governance Structure, Governance Process, and Governance Outcome) based on GCG principles and guided by the company's commitment.

## GOVERNANCE STRUCTURE [GRI 2-9]

Danamon has established a corporate governance structure that reflects the principle of checks and balance to support the implementation of good corporate governance so that it can run systematically and structured.



## GOVERNANCE PROCESS

Danamon as the Main Entity has prepared and established the Integrated Corporate Governance MUFG Group Financial Conglomeration Policy in Indonesia. This policy offers a main guideline for the implementation of integrated corporate governance that must be followed by all Entities in the Financial Conglomeration MUFG Group in Indonesia. In May 2024, the Integrated Corporate Governance MUFG Group Financial Conglomeration Policy was refined and updated in accordance with the issuance of POJK No.17 of 2023 on the Implementation of Corporate Governance for Commercial Banks and the addition of PT Home Credit Indonesia as a member of MUFG Group Financial Conglomeration.

Danamon also has an internal Policy for Corporate Governance to comply with regulatory provisions and support infrastructure and implementation of Good Corporate Governance, including:

Subject	Type of Internal Policy
Internal Policy	Articles of Association Code of Conduct (formerly known as Code of Ethics)
Board of Commissioners and Board of Directors	Board of Commissioners Charter Board of Directors Charter
Committee under Board of Commissioners	Risk Oversight Committee Charter Audit Committee Charter Nomination and Remuneration Committee Charter Corporate Governance Committee Charter Integrated Corporate Governance Committee Charter
Committee under Board of Directors	Risk Management Committee Charter Credit or Financing Policy Committee Charter Credit or Financing Committee Charter Information Technology Steering Committee Charter Integrated Risk Management Committee Charter Asset and Liability Committee Charter
Corporate Governance & Guidelines	Integrated Corporate Governance MUFG Group Financial Conglomeration Policy
Integrated Governance	Financial Conglomeration Corporate Charter for MUFG Group
Corporate Secretary	Appointment of Corporate Secretary No. KSR-DIR.Corp.Sec.003
Affiliate and Conflicts of Interest Transactions	Policy for Transactional Conflict of Interest and Information Wall Management
Anti Fraud	Anti-Fraud Management Policy and Framework
Audit	Integrated Internal Audit Charter
Risk Management	Risk Management Policy – Bank and Consolidated Integrated Risk Management Policy (IRMP) of MUFG Group Financial Conglomeration
Anti Money Laundering	Policy for Implementation of Anti Money Laundering (AML), CounterTerrorism Financing (CFT), and Counter Proliferation of Weapon of Mass Destruct Financing Programs (CPF)
Whistleblowing System	Fraud Handling Policy
Procurement	Procurement Policy
Anti-Corruption Policy	Anti-Bribery and Corruption Policy
Other Policies	Dividend Policy Customer Complaint Handling Policy Shareholder Communication Policy Related Party Policy

Danamon continues to implement good governance principles in various aspects and at every level of the organization. In 2024, various initiatives to strengthen the implementation of corporate governance through the alignment of corporate governance implementation with regulatory provisions and improvements in structure and supporting governance policies, including:

1. Establishment of the Credit or Financing Committee and the Credit or Financing Policy Committee in order to improve the implementation of POJK No.17 of 2023 concerning the Implementation of Corporate Governance for Commercial Banks.

2. Improvement in the Integrated Corporate Governance Policy.
3. Improvement in policies related to risk management, including:
  - Risk Management Policy – Bank and Consolidated.
  - Integrated Risk Management Policy (IRMP) of MUFG Group Financial Conglomeration.
  - Integrated Capital Management Policy of MUFG Group Financial Conglomeration.
  - Capital Management Policy.
  - Risk Appetite Statements Policy.
  - Policy Hierarchy and Standards Policy.
  - Sustainability Policy.
  - Market and Liquidity Risk Management Policy.
  - Credit Risk Policy.
  - Operational Risk Management Policy.
  - Recovery Plan Policy.
  - Expected Credit Loss Policy (CKPN).
4. Improvement in Fraud Handling Policy.
5. Improvement in Dividend Policy.
6. Improvement in Information Technology Policy.
7. Improvement in Customer Protection Policy and Customer Service Code of Ethics.
8. Improvement in Financial Literacy and Inclusion Activity Policy.
9. Improvement in Communication Policy with Shareholders.
10. Improvement in Bank Danamon Sanctions Policy.
11. Improvement in Human Capital Policy.
12. Improvement in Employment Development and Sanctions Policy.
13. Improvement in Policy of Delegating part of the work to other parties for a cooperation relationship of business process outsourcing and labor supply (Outsourcing).
14. Improvement in Project Policy.
15. Improvement in Fund Transfer Pricing (FTP) Policy.
16. Improvement in Contingency Funding Plan (CFP) Policy.
17. Improvement in Financial Conglomeration Corporate Charter for MUFG Group in accordance with the addition of PT Home Credit Indonesia as a member of Financial Conglomeration MUFG Group.
18. Improvement in Board of Commissioners Charter and Board of Directors Charter.
19. Improvement in Committee Charters under Board of Commissioners, namely the Audit Committee, Corporate Governance Committee, Nomination and Remuneration Committee, and Integrated Corporate Governance Committee.

20. Improvement in Committee Charter under Board of Directors, namely the Integrated Risk Management Committee, Asset and Liability Committee (ALCO), Credit or Financing Committee, Credit or Financing Policy Committee, Sustainability Sub-committee, and Risk Management Committee.

## GOVERNANCE OUTCOME

To sustainably improve the way it implements Good Corporate Governance, Danamon makes semi-annual self-assessments of the quality of corporate governance implementation, for the positions of June and December in accordance with the Bank's Health Level assessment period. In addition, Danamon also has an independent external party makes the assessment of the implementation of Good Corporate Governance to get more objective and impartial assessment results.

### 1. Internal Assessment

Danamon makes a self-assessment of the implementation of Corporate Governance semi-annually or the positions at the end of June and December, in accordance with the provisions of POJK No.17 of 2023 and SEOJK No.13/SEOJK.03/2017 concerning the Implementation of Corporate Governance for Commercial Banks.

#### a. Procedure

Self-assessment of the quality of the implementation of the principles of corporate governance in a comprehensive and structured manner integrated into 3 (three) aspects of governance, namely

##### 1) Governance Structure

The Governance Structure Assessment aims to assess the adequacy of the Bank's Governance structure and infrastructure to ensure good Corporate Governance principles application produces outcomes that meet the expectations of the Bank's Stakeholders.

##### 2) Governance Process

The Governance Process Assessment aims to assess the effectiveness of the Good Corporate Governance principle application process supported by the adequacy of the Bank's Governance structure and infrastructure to ensure the Bank will show outcomes that meet the expectations of the Bank's Stakeholders.



### 3) Governance Outcome

The Governance Outcome aims to assess the quality of the Bank's outcomes that meet the expectations of the Bank's Stakeholders as the outcomes of the Good Corporate Governance principle application process and supported by the adequacy of the Bank's Governance structure and infrastructure.

#### b. Criteria

A self-assessment of the implementation of Governance includes at least 11 (eleven) assessment factors of the implementation of Governance, namely

- 1) Implementation of the duties and responsibilities of the Board of Directors.
- 2) Implementation of the duties and responsibilities of the Board of Commissioners.
- 3) Completeness and execution of committee duties.
- 4) Handling of conflicts of interest.
- 5) Implementation of the compliance function.
- 6) Implementation of the internal audit function.
- 7) Implementation of the external audit function.
- 8) Implementation of risk management including the Internal control system.
- 9) Provision of funds to related parties and Provision of large funds (large exposure).
- 10) Transparency of the Bank's financial and non-financial conditions, Corporate Governance Implementation Report and Internal Reports.
- 11) The Bank's strategic plan.

#### c. Parties conducting the assessment

Self-assessment of the 11 (eleven) assessment factors is carried out by involving related functions or working units, including the Board of Commissioners, Board of Directors, Committees, Internal Audit Working Unit, Compliance Working Unit, Risk Management Working Unit, Corporate Secretary, and other related working units.

### d. Self-Assessment Results

The results of the Bank's self-assessment of the implementation of Good Corporate Governance at the Bank are an integral part of the Corporate Governance Implementation Report.

The results of the self-assessment of the Corporate Governance Implementation are one of the factors in the scope of the Bank Health Level Assessment using the risk approach or RBBR, which are carried out at least semi-annually for the positions at the end of June and the end of December as regulated in POJK No.4/POJK.03/2016 and SEOJK No.14/SEOJK.03/2017 concerning the Assessment of the Health Level of Commercial Banks.

In semester I and II of 2024, the results of the Bank's corporate governance self-assessment are as follows:

Rating	Rating Definition
2 (Good)	Reflecting that Danamon Management has implemented corporate governance that is generally <b>Good</b> . This is reflected in the adequate fulfillment of corporate governance principles. If there are weaknesses in the application of the principles of governance, in general, this weaknesses are less significant and can be resolved by normal actions by Danamon Management.

Based on the assessment results of 11 (eleven) assessment factors of corporate governance implementation, Danamon has adequate governance structure and infrastructure that supports the effectiveness of the good corporate governance principle application process and the quality of the implementation of Corporate Governance principles that can meet Stakeholders' expectations.

## 2. External Assessment

### a. ASEAN Corporate Governance Scorecard (ASEAN CG Scorecard)

Danamon continues to improve good corporate governance principle application and by that, expects to provide added value for all of its stakeholders. One of the efforts Danamon makes is using the ASEAN CG Scorecard as a guide to improving the implementation of corporate governance principles on an ongoing basis.

The ASEAN CG Scorecard is an initiative of the ASEAN Capital Market Forum (ASEAN) to integrate the capital markets of member countries of the Association of Southeast Asian Nations (ASEAN). The ASEAN CG Scorecard has been implemented since 2011. The ASEAN CG Scorecard is a quantitative tool to measure the compliance of public companies in ASEAN with corporate governance guidelines according to exemplary practices based on international standards, especially the principles of corporate governance issued by the Organisation for Economic Cooperation and Development (OECD).

### b. Indonesian Institute for Corporate Directorship (IICD)

In order to encourage the implementation of good corporate governance for all issuers in Indonesia and provide support to regulators simultaneously. Since 2017, IICD has consistently assessed 200 Issuers based on the Largest and Medium Market Capitalization based on the ASEAN CG Scorecard 2023 assessment method. IICD as an external assessor has independently assessed Danamon for the implementation of good corporate governance.

Commitment to the implementation of sustainable corporate governance has earned Danamon several awards in 2024, including:

- 1) GRC Awards 2024:
  - a. The Most Committed GRC Leader 2024 – Daisuke Ejima as President Director of Danamon.
  - b. TOP GRC Awards 2024 #4 Stars.
- 2) The 15<sup>th</sup> IICD Corporate Governance Conference and Award:
  - a. Best Responsibility of The Board – The Board of Commissioners is considered responsible for protecting the interests of shareholders and ensuring good Corporate Governance practices.
  - b. Top 50 Issuers with the Largest Market Capitalization (Big Cap PLCs).

# DANAMON'S CORPORATE GOVERNANCE IMPLEMENTATION REPORT

Danamon's Corporate Governance Implementation Report covers all aspects of the Bank's corporate governance implementation that have been prepared by referring to applicable laws and regulations and best practices in the implementation of corporate governance implementation that applies universally. The issuance of Danamon's corporate governance implementation report is part of the Bank's responsibility to implementing the transparency principle for the Stakeholders and to fulfill the prevailing laws and regulations.

# GENERAL MEETING OF SHAREHOLDERS

The General Meeting of Shareholders (GMS) is a Public Company's organ with authorities delegated to neither the Board of Directors nor the Board of Commissioners, as specified in laws on Limited Liability Companies and/or the Articles of Association of the Public Company.

GMS consists of an Annual GMS and other forms (Extraordinary GMS):

1) Annual GMS (AGMS)

Board of Directors shall hold the AGMS annually, no later than 6 (six) months after the financial year end as referred to in the laws and regulations and the Company's Articles of Association, preceded by the Announcement and Invitation of the GMS.

2) Extraordinary GMS (EGMS)

Extraordinary GMS shall be held by a Public Company at any time based on the need for the interest of the Public Company as referred to in the laws and regulations and the Articles of Association of the Company, preceded by the Announcement and Invitation of the GMS.

## Legal Basis for GMS Implementation

The Company convenes GMS with reference to the following Law No. 40 of 2007 concerning Limited Liability Companies, FSA Regulation (POJK) No.15/POJK.04/2020 concerning Planning and Holding General Meeting of Shareholders of Public Limited Companies, POJK No.16/POJK.04/2020 concerning the Implementation of Electronic General Meetings of Shareholders of Public Limited Companies, Company's Articles of Association, Danamon's Corporate Governance Guidelines.

## SHAREHOLDERS

Shareholders are owners of capital whose names are registered as shareholders within Company's shareholders' registry. Company has a total authorized capital of 17,782,400,000 shares. The shares consist of 22,400,000 series A shares with voting rights, each

with a nominal value of Rp50,000.00 per share, and 17,760,000,000 series B shares with voting rights, each with a nominal value Rp500.00 per share. Of this capital, shareholders have 9,773,552,870 shares which consist of 22,400,000 series A shares and 9,751,152,870 series B shares. Shareholders consist of holders of series A shares and holders of series B shares. All shares issued by Company are registered shares.

## Rights and Authorities of Shareholders

Company does not divide its shares into special types of shares or ordinary shares. All shareholders have equal rights and obligations. Shareholders can participate in managing the Company through the GMS. A GMS can be held at the request of shareholders with preconditions as stipulated in laws, regulations and Company's Articles of Association.

Shareholders reserve the right to participate in making decisions related to amendments to the Articles of Association and other fundamental changes regarding the Company. Shareholders also have the right to participate effectively and use votes in the GMS, as well as the right to obtain information regarding the GMS, which includes information on meeting agendas, as well as rules and procedures for voting.

The Company protects the rights of its shareholders and helps to ensure that the basic rights of shareholders are upheld. The basic rights of shareholders include:

1. Obtaining relevant and material Information about Company in a timely and regular manner.
2. Attending and voting at the GMS.
3. Obtaining a resolution in the event that shareholders disagree with the Company's activities and corporate actions.
4. Obtaining Dividends in accordance with the dividend policy and GMS Resolution.
5. Exercising other rights based on the Articles of Association and prevailing laws and regulations.

### Limitations for Shareholders

1. Shareholders are not allowed to intervene in the Company's operations and directors and commissioners must refuse the intervention.
2. Controlling shareholders can coordinate in the preparation of the business strategies, corporate plan, and business plan.
3. Supervision by the controlling shareholders can only be carried out through the GMS or through policy coordination and the conduct of audits in accordance with applicable regulations.
4. Controlling shareholders must avoid conflicts of interest.
5. Controlling shareholders are prohibited from abusing the dominance of ownership or control which may result in the violation of the GCG principles.
6. The Board of Commissioners and Board of Directors must refuse requests for information regarding Company from controlling shareholders that are not in accordance with the principle of fairness and equality.
7. Shareholders are prohibited from utilizing the Company for personal gains, family, Company or business group with enthusiasm and ways that conflict with the laws and regulations and fairness in the Banking and financial fields.

### Shareholders Access to Information

Access to shareholder information is listed in the Company Information Access Information chapter of this Annual Report.

### GMS Voting Mechanisms and Vote Counting

Company has compiled and prepared a Code of Conduct for its GMS. This GMS Code of Conduct, which is made available on its official website and delivered and read out at the opening of a GMS, contains voting procedure and calculation. Prior to each of the voting, the chairman of the GMS shall give an opportunity for shareholders with the rights to inquiries and/or their proxies to ask questions and/or share their opinions to ask questions and/or give their opinions to the chairman of the GMS before voting is conducted for each agenda item of the GMS.

Decision making in the GMS is carried out in the following manner:

1. The GMS shall make decisions based on deliberation to reach a consensus. In the event a consensus is not reached on a particular agenda item, then the decisions shall be made through voting.
2. Voting shall be carried out with due consideration on the GMS' attendance quorum and decision quorum, as stipulated in Company's Articles of Association.
3. In voting, the votes cast by the shareholders apply to all of the shares they own. Shareholders are not entitled to give power of attorney to more than one proxy for a portion of the number of shares they own with different votes.
4. In votes calculation, 1 (one) share gives the holder the right to cast 1 (one) vote. If a shareholder has more than 1 (one) share, then the shareholder is only eligible for 1 (one) vote at a time. A vote represents the entire number of shares a shareholder owns based on the voting cards the shareholder receives.
5. Members of both the Boards of Commissioners and Board of and Company's employees shall refrain from acting as shareholder proxies.
6. In the event that GMS makes decision on cash dividend distribution, then cash dividend payment to the entitled shareholders shall be made no later than 30 (thirty) days after a summary of the minutes of the referred GMS.



## GENERAL MEETING OF SHAREHOLDERS IN 2024 [IDX G-02]

### The Convention of AGMS

In 2024, The Company held 1 (one) Annual General Meeting of Shareholders ("AGMS"). The 2024 AGMS was convened in accordance with the provisions in the Company's Articles of Association, POJK No.15/POJK.04/2020 concerning Planning and Holding General Meetings of Shareholders of Public Limited Companies and POJK No.16/POJK.04/2020 concerning the Implementation of Electronic General Meeting of Shareholders of Public Limited Companies.

The holding process of the 2024 AGMS is as follows:

Date and Time	Friday, March 22, 2024 The AGMS was opened at 2.16 pm to 3.37 pm (West Indonesia Time)
Place	Bank Danamon Tower, Auditorium, 23rd Floor Jl. H.R. Rasuna Said, Block C No. 10, Karet Setiabudi, Jakarta 12920
Quorum (Shareholder Attendance)	In accordance with the Shareholders Registry as 28 February 2024, the total number of entitled shares is 9,773,552,870 shares. The number of shares with voting rights that attended the AGMS was 9,166,782,937 shares or approximately 93,792% of the total shares issued by the Company. As such, this has fulfilled the required quorum (more than 2/3 of the total shares with valid voting rights issued by the Company). Therefore, the AGMS is valid to be held and to make decisions.
AGMS Chairman	The AGMS was chaired by Halim Alamsyah, Vice President Commissioner (Independent) of the Company, in accordance with Articles of Associations of the Company and Circular Resolutions of the Board of Commissioners.
Attendance of The Board of Commissioners	The Board of Commissioners physically present: <ol style="list-style-type: none"> <li>1. Yasushi Itagaki, President Commissioner</li> <li>2. Halim Alamsyah, Vice President Commissioner (Independent)</li> <li>3. Peter Benyamin Stok, Independent Commissioner</li> <li>4. Nobuya Kawasaki, Commissioner</li> <li>5. Hedy Maria Helena Lopian, Independent Commissioner</li> </ol> <p>The Board of Commissioners attended via the Webex:</p> <ol style="list-style-type: none"> <li>1. Dan Harsono, Commissioner</li> </ol>
Attendance of the Sharia Supervisory Board	Sharia Supervisory Board physically present: <ol style="list-style-type: none"> <li>1. M. Sirajuddin Syamsuddin, Chairman</li> <li>2. Hasanudin, Member</li> <li>3. Asep Supyadillah, Member</li> </ol>
Attendance of The Board of Directors	Directors physically present: <ol style="list-style-type: none"> <li>1. Daisuke Ejima, President Director</li> <li>2. Honggo Widjojo Kangmasto, Vice President Director</li> <li>3. Hafid Hadel, Vice President Director</li> <li>4. Herry Hykmanto, Director</li> <li>5. Rita Mirasari, Director</li> <li>6. Dadi Budiana, Director</li> <li>7. Muljono Tjandra, Director</li> <li>8. Naoki Mizoguchi, Director</li> </ol>
Independent Party to calculate quorum and vote on AGMS decisions	The Company had appointed Mala Mukti, S.H., LL.M. as Notary and PT Adimitra Jasa Korpora as Securities Administration Bureau respectively as authorized parties to calculate the quorum and voting.
Number of shareholders who asked questions and/or provided opinions at the AGMS	There were no questions or opinions raised by the shareholders on each agenda item.
AGMS decision making mechanism	<ol style="list-style-type: none"> <li>1. Meeting decisions are taken based on deliberation to reach consensus.</li> <li>2. In the event that a consensus is not reached, decisions shall be made through voting on the agenda of the Meeting. A decision is valid if it is approved by more than 2/3 (two thirds) of the total shares with voting rights present and/or represented at the Meeting.</li> <li>3. Abstain/Blanko votes shall be considered to cast the same vote as the majority of shareholders who cast votes.</li> </ol>

## Phases of AGMS 2024 Implementation

Matter	Date	Reporting Media
Notification of PT Bank Danamon Indonesia Tbk (Company) Annual General Meeting of Shareholders (AGMS) Plan to OJK	February 2, 2024	OJK and IDXnet Electronic Reporting Facilities
Announcement of the Annual General Meeting of Shareholders (AGMS) of PT Bank Danamon Indonesia Tbk (Company)	February 13, 2024	OJK and IDXnet Electronic Reporting Facilities, eASY.KSEI, and Company Website
Invitation to the Annual General Meeting of Shareholders (AGMS) of PT Bank Danamon Indonesia Tbk (Company)	February 29, 2024	OJK and IDXnet Electronic Reporting Facilities, eASY.KSEI, and Company Website
The conduct of the AGMS of PT Bank Danamon Indonesia Tbk (Company)	March 22, 2024	-
Submission of Summary Minutes of the Annual General Meeting of Shareholders (AGMS) of PT Bank Danamon Indonesia Tbk (Company)	March 26, 2024	OJK and IDXnet Electronic Reporting Facilities, eASY.KSEI, and Company Website
Submission of Minutes of the Annual General Meeting of Shareholders (AGMS) of PT Bank Danamon Indonesia Tbk (Company)	April 5, 2024	OJK and IDXnet Electronic Reporting Facilities

The Company has uploaded information about the 2024 AGMS on its official website, such as description on Meeting agenda, profiles of Public Accountants and Public Accounting Firms, profiles of prospective Members of the Board of Directors, Meeting rules and other Meeting materials.

## Decisions and Realization of the 2024 AGMS

The AGMS has decided on 6 (six) meeting agenda items. All meeting decisions have been realized in 2024, as listed below:

AGMS – First Agenda			
<ol style="list-style-type: none"> <li>Approved the Annual Report of the Company's for financial year ended on 31 December 2023.</li> <li>Approved the consolidated financial statements for the financial year ended on 31 December 2023 which was audited by the Public Accountants Firm of Imelda &amp; Rekan (a member firm of Deloitte Touche Tohmatsu Limited) as described in the Independent Auditor's Report dated 16 February 2024, Number 00015/2.1265/AU.1/07/0849-3/1/II/2024, with an unmodified opinion.</li> <li>Approved the Board of Commissioners Supervisory Report of the Company for financial year ended on 31 December 2023.</li> <li>Give release and discharge ("volledig acquit et decharge") to: (i) the Board of Directors of the Company in the performance of duties and responsibilities for the management as well as the duties and responsibilities to represent the Company; (ii) the Board of Commissioners of the Company in the performance of duties and oversight responsibilities, duties, and responsibilities in providing guidance and advice to the Board of Directors, and (iii) the Sharia Supervisory Board in the performance of duties and responsibilities of supervision of the Sharia aspects of the implementation of the Company's business activities in accordance with Islamic principles as well as providing advice and suggestions to the Board of Directors, which is done in the financial year ended on 31 December 2023, as long as the duties and responsibilities are reflected in the annual report for the financial year ended on 31 December 2023.</li> </ol>			
The results of calculation voting card	Total Abstain and Agree Votes: 9,166,718,037 shares or 99.999%		
	Abstain	Disagree	Agree
	3,360,614 shares or 0.037%	64,900 shares or 0.001%	9,163,357,423 shares or 99.963%

AGMS – Second Agenda			
<p>Approved the appropriation of the Company's net profit for the financial year ended on 31 December 2023 in total amount of IDR3,503,882,000,000 (three trillion five hundred three billion eight hundred eighty two million rupiah) with detail as follow:</p> <ol style="list-style-type: none"> <li>1% (one percent) of net profit or approximately IDR35,038,820,000 (thirty-five billion thirty-eight million eight hundred and twenty thousand rupiah) is set aside for reserve fund to comply with Article 70 of the Limited Liability Company Law.</li> <li>35% (thirty five percent) of net profit or approximately IDR1,226,358,700,000 (one trillion two hundred twenty six billion three hundred fifty eight million seven hundred thousand rupiah) or IDR125,48 (one hundred twenty five point forty eight rupiah) per share, with the assumption that total issued shares of the Company at the Recording 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, to be distributed as dividend for the financial year 2023, with the following provisions: <ol style="list-style-type: none"> <li>The dividend shall be paid to the shareholders whose names are registered in the Shareholders' Registry on a date to be stipulated by the Board of Directors of the Company (further referred to as the "Recording Date").</li> <li>The unclaimed dividend after 5 (five) years since it was declared, will be booked at the special reserve and the procedure to claim the dividend booked at the special reserve can be accessed through the Company website.</li> <li>The Shareholder dividend tax will comply with the applicable tax regulations.</li> <li>The Board of Directors is hereby authorized and empowered to stipulate all matters regarding or relating to the implementation of dividend payment for the financial year 2023, including (however without limitation) to: <ol style="list-style-type: none"> <li>determine the Recording Date for the shareholders of the Company who are entitled to receive dividend payment for the financial year 2023.</li> <li>determine the date of implementing payment of dividend for the financial year 2023, taking into consideration and without prejudice to the regulations of the Stock Exchange where the shares of the Company are listed.</li> </ol> </li> </ol> </li> <li>3) The remaining amount of the Net Profit for the financial year 2023 which is not determined shall be booked as retained earning of the Company.</li> </ol>			
The results of calculation voting card	Total Abstain and Agree Votes: 9,166,716,037 shares or 99.999%		
	Abstain	Disagree	Agree
	480,300 shares or 0.005%	66,900 shares or 0.001%	9,166,235,737 shares or 99.994%

### AGMS – Third Agenda

1. Re-appoint Elisabeth Imelda as Public Accountant and Imelda dan Rekan, (a member firm of Deloitte Touche Tohmatsu Limited) as Public Accounting Firm, which is listed in the Financial Services Authority to audit the Company's consolidated financial statement for the financial year 2024.
2. Authorize the Board of Commissioners to:
  - a. Determine the amount of honorarium and other requirements relating to the appointment of the Public Accountant and Public Accounting Firm.
  - b. Determine a substitute Public Accounting Firm and/or Public Accountant in the event that the Public Accounting Firm of Imelda dan Rekan and/or the Public Accountant of Mrs. Elisabeth Imelda, due to any reason, cannot complete the audit process of the Company's 2024 Financial Statement.

The results of calculation voting card	Total Abstain and Agree Votes: 9,166,718,037 shares or 99.999%		
	Abstain	Disagree	Agree
	480,300 shares or 0.005%	64,900 shares or 0.001%	9,166,237,737 shares or 99.994%

### AGMS – Fourth Agenda

1.
  - a. Approved the total payment of bonus/tantieme which will be distributed to the Board of Commissioners of the Company for the financial year 2023.
  - b. Approved the total payment of salary/honorarium and/or allowances to the Board of Commissioners of the Company for financial year 2024.
  - c. Approved the delegation of authority to the President Commissioner of the Company to determine the bonus/tantieme for the financial year 2023 and the total amount of salary/honorarium and/or allowances for the financial year 2024 to each member of the Board of Commissioners of the Company based on the recommendation of Nomination and Remuneration Committee.
2.
  - a. Approved the total payment of bonus/tantieme which will be distributed to the Sharia Supervisory Board of the Company for the financial year 2023.
  - b. Approved the total payment of salary/honorarium and/or allowances to the Sharia Supervisory Board of the Company for the financial year 2024.
  - c. Approved the delegation of authority to the Board of Commissioner of the Company to determine the bonus/tantieme for the financial year 2023 and the total amount of salary/honorarium and/or allowances for the financial year 2024 to each member of the Sharia Supervisory of the Company, based on the recommendation of Nomination and Remuneration Committee.
3.
  - a. Approved the total payment of bonus/tantieme which will be distributed to the Board of Directors of the Company for the financial year 2023.
  - b. Approved the total payment of the salary and allowances and/or other income to the Board of Directors of the Company for the financial year 2024.
  - c. Approved the delegation of authority to the Board of Commissioner of the Company to determine the bonus/tantieme for the financial year 2023 and the total payment of salary and allowances and/or other income for financial year 2024 to each member of the Board of Directors of the Company, based on the recommendation of Nomination and Remuneration Committee.

The results of calculation voting card	Total Abstain and Agree Votes: 9,166,686,337 shares or 99.999%		
	Abstain	Disagree	Agree
	609,931 shares or 0.007%	96,600 shares or 0.001%	9,166,076,406 shares or 99.992%

### AGMS – Fifth Agenda

1.
  - a. Approved the termination of Mr. Naoki Mizoguchi's term of office as Director of the Company effective April 1, 2024.
  - b. Approved to appoint Mr. Jin Yoshida as Director of the Company where his appointment will be effective after his position as Director of PT Adira Dinamika Multifinance ("ADMF") ends in accordance with the decision of the ADMF GMS and passes the fit and proper test (fit and proper test) from the Financial Services Authority, for a term of office corresponding to the remaining term of office of the members of the Company's Board of Directors currently serving.
  - c. After fulfilling the requirements of points a and b above, the composition of the Company's Board of Directors will be as follows:

Board of Directors	
President Director	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

for a term of office until the closing of the AGMS in 2026 which will be held no later than June 2026, without prejudice to the rights of the General Meeting of Shareholders to dismiss them (them) at any time.

2. Approved to authorize the Company's Board of Directors to declare these decisions In one or more deed of meeting decisions made before a Notary, notify the change in the Company's data to the Minister of Law and Human Rights of the Republic of Indonesia to obtain a letter of receipt of notification of changes to the Company's data.

The results of calculation voting card	Total Abstain and Agree Votes: 9,095,168,467 shares or 99.219%		
	Abstain	Disagree	Agree
	609,931 shares or 0.007%	71,614,470 shares or 0.781%	9,094,558,536 shares or 99.212%

#### AGMS – Sixth Agenda

- Approved changes to the provisions in the Company's Articles of Association namely article 11 paragraph 5 (c), article 12 paragraph 11, article 14 paragraph 1, article 15 paragraph 10, article 18 paragraph 7 (a) and (b) and article 25 paragraph 4 in order to adjust to the provisions and regulations in connection with:
  - POJK Number 17 of 2023 concerning the Implementation of Governance for Commercial Banks Article 8;
  - POJK Number 12 of 2023 concerning Sharia Business Units Articles 10, 11, 12;
  - POJK Number 14/POJK.04/2022 concerning the Submission of Periodic Financial Reports by Issuers or Public Companies;
  - Decree of the Directors of PT Bursa Efek Indonesia Number Kep00023/BEI/03-2015 concerning the Determination of The Cash Dividend Schedule;
  - Decree of the Directors of PT Bursa Efek Indonesia Number Kep00077/BEI/09-2021 concerning Changes to the Provisions for Implementing the Distribution of Share Dividends, Bonus Shares and Distribution of Interim Dividends.
  - POJK No 15/POJK.04/2020 concerning Plans and Organizing General Meetings of Shareholders of Public Companies
  - Articles of Association of the Company Article 27 paragraph 1 in conjunction with Article 19 paragraph (1) of the Limited Liability Company Law, changes to the Articles of Association are determined by the General Meeting of Shareholders.
- Give approval to the Company's Board of Directors to restate the approved changes to the Articles of Association as referred to in point 1 above and at the same time re-arrange all provisions of the Company's Articles of Association into one Notarial deed and make editorial changes if necessary in accordance with applicable regulations, then submit an application to the Minister of Law and Human Rights of the Republic of Indonesia to obtain approval or receipt of notification of changes to the Articles of Association, register it in the Company Register and publish it in the State Gazette of the Republic of Indonesia.

The results of calculation voting card	Total Abstain and Agree Votes: 9,105,708,200 shares or 99.334%		
	Abstain	Disagree	Agree
	480,300 shares or 0.005%	61,074,737 shares or 0.666%	9,105,227,900 shares or 99.328%

## GENERAL MEETING OF SHAREHOLDERS IN THE PREVIOUS YEAR

In 2023, The Company held 1 (one) Annual General Meeting of Shareholders ("AGMS") on March 31, 2023 and decided on 6 (six) meeting agenda items, all meeting decisions have been implemented in 2023 as listed below:

#### AGMS – First Agenda

- Approved the Company's Annual Report for the financial year ended December 31, 2022.
- Approved the consolidated financial statements for the financial year ended on December 31, 2022 which was audited by the Public Accountants Firm of Imelda & Rekan (a member firm of Deloitte Touche Tohmatsu Limited) as described in the Independent Auditor's Report dated 14 February 2023, Number 00017/2.1265/AU.1/07/0849-2/1/II/2023, with an unmodified opinion.
- Approved the Board of Commissioners Supervisory Report of the Company for financial year ended at December 31, 2022.
- Give release and discharge ("volledig acquit et decharge") to: (i) the Board of Directors of the Company in the performance of duties and responsibilities for the management as well as the duties and responsibilities to represent the Company; (ii) the Board of Commissioners of the Company in the performance of duties and oversight responsibilities, duties, and responsibilities in providing guidance and advice to the Board of Directors, and (iii) the Sharia Supervisory Board in the performance of duties and responsibilities of supervision of the Sharia aspects of the implementation of the Company's business activities in accordance with Islamic principles as well as providing advice and suggestions to the Board of Directors, which is done in the financial year ended on December 31, 2022, as long as the duties and responsibilities are reflected in the annual report for the financial year ended on December 31, 2022.

The results of calculation voting card	Total Abstain and Agree Votes: 9,123,598,322 shares or 99.999%		
	Abstain	Disagree	Agree
	5,188,595 shares or 0.057%	64,900 shares or 0.01%	9,118,409,727 shares or 99.942%

#### AGMS – Second Agenda

Approve the appropriation of the Company's net profit for the financial year ended on December 31, 2022 in total amount of IDR3,302,314,000,000 (three trillion three hundred two billion three hundred and fourteen million rupiah) with detail as follow:

- 1% (one percent) of the net profit or more or less IDR33,023,140,000 (thirty three billion twenty three million one hundred and forty thousand rupiah) to be set aside for the reserve fund to comply with Article 70 of the Law on Limited Liability Companies.
- 35% (thirty five percent) of the net profit or more or less in total of IDR1,155,809,900,000 (one trillion one hundred fifty five billion eight hundred nine million nine hundred thousand rupiah) or IDR118.26 (One hundred eighteen point twenty six rupiah) per share, with the assumption that total issued shares of the Company at the Recording 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, to be distributed as dividend for the financial year 2022, with the following provisions:
  - The dividend shall be paid to the shareholders whose names are registered in the Shareholders' Registry on a date to be stipulated by the Board of Directors of the Company (further referred to as the "Recording Date").
  - The unclaimed dividend after 5 (five) years since it was declared, will be booked at the special reserve and the procedure to claim the dividend booked at the special reserve can be accessed through the Company website.
  - The Shareholder dividend tax will comply with the applicable tax regulations.
  - The Board of Directors is hereby authorized and empowered to stipulate all matters regarding or relating to the implementation of dividend payment for the financial year 2022, including (however without limitation) to:
    - Determine the Recording Date for the shareholders of the Company who are entitled to receive dividend payment for the financial year 2022.
    - Determine the date of implementing payment of dividend for the financial year 2022, taking into consideration and without prejudice to the regulations of the Stock Exchange where the shares of the Company are listed.
- The remaining amount of the Net Profit for the financial year 2022 which is not determined shall be booked as retained earning of the Company.

The results of calculation voting card	Total Abstain and Agree Votes: 9,123,598,322 shares or 99.999%		
	Abstain	Disagree	Agree
	838,900 shares or 0.009%	64,900 shares or 0.001%	9,122,759,422 shares or 99.990%



#### AGMS – Third Agenda

1. Re-Appoint Elisabeth Imelda as Public Accountant and Imelda dan Rekan, (a member firm of Deloitte Touche Tohmatsu Limited) as Public Accounting Firm, which is listed in the Financial Services Authority to audit the Company's consolidated financial statement for the financial year 2023.
2. Authorized the Board of Commissioners to:
  - a. Determine the amount of honorarium and other requirements relating to the appointment of the Public Accounting Firm.
  - b. Determine a substitute Public Accounting Firm and/or Public Accountant in the event that the Public Accounting Firm of Imelda dan Rekan and/or the Public Accountant of Mrs Elisabeth Imelda, due to any reason, cannot complete the audit process of the Company's 2023 Financial Statement.

The results of calculation voting card	Total Abstain and Agree Votes: 9,123,598,322 shares or 99.999%		
	Abstain	Disagree	Agree
	835,100 shares or 0.009%	64,900 shares or 0.001%	9,122,763,222 shares or 99.990%

#### AGMS – Fourth Agenda

1.
  - a. Approved the total bonus/tantiem payments that will be distributed to the Company's Board of Commissioners for the 2022 financial year.
  - b. Approve the total payment of salary/honorarium and/or allowances to the Board of Commissioners of the Company for financial year 2023.
  - c. Approve the delegation of authority to the President Commissioner of the Company to determine the bonus/tantieme for the financial year 2022 and the total amount of salary/honorarium and/or allowances for the financial year 2023 to each member of the Board of Commissioners of the Company based on the recommendation of Remuneration Committee.
2.
  - a. Approved the total bonus/tantiem payments which will be distributed to the Sharia Supervisory Board for the 2022 financial year.
  - b. Approve the total payment of salary/honorarium and/or allowances to the Sharia Supervisory Board of the Company for the financial year 2023.
  - c. Approve the delegation of authority to the Board of Commissioner of the Company to determine the bonus/tantieme for the financial year 2022 and the total amount of salary/honorarium and/or allowances for the financial year 2023 to each member of the Sharia Supervisory of the Company, based on the recommendation of Remuneration Committee.
3.
  - a. Approved the total bonus/tantiem payments that will be distributed to the Company's Directors for the 2022 financial year.
  - b. Approve the total payment of the salary and allowances and/or other income to the Board of Directors of the Company for the financial year 2023.
  - c. Approve the delegation of authority to the Board of Commissioner of the Company to determine the bonus/tantieme for the financial year 2022 and the total payment of salary and allowances and/or other income for financial year 2023 to each member of the Board of Directors of the Company, based on the recommendation of Remuneration Committee.

The results of calculation voting card	Total Abstain and Agree Votes: 9,123,566,622 shares or 99.999%		
	Abstain	Disagree	Agree
	968,531 shares or 0.011%	96,600 shares or 0.001%	9,122,598,091 shares or 99.988%

## AGMS – Fifth Agenda

1. a. Approve not to reappoint Mr. Kenichi Yamato as President Commissioner of the Company, Mr. Shuichi Yokoyama as Commissioner of the Company, and Mr. Heriyanto Agung Putra as Director of the Company, effective as of the closing of this Meeting with gratitude for their services that have been given to the Company.
- b. Approve to appoint :
  - i. Mr. Yasushi Itagaki as President Commissioner.
  - ii. Mr Drs. Halim Alamsyah, S.H as Vice President Commissioner (Independent).
  - iii. Mr. Daisuke Ejima as President Director.

Whereby:

  - The appointment of Mr. Yasushi Itagaki as President Commissioner of the Company will be effective after passing the fit and proper test from the Financial Services Authority.
  - The appointment of Drs. Halim Alamsyah, S.H as Vice President Commissioner (Independent) of the Company will be effective after passing the fit and proper test from the Financial Services Authority.
  - The appointment of Mr. Daisuke Ejima as President Director of the Company is effective since April 1, 2023. That based on a copy of the Decree of the Board of Commissioners of the Financial Services Authority Number KEP-27/D.03/2023 dated February 16, 2023 concerning the Results of the Fit and Proper, Mr. Daisuke Ejima has fulfilled the requirements and has been approved as President Director of the Company.
- c. Approve to reappoint:
  - i. Mr. Nobuya Kawasaki and Mr. Dan Harsono, respectively as Commissioners of the Company and Mr. Peter Benyamin Stok and Mrs. Hedy Maria Helena Lopian, respectively as Independent Commissioners of the Company.
  - ii. Mr. Honggo Widjojo Kangmasto and Mr. Hafid Hadeli, respectively as Vice President Directors of the Company and Mr. Herry Hykmanto, Mrs. Rita Mirasari, Mr. Dadi Budiana, Mr. Muljono Tjandra, Mr. Naoki Mizoguchi and Mr. Thomas Sudarma, respectively as Directors of the Company.

Effective as of the closing of the Meeting.

With regards to the re-appointment of Mr. Peter Benyamin Stok as Independent Commissioner, he has submitted a Statement Letter to Remain Independent as referred to in the requirements to become an Independent Commissioner in Article 25 of the Financial Services Authority Regulation Number 33/POJK.04/2014.
- d. Approve to reappoint Mr. M. Sirajuddin Syamsuddin as Chairman of the Sharia Supervisory Board and Mr. Hasanudin and Mr. Asep Supyadillah, respectively as members of the Company's Sharia Supervisory Board effective as of the closing of the Meeting.

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

**Board of Commissioners:**

President Commissioner	: Yasushi Itagaki*
Vice President Commissioner (Independent)	: Drs. Halim Alamsyah, S.H*
Commissioner	: Nobuya Kawasaki
Commissioner	: Dan Harsono
Independent Commissioner	: Peter Benyamin Stok
Independent Commissioner	: Hedy Maria Helena Lopian

\* effective after the date of passing the fit and proper test from the Financial Service Authority

**Board of Directors:**

President Director	: 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	: Naoki Mizoguchi
Director	: Thomas Sudarma

\* Effective April 1, 2023

**Sharia Supervisory Board:**

Chairman	: M. Sirajuddin Syamsuddin
Member	: Hasanudin
Member	: Asep Supyadillah

For a term of office until the closing of the 3rd Annual General Meeting of Shareholders, which will be held no later than June 2026, without prejudice to the right of the General Meeting of Shareholders to dismiss (them) at any time.

2. Approve to give authority to the Board of Directors of the Company to include such decisions in deed of statements made before a Notary Public, notify changes to the Company's data to the Minister of Law and Human Rights of the Republic of Indonesia to obtain a letter of receipt of notification of changes to the Company's data.

The results of calculation voting card	Total Abstain and Agree Votes: 9,123,450,891 shares or 99.998%		
	Abstain	Disagree	Agree
	838,900 shares or 0.009%	212,331 shares or 0.002%	9,122,611,991 shares or 99.988%

## AGMS – Sixth Agenda

Approve:

- i. 2022-2023 Recovery Plan Review in fulfillment of article 31 chapter 2 of POJK.No.14/POJK.03/2017 regarding Recovery Plan for Systemic Banks.
- ii. 2022 Resolution Plan in fulfillment of article 8 of LPS Regulation No. 1 year 2021 regarding Resolution Plan for Commercial Banks.

The results of calculation voting card	Total Abstain and Agree Votes: 9,123,598,322 shares or 99.999%		
	Abstain	Disagree	Agree
	838,900 shares or 0.009%	64,900 shares or 0.002%	9,122,759,422 shares or 99.990%

# BOARD OF COMMISSIONERS

The Board of Commissioners (BOC) is the Bank's organ in charge of conducting general and/or special supervision, in accordance with the Bank's Articles of Association, the provisions of laws and regulations and acting on the decision of the BOC and advising the Board of Directors (BOD).

The BOC is collectively tasked and responsible for overseeing and providing advices to the BOD and ensuring that the Company applies good corporate governance principles. The working relationship between the two Boards is that of checks and balances on a principle that the two organizational bodies have equal status and share a common objective to ensure the health and progress of the Company.

Members of the BOC are appointed and dismissed by GMS based on a transparent process and due regards with recommendations from the Nomination and Remuneration Committee. They are appointed for a term of office of 3 (three) years and may be reappointed pursuant to the Bank's Articles of Association.

The appointment of members of the BOC is declared effective after they pass the fit and proper test given by the Financial Services Authority (FSA). The members can be dismissed by the GMS prior to the end of their term of office.

## THE BOARD OF COMMISSIONERS CHARTER AND WORK GUIDELINES

The BOC has a Board of Commissioners Charter that governs among other matters, roles and accountability, structure and membership, Independent Commissioners, term of office, duties and responsibilities, authority, work ethics and prohibitions for the BOC, meeting and proceeding, transparency, reporting, BOC decision authority and procedure, BOC Performance Evaluation, and pattern of working relationship between the BOC, the BOD, and Sharia Supervisory Board (SSB). The Charter is prepared based on applicable regulations, corporate governance principles, as well as best practices in the implementation of good corporate governance and are reviewed periodically.

## WORK ETHICS AND PROHIBITIONS ON THE BOARD OF COMMISSIONERS

1. Shall not take advantage of the Bank for personal interests and/or for the interest of family, and/or other parties that may harm or put the Bank at a disadvantage and harm its reputation as well as its subsidiaries.
2. Shall not take on/or receive personal benefits from the Bank other than remuneration and other facilities determined at GMS.
3. Prohibited from directly or indirectly making untrue statements regarding material facts or not revealing material facts so that the statements made will not obscure Bank's condition at the time the statements were made.
4. Members of the BOC are prohibited from holding concurrent positions:
  - a. As a member of the BOD, member of the BOC, member of the SSB, or executive officer at a financial institution or financial Company both banks and non-banks and at more than 1 (one) non-financial institution or Company, both domiciled at home and abroad;
  - b. In the field of functional duties at bank financial institutions and/or non-bank financial institutions domiciled at home or abroad;
  - c. In other positions that may cause conflict of interest in the performance of duties as a member of the BOC; and/or
  - d. In other positions in accordance with the provisions of laws and regulations.
5. Does not include concurrent positions in the event that:
  - a. Member of the BOC serves as a member of the BOD, member of the BOC or executive officer who carries out the supervisory function in 1 (one) non-bank subsidiary Company controlled by the Bank or holds a position in a non-profit organization or institution;
  - b. Non-Independent Commissioners carry out functional duties of the Bank's shareholders in the form of legal entities in the Bank and/or the Bank's business group;

to the extent that it does not cause the person concerned to neglect the performance of duties and responsibilities as a member of BOC. For prospective members of the BOC who have such positions, they must make a statement to:

- a. Maintain integrity;
  - b. Avoid any form of conflict of interest; and
  - c. Avoid actions that may harm the Bank and/or cause the Bank to violate prudential principles while serving as a member of the BOC.
6. Independent Commissioners are prohibited from holding concurrent positions as public officials.
  7. Must avoid any form of conflict of interest in the implementation of the Bank's management and supervisory duties.
  8. In the event of a conflict of interest, members of the BOC are obliged to disclose the conflict of interest in every decision that meets the conditions for a conflict of interest.
  9. Prohibited from requesting, receiving, allowing, and/or agreeing to receive rewards, commissions, additional money, services, money, valuables, and/or anything that has economic value or other benefits, for personal, family, and other parties' benefits, in the implementation of the Bank's business activities and other activities related to the Bank.
  10. Must refuse and/or are prohibited from accepting an order or request from the Bank's shareholders, affiliated parties, and/or other parties to:
    - a. Perform actions related to the Bank's business activities and/or other activities that are not in accordance with the implementation of Good Corporate Governance at the Bank.
    - b. Commit criminal offences and/or things that indicate criminal offences.
    - c. Perform actions and matters that may harm, potentially harm, and/or reduce the Bank's profits.

#### BOARD OF COMMISSIONERS' DISCLOSURE

1. Members of the BOC must disclose in the Good Corporate Governance Report:
  - a. Remuneration and facilities received from Bank Danamon.
  - b. Shareholding that reaches 5% (five per cent) or more, both in the Bank concerned and in other banks and/or companies, domiciled at home and abroad.
  - c. Financial and family relationships up to the second degree with other members of the BOC, members of the BOD and/or controlling shareholders of Bank Danamon.
  - d. Their positions at other companies.

2. Members of the BOC must disclosure any situations which may create the possibility of conflict of interests.
3. Members of the BOC shall make a statement regarding the fulfillment of the requirements of Integrity and financial reputation and submit it to the Bank.
4. Members of the BOC are required to disclose share ownership that reaches 5% or more, both in the Bank and in other banks and/or companies, domiciled at home and abroad.

#### DUTIES AND RESPONSIBILITIES OF THE BOARD OF COMMISSIONERS

1. The BOC is subject to work ethics (code of conduct), prevailing laws, regulations, and internal policies of the Bank.
2. The BOC shall perform its duties and responsibilities independently. The BOC shall provide sufficient time to optimally carry out its duties and responsibilities in accordance with the guidelines and work rules.
3. Ensure the implementation of good corporate governance in all the Bank's business activities at all levels of the organization.
4. In conducting supervision, the BOC shall direct, monitor, and evaluate the implementation of integrated governance, risk management, and compliance as well as the Bank's strategic policies, in accordance with the provisions of laws and regulations, articles of association, and/or GMS resolutions.

The BOC shall ensure that the implementation of risk management covers country risk and transfer risk in accordance with the POJK regarding the implementation of risk management for sharia commercial banks and sharia business units.

The BOC shall perform at least:

- a. Evaluation of strategies and policies related to country risk and transfer risk set by the BOD.
- b. Evaluate the accountability of the BOD and provide direction for improvement on the implementation of policies related to country risk and transfer risk on a regular basis.

The BOC through the Risk Monitoring Committee shall supervise the implementation of risk management related to country risk and transfer risk carried out by the Bank including the implementation of evaluation and stress testing.



5. The BOC is prohibited from participating in the decision making of the Bank's operations activities, except:
  - a. In the case of provision of funds to related parties in accordance with POJK regarding the maximum limit of lending and provision of large funds for commercial banks and POJK regarding the maximum limit of distribution of funds and distribution of large funds for Islamic commercial banks.
  - b. Other matters specified in the Bank's Articles of Association and the applicable laws and regulations.
6. The BOC shall review the vision and mission of the Bank on regular basis.
7. In order to support the effectiveness of the implementation of its duties and responsibilities, the BOC must form at least:
  - Audit Committee
  - Risk Oversight Committee
  - Nomination and Remuneration Committee
  - Corporate Governance Committee
  - Integrated Corporate Governance Committee
8. In relation to integrated corporate governance, the Main Entity BOC is required to supervise the implementation of Good Corporate Governance in each financial service institution in order to comply with the Integrated Corporate Governance Guidelines, supervise the implementation of the duties and responsibilities of the Main Entity BOD, as well as provide direction or advice to the Main Entity BOD on implementation of the Integrated Corporate Governance Guidelines, and evaluates the Integrated Corporate Governance Guidelines and directs them for improvement.
9. The BOC shall evaluate the performances of the committees at least at the end of each financial year.
10. The BOC members shall agree to sit in any of the above Committees as members and/or as chairman as recommended by the Nomination and Remuneration Committee. The BOC shall ensure that the Committees referred to the above carry out their duties and responsibilities effectively.
11. The appointment and dismissal of BOC committee members shall be made by the BOD based on a resolution of the BOC meeting.
12. The BOC shall ensure that the BOD has followed up on audit or examination findings and recommendations from The Bank's Internal Audit Unit, external auditors, FSA supervision results, and/or supervision results of other authorities and institutions.
13. The BOC shall make recommendations on improvements or suggestions submitted by the Audit Committee and shall convey such recommendations to the BOD.
14. The BOC shall maintain confidentiality of all documents, data, and information of the Bank.
15. The BOC shall notify FSA no later than 5 (five) working days from the discovery of:
  - a. Violation of the provisions of laws and regulations in the field of banking finance, and those related to the Bank's business activities.
  - b. Circumstances or estimates of circumstances that may jeopardise the Bank's business continuity.
16. The BOC shall conduct monitoring and evaluation of information technology strategic plans and reviews the information technology's policies and procedures proposed to the Bank by the BOD.
17. The BOC shall prepare, review and update BOC Charter periodically.
18. The BOC members must continuously improve competencies through education and training.
19. The appointment of a Public Accountant and/or Public Accounting Firm that will provide audit services on annual historical financial information must be decided by the GMS taking into account the proposal of the BOC.
20. If the Bank has a Sharia Business Unit (UUS), the BOC is responsible for the development of the UUS, which is conducted in accordance with the POJK regarding the implementation of corporate governance for commercial banks, the provisions of laws and regulations regarding the implementation of sharia governance and in accordance with applicable laws and regulations.
21. The BOC shall actively supervise the implementation of non-performing asset management, allowance and provisioning by the Bank in managing credit risk.
22. In terms of the application of sharia principles in the implementation of the Bank's business activities:
  - a. The BOC shall ensure that the BOD has followed up the recommendations of the SSB supervision results.
  - b. The Bank must hold an SSB meeting with the BOC at least 1 (one) time in 4 (four) months. The meeting is held if attended by the majority of SSB members and the majority of BOC members.
  - c. The appointment of public accountants and/or public accounting firms in carrying out external reviews of the implementation of sharia corporate governance is carried out by the BOC by taking into account the recommendations of the audit committee.

- d. Members of the BOC must disclose:
- Financial relationships with members of the SSB; and
  - Family relationship up to the second degree with members of SSB

in the report on the implementation of Sharia Corporate Governance.

23. In certain conditions, the BOC is obliged to organize annual GMS and other GMS in accordance with its authority as stipulated in laws and regulations and the articles of association.

24. The duties and responsibilities of the BOC of the Main Entity shall not be considered as concurrent positions.

### DUTIES AND RESPONSIBILITIES OF PRESIDENT COMMISSIONER

Coordinating the implementation of the duties and responsibilities of the BOC, among others:

- Receiving reports from Committees under the BOC.
- Leading the BOC in carrying out its supervisory and assurance duties, determining the urgency of a situation if a BOC meeting is to be held in less than 5 (five) days.

- Receiving power of attorney from the GMS to distribute bonuses to BOC members.

### AUTHORITY OF BOARD OF COMMISSIONERS

The authority of the BOC is regulated by the Articles of Association, Corporate Governance Policy, and the BOC Charter, which includes:

- Access the documents, data, and information about employee, funds, assets, and Bank's resources as deemed necessary.
- In relation to the implementation of its duties and responsibilities, the BOC is authorized to communicate directly with employees, the BOD and other parties.
- If necessary, the BOC has the authority to engage the independent parties outside of members of the BOC to assist the implementation of its duties.
- The BOC is authorized to perform any other authority granted by the Bank's Article of Association and prevailing laws and regulations.
- The BOC is authorized to temporarily suspend a member of the BOD by stating the reasons.

### NUMBER, COMPOSITION AND CRITERIA OF THE BOARD OF COMMISSIONERS

The composition, number and composition of the Bank's Board of Commissioners are as follows:

No.	Name	Position
1	Yasushi Itagaki	President Commissioner
2	Halim Alamsyah	Vice President Commissioner (Independent)
3	Peter Benyamin Stok	Independent Commissioner
4	Nobuya Kawasaki	Commissioner
5	Hedy Maria Helena Lopian	Independent Commissioner
6	Dan Harsono	Commissioner

All members of the BOC have passed the fit and proper test from the FSA.

The number of the Bank's BOC members as of December 31, 2024 is 6 (six) persons, which does not exceed the number of the Bank's BOD members is 9 (nine) persons.

Half or 50% of BOC members are Independent Commissioners – specifically, Halim Alamsyah, Peter Benyamin Stok and Hedy Maria Helena Lopian who domiciled in Indonesia. The number and composition of the BOC is in accordance with the needs and complexity of the Bank while considering the effectiveness of decision making, and has fulfilled the prevailing laws and regulations.

The term of office of the current BOC ends at the closing of the third Annual GMS in June 2026, without prejudice to the right of the GMS to dismiss them at any time. BOC members whose terms of office have ended may be reappointed with due observance of the applicable provisions. BOC members can be dismissed at any time by the GMS prior to the end of their term of office. This dismissal shall be effective since the closing of the meeting, unless the GMS determines otherwise.

The term of office of a member of the BOC will automatically end if the referred member:

- Is declared bankrupt or is placed under guardianship based on a court decision.
- Is suspended from serving as a member of the BOC because of statutory provisions or provisions of laws and regulations.
- Passed away.
- Terminated based on GMS decisions.
- Fails to meet the criteria as referred to in the provisions of laws and regulations.
- Resigns.

Name	Position	AGM Date	Effective date (Central Bank/ FSA Approval)	Term of Office	Number of Appointments	Domicile
Yasushi Itagaki	President Commissioner	March 31, 2023	January 1, 2024	2023-2026	1x	Japan
Halim Alamsyah	Independent Commissioner	August 26, 2021	November 15, 2021	2021-2023	2x	Indonesia
	Vice President Commissioner (Independent)	March 31, 2023	June 7, 2023	2023-2026		
Peter Benyamin Stok	Independent Commissioner	March 20, 2018	July 5, 2018	2018-2020	3x	Indonesia
		March 26, 2019*		2019-2020		
		March 23, 2020	April 25, 2019**	2020-2023		
		March 31, 2023		2023-2026		
Nobuya Kawasaki	Commissioner	October 1, 2019		2019-2020	3x	Japan
		March 23, 2020	May 20, 2020	2020-2023		
		March 31, 2023		2023-2026		
Hedy Maria Helena Lopian	Independent Commissioner	November 26, 2020	December 21, 2020	2020-2023	2x	Indonesia
		March 31, 2023		2023-2026		
Dan Harsono	Commissioner	April 30, 2021	November 18, 2021	2021-2023	2x	Thailand
		March 31, 2023		2023-2026		

Information:

\* In accordance with the EGMS decision on March 26, 2019, we have approved changes to the composition of the Board of Commissioners due to the merger process between PT Bank Danamon Indonesia Tbk and PT Bank Nusantara Parahyangan Tbk ("BNP").

\*\* Based on FSA letter No. S-122/PB.122/2019 dated April 25, 2019 concerning Submission of the Decision of the Board of Commissioners of the Financial Services Authority regarding the Merger of PT Bank Nusantara Parahyangan Tbk into PT Bank Danamon Indonesia Tbk and the Fit and Proper Test Results of the Management of PT Bank Danamon Indonesia Tbk ( as a result of the merger), the entire Board of Commissioners has passed the fit and proper test from the FSA .

## CRITERIA FOR INDEPENDENT COMMISSIONER

[IDX G-06]

In addition to meeting the criteria for BOC member, an Independent Commissioner of the Bank shall meet following criteria:

1. Has no financial, management, share ownership, and/or family relationship with members of the BOD, other members of the BOC, and/or controlling shareholders including the last controlling shareholder, or a relationship with the Bank that may affect the ability to act independently.
2. Has no ownership of the Bank's shares either directly or indirectly.
3. Does not have a business relationship, directly or indirectly, related to the business activities of the Bank.
4. Is not a person who works or has the authority and responsibility for planning, directing, controlling, or supervising the activities of the Bank within the last 1 (one) year, except for reappointment as Independent Commissioner of the Bank in the subsequent period.
5. Is not affiliated with the Bank, and BOC members, BOD members, as well as major shareholders or the Bank.
6. Independent Commissioners serve for a certain period of time and can be reappointed after obtaining GMS approval, at most for 2 (two) consecutive terms of office.  
Independent Commissioners who have served for 2 (two) consecutive terms of office may be reappointed for the next period as Independent Commissioner by considering:
  - a. The results of the assessment of the BOC meeting stating that the Independent Commissioner can still act independently.
  - b. The concerned Independent Commissioner declares his/her independency at the GMS. The statement of independence of the Independent Commissioner must be disclosed in the corporate governance report.
  - c. The results of the Independent Commissioner's performance assessment.
  - d. The results of the assessment by the head of the Internal Audit Working Unit (IAU), and the Executive Officer in charge of the human resources function stating that the Independent Commissioner can still act independently.
7. Former member of the BOO or Executive Officer of the Bank or parties who have a relationship with the Bank, which may affect their ability to act independently, may affect their ability to act independently must undergo a waiting period (cooling off) of at least 1 (one) year before becoming

an Independent Commissioner of the Bank. Waiting period for former managing director, former member of the BOD in charge of supervisory function or Executive Officer who performs supervisory function at least 6 (six) months before becoming an Independent Commissioner.

8. In the case the Independent Commissioner position is vacant and results in the violation of prevailing laws and regulations, the Bank shall fill the vacancy no later than the next annual GMS or within 6 (six) months after the vacancy occurs.
9. Non-Independent Commissioners can switch to become Independent Commissioners of the Bank or a group of Bank by fulfilling the requirements as Independent Commissioners.
10. Non-Independent Commissioners who will switch to become Independent Commissioners must undergo a waiting period of at least 1 (one) year.
11. The transition from Non-Independent Commissioner to Independent Commissioner must obtain FSA approval through a fit and proper test.
12. Dismissal or replacement of Independent Commissioners before the term of office ends must obtain prior approval from FSA before being decided at the GMS in the manner as stipulated in the POJK on Commercial Bank Governance.

In granting approval, FSA assesses the feasibility of the plan to dismiss or replace the Independent Commissioner. As a material for FSA assessment, the Bank submits a request to FSA by containing information regarding:

- a. Reasons or considerations for the dismissal or replacement of Independent Commissioners.
- b. The Bank may include the profile of the replacement candidate who is considered to meet the requirements for a fit and proper test.

The application shall be submitted to FSA at the latest 1 (one) month prior to the plan to hold the GMS containing the dismissal or replacement agenda. In the event that FSA assesses that the plan to dismiss or replace the Independent Commissioner is not feasible, then:

- a. The plan to dismiss or replace the Independent Commissioner is not approved by FSA.
- b. The Bank is prohibited from including the agenda of dismissal or replacement of Independent Commissioner in the GMS.



13. Has knowledge in the banking sector that is adequate and relevant to the position as Independent Commissioners.
14. Experienced in banking and/or finance.
15. All Independent Commissioners must sign a statement of independence. This statement must be prepared and updated regularly with a statement of not assuming any other positions unpermitted by the FSA.

### INDEPENDENCE OF THE BOARD OF COMMISSIONERS MEMBERS

All of the current BOC members do not have financial and family relations to the second degree with their fellow members, members of the BOD,SSB, or with Controlling Shareholders. More than of 50% (fifty percent) of the BOC members have no financial relationship with the controlling shareholder and none of the BOC members has financial relationship with their fellow members, members of the BOC and SSB.

### FAMILY AND FINANCIAL RELATIONSHIP

The family and financial relationships of member of the BOC with fellow members of the BOC, members of the BOD, SSB and Controlling Shareholders, can be seen in the following table:

Name	Position	Family Relation with								Financial Relation with							
		Member of BOC		Member of BOD		SSB		Controlling Shareholders		Member of BOC		Member of BOD		SSB		Controlling Shareholders	
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Yasushi Itagaki	President Commissioner	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	✓	-
Halim Alamsyah	Vice President Commissioner (Independent)	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
Peter Benyamin Stok	Independent Commissioner	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
Nobuya Kawasaki	Commissioner	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	✓	-
Hedy Maria Helena Lopian	Independent Commissioner	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
Dan Harsono	Commissioner	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓

### CONCURRENT POSITIONS OF THE BOARD OF COMMISSIONER MEMBERS

Members of the BOC may only:

1. Serve as a member of the BOC, BOD, or Executive Officer in 1 (one) non-financial institution/Company; or Serve as a member of the BOC, BOD, or Executive Officer who carries out the supervisory function in a non-bank subsidiary controlled by the Bank.
2. Serve in non-profit organizations or institution as long as the member concerned does not neglect the implementation of his/her duties.

Exceptions to the above:

1. Non-Independent members of the BOC may carry out the functional duties from the Bank shareholders in the form of legal entities in their business group as long as there are no more than 4 (four) public companies.
2. Members of the BOC may concurrently serve as Committee members in a maximum of 5 (five) committees in Listed or Public Company where the member concerned also serves as a member of the BOD or a member of the BOC.

Concurrent positions as committee members as referred to in point 2 above can only be carried out to the extent that it does not conflict with other laws and regulations.

Members of the BOC have disclosed concurrent positions in the Statement Letter and there are no concurrent positions beyond those permitted by POJK regarding the implementation of corporate governance for commercial banks.

Information on concurrent positions for members of the BOC as of December 31, 2024 can be seen in the table below.

Name	Position in the Bank BOC	Position in Other Institutions/Companies
Yasushi Itagaki	President Commissioner	1. Senior Managing Corporate Executive, Group Chief Operating Officer International (COO-I), Group Head Grup Bisnis Global Commercial Banking (GCB), Mitsubishi UFJ Financial Group. 2. Member of the Board of Directors, Vice President (Representative of the Board of Directors), Chief Executive of Global Commercial Banking (GCB), Business Unit, Chief Operating Officer International (COO-I), MUFG Bank, Ltd.
Halim Alamsyah	Vice President Commissioner (Independent)	1. President Commissioner of PT Indosat Tbk. 2. Audit Committee of PT Sinarmas Multi Artha Tbk
Peter Benyamin Stok	Independent Commissioner	-
Nobuya Kawasaki	Commissioner	Executive Officer, Deputy Group Head of Global Commercial Banking Business Group, MUFG Bank Ltd.
Hedy Maria Helena Lopian	Independent Commissioner	Independent Commissioner of PT Supra Boga Lestari Tbk
Dan Harsono	Commissioner	1. Commissioner, PT Home Credit Indonesia 2. Chairman of HC Consumer Finance Philippines, Inc. 3. Chairman of the Member Council of Directors, SHBank Finance Co. Ltd (Vietnam) 4. Director, Alliance Ayudhya General Insurance PCL 5. Director, Alliance Ayudhya Assurance PCL 6. Advisor, MUFG Bank Ltd.

## SHARES OWNERSHIP OF MEMBERS OF THE BOARD OF COMMISSIONERS

As of December 31, 2024, the direct and indirect share ownership of each members of the BOC in Banks, Other Banks, Non-Bank financial institutions, and other Companies, as follows:

Name	Position	Ownership Share in			
		Bank	Other Bank	Non-Bank Financial Institution	Other Company
Yasushi Itagaki	President Commissioner	-	42,000 shares of Mitsubishi UFJ Financial Group inc.	-	-
Halim Alamsyah	Vice President Commissioner (Independent)	-	20,000 shares of BBRI	-	<ul style="list-style-type: none"> <li>20,000 shares of ANTM</li> <li>300,000 shares of BUKA</li> <li>100,000 shares of TLKM</li> </ul>
Peter Benyamin Stok	Independent Commissioner	-	-	-	<ul style="list-style-type: none"> <li>153,900 shares of TLKM</li> <li>451,125 shares of ENRG</li> <li>33 shares of KIJA</li> <li>500 shares of KRAS</li> <li>335,000 shares of KKG</li> <li>20,500 shares of SMGR</li> <li>1,009,600 shares of WOMF</li> <li>608,000 shares of WSBP</li> <li>571,500 shares of MTEL</li> <li>73,500 shares of PTBA</li> </ul>
Nobuya Kawasaki	Commissioner	-	-	-	-
Hedy Maria Helena Lopian	Independent Commissioner	-	173,400 shares of BNGA	-	-
Dan Harsono	Commissioner	-	-	-	-

## POLICY ON DIVERSITY IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS [GRI 405-1]

In the process of nominating members of the BOC, in addition to consideration of the minimum requirements, the scope and balance of knowledge, skills, and experience, as well as the need for diversity are also taken into consideration to determine the composition of the BOC. The optimal composition of the BOC will increase the effectiveness of the implementation of the duties and responsibilities of the BOC.

In this context, the Bank has a Diversity Policy that serves as reference in the process of nominating candidates for members of the BOC. The Bank appreciates and respects every difference in perspective, knowledge, ability and experience of each individual without prejudice against race, ethnicity, gender and religion.

## REMUNERATION OF THE BOARD OF COMMISSIONERS

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

The amount of remuneration for members of the BOC is determined based on the performance of each member by considering the duties and responsibilities of the BOC.

The remuneration formulation refers to the Bank internal policies and condition, applicable external regulations, and industry comparison. The Nomination and Remuneration Committee gives recommendations to the BOC and is submitted to the General Meeting of Shareholders for approval. The distribution of remuneration is carried out by the President Commissioner. The General Meeting of Shareholders approved the authorization to the President Commissioner of Bank to determine the amounts of bonus/tantiem and as well as the amount of salary or honorarium and benefits for the fiscal year 2024 for each member of the BOC based on recommendations from the Nomination and Remuneration Committee.

## PROCEDURE FOR DETERMINING THE REMUNERATION OF THE BOARD OF COMMISSIONERS

### Nomination and Remuneration Committee

The Nomination and Remuneration Committee collects information on remuneration standards for similar positions and industries in the market, taking into account Bank's performance. The Committee makes recommendations to the BOC.

### Board of Commissioners

The BOC reviews the recommendations of the Nomination and Remuneration Committee and proposes the remuneration of the BOC to the GMS.

### General Meeting of Shareholders

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

### Remuneration of Commissioner Members

The distribution of remuneration to members of the BOC is in accordance with the results of the GMS decision.

## REMUNERATION STRUCTURE OF THE BOARD OF COMMISSIONERS

The remuneration package received by members of the BOC and the grouping of remuneration levels and the number of members of the BOC who receive remuneration packages in 1 (one) year, are disclosed in the Remuneration Policy section of this report.

## BOARD OF COMMISSIONERS MEETING

### Board of Commissioners Meeting Policy

1. The BOC is obligated to have at minimum bi-monthly meetings or at any time if deemed necessary.
2. The implementation of the BOC meeting must be physically attended by all members of the BOC at least 2 (two) times in 1 (one) year. In the event that a member of the Non-Independent Member of BOC is unable to physically attend the BOC meeting, he/she may attend the BOC meeting via face-to-face by utilizing information technology.
3. A Board of Commissioners meeting is convened if attended by a majority of the members of the BOC.
4. The BOC shall have a joint meeting with the BOD periodically at least once in every 4 (four) month.
5. Members of the BOC must attend the BOC meetings at least 75% of the total BOC meetings in a year.
6. Meetings of the BOC may be held via video conference.
7. The BOC meeting is chaired by the President Commissioner. If the President Commissioner is not present, any BOC member in attendance is appointed to chair the meeting.
8. The BOC shall schedule the next year meetings before the end of the fiscal year.
9. Resolutions of the BOC meetings shall first be made based on deliberation to reach a consensus. In the event that deliberation to reach consensus does not occur, decisions shall be made by voting based on the affirmative votes of more than  $\frac{1}{2}$  (one-half) of the total number of members of the BOC present or represented at the meeting. Decisions made by  $\frac{1}{2}$  (one-half) are based on the principle of one person, one vote.
10. Results of the BOC meetings including joint BOC-BOD meetings shall be stated in minutes of meeting and submitted to all members of the BOC and/or BOD and well documented in accordance with the provisions of statutory regulations.
11. All decisions of the BOC are binding to all members of the BOC. Dissenting opinions that occur in BOC meetings and reasons for such disagreements shall be clearly stated in minutes of meetings.
12. The BOC may adopt lawful and binding decisions without convening a BOC meeting, on condition that all members of the BOC approve the decision in writing.
13. In a BOC meeting, a member of the BOC can only be represented by other member of the BOC based on a power of attorney.
14. Any member of the BOC in any manner whatsoever, either directly or indirectly have personal or conflict of interest in a transaction, contract or a proposed contract to which the Bank is a party, shall reveal the nature of such interest in BOC meetings and has no right to participate in voting with regard to transaction, contract or a proposed contract mentioned above, unless determined otherwise by the BOC meeting.
15. In relation to integrated corporate governance, the BOC of the Main Entity is required to hold regular meetings at least 1 (one) time each semester.
16. Attendance of members of the BOC in meetings shall be disclosed in the annual report.

## FREQUENCY OF BOARD OF COMMISSIONERS MEETINGS

Throughout 2024, the BOC held 6 (six) internal and 4 (four) The BOC' meetings invited the BOD and held 3 (three) meetings with the SSB. All meetings conducted during the year 2024 met the quorum requirements and were attended both physically and via teleconference technology by the members of the BOC. Decision-making in the meetings was conducted through consensus, and there were no dissenting opinions in the decisions made during the year 2024. Information regarding the schedule, agenda, materials, results, and minutes of the meetings held has been distributed to the meeting participants and has been well documented.

## MEETING AGENDA OF BOARD OF COMMISSIONERS

No	Meeting Date	Meeting Agenda
1	January 31, 2024	<ul style="list-style-type: none"> <li>Review and Approval of Meeting Minutes</li> <li>Risk Oversight Committee Report</li> <li>Audit Committee Report</li> <li>Corporate Governance Committee Report</li> </ul>
2	March 22, 2024	<ul style="list-style-type: none"> <li>Review and Approval of Meeting Minutes</li> <li>Risk Oversight Committee Report</li> <li>Audit Committee Report</li> </ul>
3	May 30, 2024	<ul style="list-style-type: none"> <li>Review and Approval of Meeting Minutes</li> <li>Risk Oversight Committee Report</li> <li>Audit Committee Report</li> </ul>
4	July 30, 2024	<ul style="list-style-type: none"> <li>Review and Approval of Meeting Minutes</li> <li>Risk Oversight Committee Report</li> <li>Audit Committee Report</li> <li>Corporate Governance Committee Report</li> </ul>
5	September 26, 2024	<ul style="list-style-type: none"> <li>Review and Approval of Meeting Minutes</li> <li>Risk Oversight Committee Report</li> <li>Audit Committee Report</li> </ul>
6	November 22, 2024	<ul style="list-style-type: none"> <li>Review and Approval of Meeting Minutes</li> <li>Risk Oversight Committee Report</li> <li>Audit Committee Report</li> </ul>

## BOARD OF COMMISSIONERS MEETING AGENDA INVITING THE BOARD OF DIRECTORS

No	Meeting Date	Meeting Agenda
1	January 31, 2024	<ul style="list-style-type: none"> <li>Review and Approval of Meeting Minutes</li> <li>Business Update</li> <li>Preparation for the 2024 Annual General Meeting of Shareholders</li> </ul>
2	May 30, 2024	<ul style="list-style-type: none"> <li>Review and Approval of Meeting Minutes</li> <li>Business Update</li> </ul>
3	July 29 & 30, 2024	<ul style="list-style-type: none"> <li>Review and Approval of Meeting Minutes</li> <li>Business Update</li> </ul>
4	September 26, 2024	<ul style="list-style-type: none"> <li>Review and Approval of Meeting Minutes</li> <li>Business Update</li> </ul>

## BOARD OF COMMISSIONERS MEETING AGENDA WITH SHARIA SUPERVISORY BOARD

No	Meeting Date	Meeting Agenda
1	June 28, 2024	<ul style="list-style-type: none"> <li>Background and Objectives of the Meeting</li> <li>DPS Evaluation Worksheet</li> <li>New Segment (Hajj and Umrah) and Brief Explanation about Muhammadiyah</li> </ul>
2	October 17, 2024	<ul style="list-style-type: none"> <li>Review and Approval of Meeting Minutes</li> <li>DPS Evaluation Worksheet - 2Q 2024</li> <li>Ijtima' Ulama, Government Regulations, and new Fatwas from DSN-MUI</li> <li>Update on BPKH and Muhammadiyah.</li> </ul>
3	December 17, 2024	<ul style="list-style-type: none"> <li>Review and Approval of Meeting Minutes</li> <li>DPS Evaluation Worksheet - 3Q 2024</li> <li>FSA's New Guidance on Sharia Products</li> <li>Bank Strategy Update</li> </ul>



**ATTENDANCE RATES AT MEETINGS [IDX G-02]**

The attendance of members of the BOC at meetings held during 2024 is as follows:

Name	Attendance Rate of BOC Meetings (Total 6 meetings)	Attendance Rate of BOC Meetings inviting the BOD (Total 4 meetings)	Attendance Rate of BOC Meetings with the SSB (Total 3 meetings)
Yasushi Itagaki	6/6	4/4	3/3
Halim Alamsyah	6/6	4/4	3/3
Peter Benyamin Stok	6/6	4/4	3/3
Nobuya Kawasaki	6/6	4/4	3/3
Hedy Maria Helena Lopian	6/6	4/4	3/3
Dan Harsono	6/6	4/4	3/3

**SCHEDULE OF BOARD OF COMMISSIONERS MEETING PLAN IN 2025**

At the end of 2024, the BOC has compiled a schedule of meeting plans that will be conducted in 2025 as many as 6 (six) BOC Meetings, 3 (three) BOC Meetings inviting the BOD and 3 (three) BOC Meetings with the SSB.

**IMPLEMENTATION OF DUTIES AND RECOMMENDATIONS OF THE BOARD OF COMMISSIONERS IN 2024**

In carrying out its supervisory function, the BOC provides recommendations to the BOD by taking into account inputs from the Committees that assist and are directly responsible to the BOC.

**BOARD OF COMMISSIONERS PERFORMANCE ASSESSMENT [IDX G-04]**

The Bank has a performance assessment policy that is used as a guideline to assess the effectiveness of the implementation of the duties and responsibilities of the BOC both collegially and individually in accordance with laws and regulations and The Bank's Articles of Association. The performance assessment of the BOC is assessed by considering several components, including:

1. Structure and composition of the BOC.
2. Effectiveness of implementing work program of the Committees under the BOC.
3. Supervision of strategy implementation and management of Bank.
4. Implementation of good corporate governance at the Bank.
5. Implementation of risk management and internal control in dealing with potential risks.

Individual performance assessment of the BOC is conducted annually by the President Commissioner based on benchmarks agreed upon by each member of the BOC. The results of the performance assessment of members of the BOC are one of the basic considerations for the Nomination and Remuneration Committee in providing recommendations to the BOC to reappoint members of the BOC as well as material for preparing the remuneration structure of the BOC.

**ORIENTATION PROGRAM FOR NEW COMMISSIONERS**

For new members of the BOC, the Bank has an induction program with the aim of providing an understanding of the vision, mission and corporate culture, code of ethics, organizational structure, line of businesses, Board of Commissioners' Charter, as well as banking and capital market regulations. The orientation program is carried out through the On-Boarding Program and brief presentations by both management and business units and other supporting units face-to-face.

## BOARD OF COMMISSIONERS TRAINING PROGRAM [POJK E.2] [IDX G-05]

Member of the BOC are always given the opportunity to improve their competency through training programs/ workshops organized internally and externally. In 2024, the participation of members of the BOC in training programs/ workshops was as follows:

Name	Training/Conferences/Workshops	Organization	Location	Date
<b>Yasushi Itagaki</b>	Training: Risk Management Recertification - Level 6	Efektifpro	Online	April 10, 2024
<b>Halim Alamsyah</b>	Executive Training on Islamic Banking	Karim Consulting Indonesia	Online	January 23-24, 2024
	Training: Risk Management Recertification - Level 6	Efektifpro	Online	March 14, 2024
	Indonesian Personal Data Protection (PDP) Law Awareness/ Workshop Session	BDMN - PwC	Online	June 4, 2024
	<i>Seminar Penyelarasan bagi Komisaris Jenjang 6 Pemegang Sertifikat Level 1,2,3 ketentuan lama</i>	BARA (Bankers Association for Risk Management)	Offline	August 21-23, 2024
	Expert Talk with Mr. Chatib Basri	Danamon & MUFG	Offline	October 14, 2024
	Expert Talk with Mr. Burhanuddin Abdullah	Danamon & MUFG	Offline	October 14, 2024
	Expert Talk with Mr. Yohannes Nangoi	Danamon & MUFG	Offline	November 6, 2024
<b>Peter Benyamin Stok</b>	Executive Training on Islamic Banking	Karim Consulting Indonesia	Online	January 23-24, 2024
	Training: Risk Management Recertification - Level 6	Efektifpro	Online	March 14, 2024
	Indonesian Personal Data Protection (PDP) Law Awareness/ Workshop Session	BDMN - PwC	Online	June 4, 2024
	<i>Seminar Penyelarasan bagi Komisaris Jenjang 6 Pemegang Sertifikat Level 1,2,3 ketentuan lama</i>	BARA (Bankers Association for Risk Management)	Offline	August 21-23, 2024
	Expert Talk with Mr. Chatib Basri	Danamon & MUFG	Offline	October 14, 2024
	Expert Talk with Mr. Burhanuddin Abdullah	Danamon & MUFG	Offline	October 14, 2024
	Expert Talk with Mr. Yohannes Nangoi	Danamon & MUFG	Offline	6 November 2024
<b>Nobuya Kawasaki</b>	Training: Risk Management Recertification - Level 6	Efektifpro	Online	March 6, 2024
<b>Hedy Maria Helena Lopian</b>	Executive Training on Islamic Banking	Karim Consulting Indonesia	Online	January 23-24, 2024
	Training: Risk Management Recertification - Level 7	GPS	Online	March 19, 2024
	Indonesian Personal Data Protection (PDP) Law Awareness/ Workshop Session	BDMN - PwC	Online	June 4, 2024
	<i>Resertifikasi Risiko Management Jenjang 7</i>	LPPS	Offline	July 17-18, 2024
	Expert Talk with Mr. Chatib Basri	Danamon & MUFG	Offline	October 14, 2024
	Expert Talk with Mr. Burhanuddin Abdullah	Danamon & MUFG	Offline	October 14, 2024
	Expert Talk with Mr. Yohannes Nagoi	Danamon & MUFG	Offline	November 6, 2024
<b>Dan Harsono</b>	Training: Risk Management Recertification - Level 6	Efektifpro	Online	March 6, 2024
	Indonesian Personal Data Protection (PDP) Law Awareness/ Workshop Session	BDMN - PwC	Online	June 4, 2024

# COMMITTEES UNDER THE BOARD OF COMMISSIONERS

To assist and support it in carrying out its duties and responsibilities, the Board of Commissioners has set up Board of Commissioners committees, who report directly to the Board of Commissioners. The Board of Commissioners has 5 (five) committees to support the effectiveness of its duties and responsibilities:

1. Audit Committee.
2. Risk Oversight Committee.
3. Nomination and Remuneration Committee.
4. Corporate Governance Committee.
5. Integrated Corporate Governance Committee.

Each of the committees has Committee Charter prepared and reviewed periodically based on applicable regulations. Members of the Committees are appointed by the Board of Commissioners based on the Board Meeting and/or circular decisions. The

Board of Directors shall appoint and dismiss members of the Board of Commissioners Committees based on the decision of the Board of Commissioners meeting. Each of the Committees is chaired by an Independent Commissioner.

## PERFORMANCE ASSESSMENT OF THE BOARD OF COMMISSIONERS COMMITTEES

The Board of Commissioners assesses the performance of committees of the Board of Commissioners based on reports on the implementation of duties and responsibilities submitted by each committee on a regular basis. The performance of the committees of the Board of Commissioners during 2024 was considered good by the Board of Commissioners and contributed to supporting the implementation of the duties and responsibilities of the Board of Commissioners.

### PROFILE OF COMMITTEE MEMBER

Name, Age and Position	Citizenship & Domicile	Position	Period	Expertise	Qualifications Educational Background
<b>Yasushi Itagaki</b> 60 Years Old President Commissioner	- Japanese Citizen - Domiciled in Japan	Member of the Nomination and Remuneration Committee	April 2023 - present	Banking and Financial Industry	Bachelor of Laws, University of Kyoto (1987).

Profile is given in more detailed in the Board of Commissioners Chapter of this Annual Report

Name, Age and Position	Citizenship & Domicile	Position	Period	Expertise	Qualifications Educational Background
<b>Halim Alamsyah</b> 67 Years Old Vice President Commissioner (Independent)	- Indonesian Citizen - Domiciled in Indonesia	- Chairman of the Nomination and Remuneration Committee - Chairman of the Audit Committee	April 2023 - Present  April 2023 - Present	Economics, Finance, Sharia Finance, Risk Management	- Bachelor (S1) Degree from Gadjah Mada University, Indonesia, Faculty of Law (1976 - 1981) - Bachelor (S1) Degree from Indonesian Islamic University, Faculty of Management Economics (1975 - 1980) - Master of Arts Degree in Development Economics (S2) Boston University, USA (1983 - 1985) - Doctorate (S3) Degree from University of Indonesia, Finance (2004 - 2008)

Profile is given in more detailed in the Board of Commissioners Chapter of this Annual Report

Name, Age and Position	Citizenship & Domicile	Position	Period	Expertise	Qualifications Educational Background
<b>Peter Benjamin Stok</b> 75 Years Old Independent Commissioner	<ul style="list-style-type: none"> <li>- Indonesian Citizen</li> <li>- Domiciled in Indonesia</li> </ul>	<ul style="list-style-type: none"> <li>- Chairman of the Corporate Governance Committee</li> <li>- Chairman of the Integrated Corporate Governance Committee</li> <li>- Member of the Risk Oversight Committee</li> </ul>	April 2020 – present	Finance and Banking	Bachelor Degree in Economics from Padjadjaran University, Bandung - Indonesia (1989)
			April 2020 – present		
			December 2018 – 2019 September 2021 – present		

Profile is given in more detailed in the Board of Commissioners Chapter of this Annual Report

Name, Age and Position	Citizenship & Domicile	Position	Period	Expertise	Qualifications Educational Background
<b>Nobuya Kawasaki</b> 52 Years Old Commissioner	<ul style="list-style-type: none"> <li>- Japanese Citizen</li> <li>- Domiciled in Japan</li> </ul>	<ul style="list-style-type: none"> <li>- Member of the Nomination and Remuneration Committee</li> <li>- Member of the Risk Oversight Committee</li> <li>- Member of the Corporate Governance Committee</li> <li>- Member of the Integrated Corporate Governance Committee</li> </ul>	October 2022 – present	Finance	<ul style="list-style-type: none"> <li>- Bachelor's degree in mechanical engineering, Keio University (1995)</li> <li>- Master of Mechanical Engineering, Keio University (1997)</li> </ul>
			April 2020 – present		
			April 2020 – present		
			April 2020 – present		

Profile is given in more detailed in the Board of Commissioners Chapter of this Annual Report

Name, Age and Position	Citizenship & Domicile	Position	Period	Expertise	Qualifications Educational Background
<b>Hedy Maria Helena Lapian</b> 66 Years Old Independent Commissioner	<ul style="list-style-type: none"> <li>- Indonesian Citizen</li> <li>- Domiciled in Indonesia</li> </ul>	<ul style="list-style-type: none"> <li>- Chairman of the Risk Oversight Committee</li> <li>- Member of the Nomination and Remuneration Committee</li> <li>- Member of the Audit Committee</li> </ul>	September 2021 – Present	Finance/Risk Management	<ul style="list-style-type: none"> <li>- Bachelor's degree in management, Katholik Parahyangan University Bandung, (1977)</li> <li>- Master Degree in Business Administration Joseph M Katz Graduate School of Business University of Pittsburgh, USA, (1983)</li> </ul>
			September 2021 – Present		
			April 2023 – Present		

Profile is given in more detailed in the Board of Commissioners Chapter of this Annual Report

Name, Age and Position	Citizenship & Domicile	Position	Period	Expertise	Qualifications Educational Background
<b>Dan Harsono</b> 64 Years Old Commissioner	<ul style="list-style-type: none"> <li>- Thai Citizen</li> <li>- Domiciled in Thailand</li> </ul>	Member of the Risk Oversight Committee	September 2021 - Present	Finance	<ul style="list-style-type: none"> <li>- Bachelor Degree with Cum Laude honors in Electrical and Biomedical Engineering from the University of Southern California in Los Angeles, California (1982)</li> <li>- Master of Business Administration Degree in Finance and Marketing from Indiana University, Bloomington, IN, USA (1984)</li> </ul>

Profile is given in more detailed in the Board of Commissioners Chapter of this Annual Report

Name, Age and Position	Citizenship & Domicile	Position	Period	Expertise	Qualifications Educational Background
<b>Mawar I.R. Napitupulu</b> 62 Years Old Independent Party	<ul style="list-style-type: none"> <li>- Indonesian Citizen</li> <li>- Domiciled in Indonesia</li> </ul>	<ul style="list-style-type: none"> <li>- Member of the Audit Committee</li> <li>- Member of the Risk Oversight Committee</li> </ul>	<ul style="list-style-type: none"> <li>April 2020 - Present</li> <li>April 2020 - Present</li> </ul>	<ul style="list-style-type: none"> <li>- Accounting, Audit, and Finance</li> <li>- Risk Management and Control</li> </ul>	<ul style="list-style-type: none"> <li>- Bachelor Degree in Accounting, University of Indonesia, (1986)</li> <li>- Master of Business Administration Katholieke Universiteit Leuven, Belgium (1990)</li> </ul>

Profile is given in more detailed in the Independent Party Chapter of this Annual Report

Name, Age and Position	Citizenship & Domicile	Position	Period	Expertise	Qualifications Educational Background
<b>Zainal Abidin</b> 69 Years Old Independent Party	<ul style="list-style-type: none"> <li>- Indonesian Citizen</li> <li>- Domiciled in Indonesia</li> </ul>	<ul style="list-style-type: none"> <li>- Member of the Audit Committee</li> <li>- Member of the Risk Oversight Committee</li> <li>- Member of the Integrated Corporate Governance Committee</li> </ul>	<ul style="list-style-type: none"> <li>April 2020 - Present</li> <li>April 2020 - Present</li> <li>April 2020 - Present</li> </ul>	<ul style="list-style-type: none"> <li>- Banking supervision and inspection</li> <li>- Risk management</li> <li>- Accountancy</li> </ul>	<ul style="list-style-type: none"> <li>- Bachelor Degree in Economics, Airlangga University, (1982)</li> <li>- Master of Arts (MA) Degree in Development Economics, Williams College, Williamstown, Massachusetts, USA, (1989)</li> </ul>

Profile is given in more detailed in the Independent Party Chapter of this Annual Report

Name, Age and Position	Citizenship & Domicile	Position	Period	Expertise	Qualifications Educational Background
<b>M. Din Syamsuddin</b> 66 Years Old Chairman of the Sharia Supervisory Board	<ul style="list-style-type: none"> <li>- Indonesian Citizen</li> <li>- Domiciled in Indonesia</li> </ul>	Member of the Integrated Corporate Governance Committee	November 2015 - present	<ul style="list-style-type: none"> <li>- Islamic Law (Sharia)</li> <li>- Islamic Political Science, and Interreligious Cultural Communication</li> <li>- International Relations</li> </ul>	<ul style="list-style-type: none"> <li>- Bachelor Degree from IAIN Syarif Hidayatullah Jakarta, (1979)</li> <li>- M.A Degree of University of California Los Angeles (1988)</li> <li>- Ph.D from University of California Los Angeles (UCLA), USA, (1991)</li> </ul>

Profile is given in more detailed in the Sharia Supervisory Board Chapter of this Annual Report



Name, Age and Position	Citizenship & Domicile	Position	Period	Expertise	Qualifications Educational Background
<b>Roy Fahrizal Permana</b> <b>49 Years Old</b> Representative from the Bank's Human Capital	<ul style="list-style-type: none"> <li>- Indonesian Citizen</li> <li>- Domiciled in Indonesia</li> </ul>	Secretary and Member of the Nomination and Remuneration Committee	December 2018 - Present	<ul style="list-style-type: none"> <li>- Risk Management</li> <li>- Human Resources Management</li> <li>- Compensation and Benefit</li> <li>- Recognition Award</li> <li>- Performance Management</li> <li>- Industrial Relation</li> <li>- HR Policy</li> <li>- HR Area and Business Partner</li> <li>- HR Operations and Services</li> </ul>	Master of Industrial Engineering, Bandung Institute of Technology (2002)

**Work Experience (Position, Agency and Period of Service)**

- Rewards Head, PT Bank Danamon Indonesia Tbk, 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 Benefits Head, Esia - BakrieTelecom, 2008 - 2009
- Managerial positions in Human Resources, including: Rewards and Performance Management, HR Operations, HR Area and Business Partner, Bank CIMB Niaga, 2003 - 2008
- Senior Analyst Compensation and Benefit, Texmaco Group, 1998-2003
- Financial Executive, National Commercial Bank, 1998

Name, Age and Position	Citizenship & Domicile	Position	Period	Expertise	Qualifications Educational Background
<b>Krisna Wijaya</b> <b>69 Years Old</b> Independent Commissioner PT Adira Dinamika Multi Finance, Tbk.	<ul style="list-style-type: none"> <li>- Indonesian Citizen</li> <li>- Domiciled in Indonesia</li> </ul>	Member of the Integrated Corporate Governance Committee	September 2021 - Present	Economics and Corporate Governance	<ul style="list-style-type: none"> <li>- Bachelor Degree from , Bogor Agricultural Institute, Department of Agricultural Socio Economics, (1980)</li> <li>- Master Degree in Management, Gajah Mada University, Department of Social Sciences, (1990)</li> <li>- Policy Studies, Gajah Mada University, (2009)</li> </ul>

**Work Experience (Position, Agency and Period of Service)**

- Independent Commissioner, PT Adira Dinamika Multi Finance, Tbk, 2016 - present
- Chairman of the Risk Management Committee, PT Adira Dinamika Multi Finance Tbk, 2016 - present
- President Commissioner (Independent), PT Brilian Indah Gemilang, 2019 - present
- Member of the Assessment Team for Clarification/Presentation of Fit and Proper Test in the Banking Sector, Financial Services Authority, 2016 - present
- President Commissioner (Independent), PT Jaminan Kredit Indonesia, 2022 - present
- Member of the Sharia Supervisory Board, PT Club Syariah Insurance, 2008 - present
- Board of Experts of Infobank Magazine, 2020 - present
- Member of the Supervisory Board, Yayasan Adaro Membangun Negeri, 2010 - 2022
- President Commissioner (Independent), member of Audit Committee, and Chairman of Risk Management Committee, PT Perusahaan Pengelola Aset (PPA), 2020 - 2022
- Director, Indonesian Banking Development Institute, March 2016 - March 2022
- President Commissioner (Independent), member of the Audit Committee and Chairman of Risk Management Committee, PT Danareksa (Persero) 2019
- President Commissioner (Independent), member of the Audit Committee and Chairman of the Risk Management Committee, PT BNI Life Insurance, 2016 - 2018
- Independent Commissioner, Chairman of the Risk Management Committee and Member of the Audit Committee, PT Bank Mandiri Tbk, 2010 - 2015
- Commissioner, member of the Audit Committee and Risk Management Committee, PT Bank Danamon Indonesia Tbk, 2008 - 2010
- Chief Executive/ Board of Commissioner, Deposit Insurance Corporation, 2005 - 2007
- Independent Commissioner, PT Bank Rakyat Indonesia (Persero) Tbk, July 2005 - September 2005
- Team of Assistant Minister of Finance of the Republic of Indonesia, 2003
- Director of Micro and Retail Business, PT Bank Rakyat Indonesia (Persero) Tbk, 2003 - 2005
- Operations Director, PT Bank Rakyat Indonesia (Persero) Tbk, 2000 - 2002

Name, Age and Position	Citizenship & Domicile	Position	Period	Expertise	Qualifications Educational Background
<b>Christopher Mark Davies</b> 44 Years Old Representative from MUFG Jakarta	<ul style="list-style-type: none"> <li>- Citizen - British/ Chinese/ Hong Kong ID cardholder.</li> <li>- Domiciled in Hong Kong</li> </ul>	Member of the Integrated Corporate Governance Committee	October 2022 - Present	<ul style="list-style-type: none"> <li>- Certified AML Professional (CAMLPA)</li> <li>- Compliance</li> <li>- Regulatory Compliance</li> <li>- Certified Compliance Professional (CCOP)</li> </ul>	Master: Law LLM International Business Law University of Wales, Aberystwyth (UWA) (2003)

**Work Experience (Position, Agency and Period of Service)**

- MUFG Bank, Ltd, June 2018 - present
  - Managing Director, Regional Chief Compliance Officer & Head of Compliance Officer for Asia, July 2022 - present
  - Managing Director Head of Regulatory Compliance Dept. Compliance Office for Asia, June 2018 - present
  - Managing Director, Deputy Regional Chief Compliance Officer Compliance Office for Asia, June 2021 - July 2022
  - Managing Director, Head of Asia Group 2 and Joint Deputy Regional Chief Compliance Officer, February 2020 - May 2021
- Head of Compliance, HK and Head of Control Room Asia, Rabobank, May 2015 - May 2018
- Director, Banking Compliance APAC & Head of Conduct & Regulatory Affairs, Royal Bank of Scotland Plc, Hong Kong, July 2013 - May 2015
- Head of Compliance Control Room, CLSA Limited, October 2011 - July 2013
- Royal Bank of Scotland NV and Plc, Hong Kong, May 2007 - October 2011
  - Head of Control Room Compliance, Asia Pacific (APAC), May 2010 - October 2011
  - Manager Control Room Compliance, Asia Pacific (APAC), March 2009 - May 2010
  - Assistant Manager Control Room Compliance, Asia Pacific (APAC), May 2007 - March 2009
- Lloyds TSB (Financial Markets Division), October 2004 - May 2007
  - Assistant Manager, Compliance, May 2006 - May 2007
  - Associate - Compliance - October 2004 - May 2006

Name, Age and Position	Citizenship & Domicile	Position	Period	Expertise	Qualifications Educational Background
<b>Yasuhiko Togo</b> 49 Years Old Representative of MUFG Jakarta	<ul style="list-style-type: none"> <li>- Japanese Citizen</li> <li>- Domiciled in Singapore</li> </ul>	Member of the Integrated Governance Committee	October 2022 - Present	<ul style="list-style-type: none"> <li>- Financial Resource Management</li> <li>- HR Management</li> <li>- Performance &amp; Reward Management</li> <li>- Credit &amp; Risk Management</li> </ul>	Destruction of Economics Scholars, Keio University Japan, (1998)

**Work Experience (Position, Agency and Period of Service)**

- CRO for Asia, MUFG Bank, Ltd, May 2022 - present
- Head of Financial Resource Management, Corporate Planning Division, MUFG Bank, Ltd, May 2020 - April 2022
- Head of Strategic Planning and Governance, Global Human Resources for Asia, MUFG Bank, Ltd, January 2017 - April 2020
- Head of Performance & Rewards for Asia, Global Human Resources for Asia, MUFG Bank, Ltd, 2017 - 2019
- Senior Manager, Global Human Resources Office, Bank of Tokyo - Mitsubishi UFJ, April 2015 - January 2017
- Senior Manager, Asian Credit Portfolio Management Office, Bank of Tokyo - Mitsubishi UFJ, March 2012 - January 2015
- Manager, Credit Portfolio Management Division, Bank of Tokyo - Mitsubishi UFJ, April 2007 - March 2012
- Manager, Structuring Business Group and Planning & Risk Control, Mitsubishi UFJ Securities International plc, February 2002 - March 2007
- Officer, The Bank of Tokyo - Mitsubishi, Ltd, April 1998 - February 2002

Name, Age and Position	Citizenship & Domicile	Position	Period	Expertise	Qualifications Educational Background
<b>Andre S. Painchaud</b> 53 Years Old Representative of MUFG Jakarta	<ul style="list-style-type: none"> <li>• Singapore Citizen</li> <li>• Domiciled in Singapore</li> </ul>	Member of Integrated Corporate Governance Committee	June 2021 - present	<ul style="list-style-type: none"> <li>- Compliance</li> <li>- Internal Audit and Credit Assessment</li> <li>- Quality Assurance for Client Groups Institutions</li> </ul>	<ul style="list-style-type: none"> <li>- Bachelor of Science Degree from Salem State College in Salem Massachusetts, USA, (1993)</li> <li>- MBA from Bentley College, Waltham, Massachusetts, USA with concentration in Finance, (1994)</li> </ul>

**Work Experience (Position, Agency and Period of Service)**

- Head of Internal Audit and Credit Examination (Singapore), The Bank of Tokyo-Mitsubishi UFJ, Ltd, November 2017 - present
- Audit Director, Quality Assurance for Institutional Clients Group at Citibank Singapore, June 2013 - November 2017
- Managing Director & Head of Internal Audit for Asia region, Daiwa Capital Markets, November 2008 - June 2013
- Head of Internal Audit for Asia region, Lehman Brothers Asia, May 2002 - October 2008
- Securities Compliance Examiner in Boston, USA in July 1995 - April 2002

Name, Age and Position	Citizenship & Domicile	Position	Period	Expertise	Qualifications Educational Background
<b>I Nyoman Tjager</b> 74 tahun Representative of PT Home Credit Indonesia	<ul style="list-style-type: none"> <li>Indonesian Citizen</li> <li>Domiciled in Indonesia</li> </ul>	Member of Integrated Corporate Governance Committee	December 2024 – Present	<ul style="list-style-type: none"> <li>Banking-Insurance</li> <li>Securities and Securities Custodian</li> <li>Legal and Advocates</li> <li>Legal and Banking Auditors</li> </ul>	<ul style="list-style-type: none"> <li>Doctoral Program in Law, Universitas Gadjah Mada, Yogyakarta, (2003)</li> <li>Postgraduate Program, Fordham University, New York – USA, (1987)</li> <li>Bachelor of Law Program, Gadjah Mada University, Yogyakarta, (1976)</li> </ul>

#### Work Experience (Position, Agency and Period of Service)

- Independent Commissioner and Chairman of Audit Committee, PT Sentul City Tbk, 2023 – present
- Independent Commissioner, Chairman of Audit Committee, Chairman of Risk Oversight Committee and Chairman of Remuneration and Nomination Committee, PT Home Credit Indonesia, 2015 – present
- President Commissioner, Independent Commissioner and member of Integrated Corporate Governance Committee, PT Maybank Sekuritas Indonesia, 2015 – present
- Member of Audit Committee & member of Risk Monitoring Committee, PT Bank Nationalnobu Tbk, 2011 – present
- President Commissioner (Independent Commissioner), Chairman of Remuneration & Nomination Committee and Chairman of Audit Committee, PT Wahana Ottomitra Multiartha Tbk, 2018 – 2024
- Planning Expert, Supervisory Commission of the Special Task Force for Upstream Oil and Gas Business Activities (SKK Migas), 2018 – 2020
- Expert Staff for Planning, Supervisory Commission for the Special Task Force for Upstream Oil and Gas Business Activities (SKK Migas), 2016 – 2018
- President Commissioner, Independent Commissioner and chairman of Audit Committee, PT Sorini Agro Asia Corporindo, 2016 – 2020
- Independent Commissioner & Vice Chairman of GCG, Nomination & Remuneration Committee, AJB Bumiputera 1912, 2015 – 2016
- President Commissioner, PT Hanson Internasional Tbk, 2014 – 2017
- Independent Commissioner and Chairman of the Audit Committee, PT Ancora Indonesia Resource Tbk, 2008 – 2014
- President Commissioner, PT Bursa Efek Indonesia, 2008 – 2014
- Commissioner & Chairman of the Audit Committee, PT Bank Lippo Tbk, 2003 – 2008
- Expert Staff to the Minister of State-Owned Enterprises for Small Business Partnerships, Ministry of SOEs, 2001 – 2005
- Commissioner, PT Bhakti Capital Investment Indonesia Tbk, 2001 – 2004
- Vice President Commissioner (Independent Commissioner) and Chairman of the Audit Committee, PT Indocement Tunggal Prakarsa Tbk, 2001 – 2017
- Commissioner, PT Pupuk Kalimantan Timur (Persero) Tbk, 2000 – 2002
- Director General of State-Owned Enterprises Development, Ministry of Finance Deputy, 2000 – 2001
- Minister/ Deputy Head of the Investment & BUMN Development Agency for Restructuring & Privatization, 2000 – 2000
- Secretary to the Minister of State/ Main Secretary of the Investment & BUMN Development Agency, 2000 – 2000
- President Commissioner, PT Kustodian Sentral Efek Indonesia, 1999 – 2003
- Assistant Minister of State for Investment in the National Business Empowerment Sector/ Deputy for National Business Development, Investment Coordinating Board (BKPM), 1999 – 2000
- Commissioner, PT Pelayaran Samudera Jakarta Lloyd, 1993 – 2001
- Head of Legal Bureau, Bapepam – Ministry of Finance, 1991 – 1999
- Head of Legislation & Legal Aid Division, Bapepam – Ministry of Finance, 1991 – 1991
- Head of Inspection & Evaluation Division of Legal Bureau, Bapepam – Ministry of Finance, 1990 – 1991
- Head of Control & Evaluation Sub-Division of Legal Bureau, Bapepam – Ministry of Finance, 1988 – 1990
- Staff of Legal Bureau, Bapepam – Ministry of Finance, 1979 – 1988

## INDEPENDENT PARTY IN THE COMMITTEE

Independent Parties are parties outside the Company who do not have financial, management, share ownership and/or family relationships with members of the Board of Commissioners, the Board of Directors and/or controlling shareholders or relationships with the Bank that may keep them from acting independently. Based on the Circular Decision of the Board of Commissioners and stipulated in the Circular Decision of the Board of Directors, Independent Parties are appointed to the Board of Commissioners committees as follows:

1. Zainal Abidin on the Audit Committee, Risk Oversight Committee and Integrated Corporate Governance Committee.
2. Mawar I.R. Napitupulu on the Audit Committee and Risk Oversight Committee.

Independent Parties appointed must meet the competency and independence requirements required by the committee.

## AUDIT COMMITTEE

The Audit Committee has been set up to assist the Board of Commissioners in monitoring and evaluating audit planning and implementation as well as monitoring follow-ups on audit results to assess the adequacy of internal control, including the adequacy of financial reporting process. The Audit Committee ensures that the integrity, accuracy and adequacy of the financial statements and all significant risks are taken into account. The Audit Committee also oversees the effectiveness of regulatory compliance. The Audit Committee also suggests recommendations on the right public accountants from appropriate public accounting firms and monitors their effectiveness.

### Audit Committee Charter

The Audit Committee has Audit Committee Charter that governs matters pertaining to duties and responsibilities, organization, membership criteria, independency, authority, meeting convention, work ethics and term of office. The Audit Committee Charter is reviewed periodically to ensure it remains in compliance with all regulatory provisions and suit the Danamon's business needs. The Audit Committee Charter was last updated in 2024.

### Duties and Responsibilities of the Audit Committee

The duties and responsibilities of the Audit Committee include:

1. Financial Reporting
  - a. Review financial information to be issued to the public and/or to the authorities by Danamon, among others: the financial statements, projections, and other statements relating to financial information of Danamon.
  - b. Monitor and evaluate the compliance of financial statements with the applicable accounting standards.
  - c. Provide an independent opinion in the event of a difference of opinion between the management and the accountant on the services provided.
  - d. Examine complaints relating to accounting and financial reporting processes of Danamon.
  - e. Maintain the confidentiality of documents, data and information of Issuers or Public Companies.
2. External Audit
  - a. Recommend to the Board of Commissioners the regarding appointment, re-appointment, termination or replacement, the term of

engagement and remuneration of the Public Accountant to be proposed to the Annual General Shareholders Meeting (AGMS).

- b. In making recommendations, the Audit Committee shall consider the following:
  - Independence of Public Accountant, Public Accounting Firm, staffs of Public Accounting Firm.
  - Scope of audit.
  - Compensation for audit services.
  - Expertise and experience of Public Accountant, Public Accounting Firm and team from Public Accounting Firm.
  - Audit methodology, techniques, and tools used by Public Accounting Firm.
  - Benefits of fresh eye perspectives that will be obtained through the replacement of Public Accountant, Public Accounting Firm and audit team of Public Accounting Firm.
  - Potential risk for the use of audit services by the same Public Accounting Firm consecutively for a fairly long period of time.
  - Evaluation results of the implementation of audit services for annual financial information by Public Accountant and Public Accounting Firm in the previous period, if any.
- c. Review the audit of financial statements, significant findings, and recommendations of the Public Accountant and the Board of Directors' responses.
- d. Evaluate the conduct of audit services on the annual historical financial information by Public Accountant and/or Public Accounting Firm at the minimum:
  - Conformity of audit implementation by Public Accountant and/or Public Accounting Firm with applicable audit standards.
  - Adequacy of fieldwork time.
  - Assessment of the scope of services provided and the adequacy of the sampling.
  - Recommendations for improvements provided by Public Accountant and/or Public Accounting Firm.

The results of the audit Committee's evaluation shall be no later than 6 (six) months after the end of the financial year.
- e. Monitor and evaluate the planning and execution of the Public Accountant audits and monitor follow-up audit results in order to assess the adequacy of internal controls, including the adequacy of the financial reporting process.

- f. Monitor and evaluate the compliance of Public Accounting Firm with applicable auditing standards.
        - g. Review the adequacy of audit performed by the Public Accountant to ensure that all significant risks have been considered.
3. Internal Audit
  - a. Monitor and evaluate the implementation of internal audit tasks including the adequacy and effectiveness of the Internal Audit Working Unit (IAU).
  - b. Review the independence of the Head of Internal Audit Working Unit and ensure that he/she has direct and unrestricted access to the Board of Directors, Board of Commissioners and Sharia Supervisory Board.
  - c. Review the scope of work and audit plans of the Internal Audit Working Unit, including ensuring communication with the Board of Directors, Board of Commissioners, Sharia Supervisory Board, External Auditor, and Indonesia Financial Services Authority (FSA) and other matters related to the conduct of the audits.
  - d. Review significant findings and recommendations of the Internal Audit Working Unit and the Board of Directors' responses.
  - e. Monitor and evaluate the implementation of follow-up by the Board of Directors on the findings of the Bank's Internal Audit Working Unit (IAU), External Auditor, and on the findings of audit results of the Indonesia Financial Services Authority and/or audit results of other regulator and government bodies.
  - f. Review the audit reports and ensure Board of Directors to take timely corrective actions needed to resolve weakness of control, fraud, compliance issues with policies, laws, regulations, or other issues identified and reported by Internal Audit Working Unit, External Auditor, and Indonesia Financial Services Authority and or other regulatory bodies.
  - g. Provide recommendations to the Board of Commissioners regarding:
    - Appointment and dismissal of the Head of Internal Audit Working Unit.
    - Approval of Internal Audit Charter.
    - Internal audit plan, scope and budget allocation.
    - Internal Audit Working Unit annual remuneration as well as performance rewards.
    - Appointment of an independent quality assurance from an external party to review the performance of Internal Audit Working Unit.
4. Internal Control

On a regular basis, review and reports to the Board of Commissioners the adequacy and effectiveness of internal control established by the Board of Directors, including financial, operational, compliance and information technology.
5. Compliance
  - a. Review the compliance framework, and the scope of work and plan of the Compliance function.
  - b. Review the adherence to laws and regulations relating to the Danamon's activities.
  - c. Review legal matters that may have a material impact on the financial statements, related compliance policies, and reports received from regulators.
6. Other
  - a. In carrying out its duties and responsibilities, the Audit Committee shall act independently and based on the prevailing laws and regulations and provisions.
  - b. The Audit Committee shall conduct an examination of an alleged error in the decision of Board of Director's meeting or irregularities in the implementation of Board of Directors meeting decisions. The examination can be carried out by Audit Committee or an independent party appointed by the Audit Committee at the expense of Danamon.
  - c. The Audit Committee shall prepare, review and update Audit Committee Charter periodically.
  - d. The Audit Committee shall submit a review result report to all members of the Board of Commissioners after report of the review results is completed by the Audit Committee.
  - e. Provide an independent opinion when there is a disagreement between the Board of Directors and Public Accountant for services rendered.
  - f. Maintain the confidentiality of documents, data, and information of Danamon.
  - g. The Audit Committee reviews and provides opinion to the Board of Commissioners regarding the potential conflict of interest of the Danamon.



- h. Members of the Audit Committee must enhance competencies through continuous education and training.

### Authority of the Audit Committee

The Audit Committee is authorized to do the following:

1. Investigate any issues included in the terms of reference, access and cooperate with the Board of Directors and the freedom to invite every Director or executive officer to attend Audit Committee meetings, as well as to have reasonable resources that can assist it in effectively carrying out its functions.
2. Review of affiliate transactions and conflict of interest upon obtaining an appraisal report from the

Compliance Director, to ensure that transactions carried out with due regard to the interests of the Danamon and minority shareholders as well as are reasonably made under normal commercial terms.

3. If necessary, engage independent party outside the Audit Committee members to assist the implement its duties.
4. Invite/appoint observers.
5. Perform any other authority granted by the Board of Commissioners.
6. Access the Danamon's documents, data, and information including but not limited to, the employees, funds, assets and necessary corporate resources while maintaining the applicable secrecy provisions.
7. Communicate directly with employees, including the Board of Directors and those exercising internal audit, risk management and accounting functions related to the Audit Committee's duties and responsibilities.

### Structure, Membership, Expertise and Legal Basis for Appointment

#### Structure and Membership

The Audit Committee has 4 (four) members, consisting of 2 (two) Independent Commissioners and 2 (two) Independent Parties. The structure and membership of the Audit Committee has complied with applicable regulations.

#### STRUCTURE AND MEMBERSHIP OF THE AUDIT COMMITTEE IN 2024

No	Name	Position at Danamon	Position in Committee
1	Halim Alamsyah	Vice President Commissioner (Independent)	Chairman
2	Hedy Maria Helena Lopian	Independent Commissioner	Member
3	Mawar I.R. Napitupulu	Independent Party	Member
4	Zainal Abidin	Independent Party	Member

#### Expertise of Audit Committee Members

All members of the Audit Committee have met the applicable provisions pertaining to the expertise criteria of Audit Committee members that cover finance and/or accounting, risk management, banking and/or law, with due consideration on their respective integrity, good attitude and morals as stated in their statement letter.

#### Legal Basis of Appointment

The incumbent members of the Audit Committee were appointed through Circular Decree of the Board of Commissioners No.KSR-KOM.CORSEC.12.2024.007 dated December 11, 2024 and stipulated in the Circular of the Board of Directors No.KSR-DIR.CORSEC.12.2024.005 dated December, 11 2024.

#### Independency of Audit Committee Members

All members of the Audit Committee are independent (Independent Commissioners and Independent Parties). Non-independent Commissioners and Directors are not allowed to sit in the Audit Committee. Audit Committee members shall comply with the Danamon's Code of Conduct.

#### Term of Office

The term of office of members of the Audit Committee may not exceed the term of office of the Board of Commissioners as regulated in the Danamon's Articles of Association and can only be re-elected for 1 (one) subsequent period.

## Policy and Implementation of Audit Committee Meetings

### Audit Committee Meeting Policy

- Committee meetings are held at least 1 (one) time in 3 (three) months in accordance with Danamon's needs.
- Meetings may be held if attended by at least 51% (fifty-one percent) of the total number of members.
- Meeting decisions shall be made on the principle of deliberation to reach consensus. In the event no consensus is reached, then the decisions shall be made through voting. Decisions taken with a majority vote are carried out based on the principle of 1 (one) person 1 (one) vote.

- Each meeting shall be recorded in the minutes, properly filed, approved by all present members, and submitted to the Board of Commissioners.
- Dissenting opinions that occur in the meeting and the reasons must be clearly stated in the minutes of the meeting.

### Meeting Convention, Attendance, and Agenda

Throughout 2024, the Audit Committee held 14 (fourteen) meetings with the attendance rate and meeting agenda as follows:

#### ATTENDANCE OF AUDIT COMMITTEE MEMBERS AT MEETING IN 2024

Name	Attendance at Meeting
Halim Alamsyah	14/14
Hedy Maria Helena Lopian	12/14
Mawar Napitupulu	13/14
Zainal Abidin	14/14

#### AUDIT COMMITTEE MEETING AGENDA IN 2024

No	Date of Meeting	Meeting Agenda
1	January 25, 2024	<ul style="list-style-type: none"> <li>• Review and Approval of Meeting Minutes</li> <li>• Q4 – 2023 Consolidated Financial Statement</li> <li>• Audit Committee Charter and Integrated Internal Audit Charter</li> <li>• Internal Audit Update</li> <li>• Internal Fraud Case Update</li> <li>• Whistleblower Disclosure Report</li> <li>• Quality Assurance Review</li> </ul>
2	February 5, 2024	2023 Audit Closing – Progress Report
3	February 16, 2024	Appointment of 2024 Auditor
4	March 19, 2024	<ul style="list-style-type: none"> <li>• Review and Approval of Meeting Minutes</li> <li>• 2024 External Quality Assurance Review (QAR)</li> <li>• EB Quarterly Monitoring – Q4 2023</li> <li>• SME Independent Survey</li> <li>• Audit Rating Status Update</li> <li>• Internal Audit Update</li> <li>• Internal Fraud Case Update</li> <li>• Whistleblower Disclosure Report</li> <li>• IIAU Coordination Meeting Semester II 2023</li> </ul>
5	April 24, 2024	Update Bapepam Report
6	May 27, 2024	<ul style="list-style-type: none"> <li>• Review and Approval of Meeting Minutes</li> <li>• Integrated Internal Audit Charter</li> <li>• EB Quarterly Monitoring – Q1 2024</li> <li>• Internal Audit Update</li> <li>• Internal Fraud Case Update</li> <li>• Whistleblower Disclosure Report</li> </ul>

**AUDIT COMMITTEE MEETING AGENDA IN 2024**

No	Date of Meeting	Meeting Agenda
7	June 26, 2024	<ul style="list-style-type: none"> <li>Review and Approval of Meeting Minutes</li> <li>Fraud Update and Improvement on QA Branch</li> <li>Internal Audit Update</li> <li>Internal Fraud Case Update</li> <li>Whistleblower Disclosure Report</li> </ul>
8	July 25, 2024	<ul style="list-style-type: none"> <li>Review and Approval of Meeting Minutes</li> <li>Internal Audit Update</li> <li>Internal Fraud Case Update</li> <li>Whistleblower Disclosure Report</li> </ul>
9	August 26, 2024	<ul style="list-style-type: none"> <li>Review and Approval of Meeting Minutes</li> <li>Quality Assurance Review (QAR) of Internal Audit</li> <li>EB Quartely Monitoring Q2 - 2024</li> <li>Internal Audit Update</li> <li>Internal Fraud Case Update</li> <li>Whistleblower Disclosure Report</li> </ul>
10	September 19, 2024	<ul style="list-style-type: none"> <li>Review and Approval of Meeting Minutes</li> <li>Internal Audit Update</li> <li>Internal Fraud Case Update</li> <li>Whistleblower Disclosure Report</li> </ul>
11	September 30, 2024	<ul style="list-style-type: none"> <li>External Audit Planning FY24</li> <li>Tax Service Engagement</li> </ul>
12	October 25, 2024	Update Bapepam Report
13	November 8, 2024	<ul style="list-style-type: none"> <li>Review and Approval of Meeting Minutes</li> <li>Additional Value-Added Service Report from PwC</li> <li>Internal Audit Plan 2025</li> <li>Internal Audit Update</li> <li>Internal Fraud Case Update</li> <li>Whistleblower Disclosure Report</li> <li>SME Foreclosed Assets (AYDA)</li> </ul>
14	December 13, 2024	<ul style="list-style-type: none"> <li>POJK 15 concerning Integrity of Financial reporting</li> <li>Interim and Hardclose Audit Discussion 2024</li> </ul>

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

The internal control system run by the Danamon is considered to run effectively and adequately, as reflected in the effectiveness of internal control functions, including internal audit, risk management, compliance, financial and operational control. The Audit Committee periodically submits its work implementation reports to the Board of Commissioners.

## RISK OVERSIGHT COMMITTEE

The Risk Oversight Committee has been set up with a function to oversee risk management at Bank. This is done to comply with Financial Services Authority Regulation (POJK) No. 17 of 2023 concerning the Implementation of Corporate Governance for Commercial Banks (POJK 17/2023). The Risk Oversight Committee is a risk committee at the Board of Commissioners level.

The Risk Oversight Committee is responsible for overseeing and providing recommendations or independent professional opinions to the Board of Commissioners on risk management frameworks and policies that are consistent with The Bank's risk appetite.

### Risk Oversight Committee Charter

The Risk Oversight Committee has a Risk Oversight Committee Charter that governs matters related to the purpose, membership, term of office, roles and responsibilities, authorities, meeting rules, reporting, performance evaluation and charter review period. 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. Formulate and periodically review/update the Risk Oversight Committee Charter;
2. Oversee the implementation of risk management practices;
3. Evaluate risk management policies and evaluate the conformity of risk management policies to the implementation of Bank's policies;
4. Provide independent professional opinions to the Board of Commissioners and recommend to the Board of Directors, the actions to be considered for further strengthening of the risk management framework;
5. Conduct oversight and evaluation toward the implementation of the duties of the Risk Management Committee and Risk Management Work Unit;
6. Review all risk management policies and documents submitted to Regulators as well as internal documents.

7. Monitor the effectiveness of Risk Management Policies, Procedures, Tools, Limits and Frameworks as established by the Board of Directors, Risk Management Directorate, Business and Supporting Work Units which are recommended through the Risk Management Committee;
8. Ensure the accountability of the Board of Directors and Executive Officers in carrying out their duties and responsibilities related to the implementation of effective risk management;
9. Provide recommendations to the Board of Commissioners on oversight of the implementation of risk management related to the Risk Appetite Statement (RAS) including thresholds; country risk and transfer risk; and the implementation of non performing asset, provisions, and reserves carried out by the Bank in managing credit risk;
10. Initiate an inquiry and investigation into matters that require independent review and assessment related to Frauds, Conflict of Interest, Lapses in Governance, Negligence and Violations of the Code of Conduct, and anti-bribery/corruption and Anti-Money Laundering (AML);

### Authority of the Risk Oversight Committee

The Risk Oversight Committee has the following authorities:

1. Access the documents, data and information of The Bank that necessary;
2. Communicate directly with employees, Directors and other parties;
3. Engage independent parties to assist the implementation of its duties;
4. Perform other authorities granted by the Board of Commissioners.

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

#### Structure and Membership of the Risk Oversight Committee

The Risk Oversight Committee consists of 6 (six) members, consisting of 2 (two) Independent Commissioners, 2 (two) Commissioners, 2 (two) independent parties. The structure and membership of the Risk Oversight Committee has met applicable regulations.

## STRUCTURE AND MEMBERSHIP OF THE RISK OVERSIGHT COMMITTEE IN 2024

No	Name	Position at Bank	Position on Committee
1	Hedy Maria Helena Lopian	Independent Commissioner	Chairman
2	Peter Benyamin Stok	Independent Commissioner	Member
3	Nobuya Kawasaki	Commissioner	Member
4	Dan Harsono	Commissioner	Member
5	Mawar Napitupulu	Independent Party	Member
6	Zainal Abidin	Independent Party	Member

### Expertise Of Independent Parties

Independent Parties as parties that assist the committee meet the requirements as stipulated in POJK No. 17 of 2023 to support the implementation of the committee's functions and responsibilities.

### Legal Basis of Appointment

Members of the Risk Oversight Committee were appointed through Circular Decree of the Board of Commissioners No.KSR-KOM.CORSEC.12.2024.007 dated December 11, 2024 and stipulated in the Circular of the Board of Directors No.KSR-DIR.CORSEC.12.2024.005 dated December, 11 2024.

### Independency of Risk Oversight Committee Members

To maintain independency and objectivity, the majority of Committee members are Independent Commissioners and Independent Parties. Members of the Board of Directors are not allowed to become members of the Risk Oversight Committee.

### Term of Office

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

### Policy and Implementation of Risk Oversight Committee Meetings

With regards to the implementation of POJK 17/2023 that took effect in September 2023, the Bank has updated the Risk Oversight Committee Meeting Policy effective in January 2024.

### Risk Oversight Committee Meeting Policy

Risk Oversight Committee shall hold at least 1 (one) meetings in 1 (one) month if attended by the majority (more than 50%) of committee members either face to face and/or virtually. Committee meetings shall be chaired by the Chairman of the Committee. If the Chairman unable to attend, he or she may appoint another member of the Risk Oversight Committee to chair the meeting.

Meeting decisions are taken based on the principle of deliberation and consensus. In cases where consensus is not reached, then the decisions shall be made through majority vote. The decisions of Risk Oversight Committee meeting shall be recorded in the minutes of the meeting, approve by all members of the Risk Oversight Committee present. The minutes of meeting is administered by Corporate Secretary Division.

Evaluation of the committee's performance at the end of each financial year.

Further information regarding the Risk Oversight Committee Meeting Policy is available in the Risk Oversight Committee Charter on the Bank's website [www.danamon.co.id](http://www.danamon.co.id).

### Implementation, Attendance Level and Meeting Agenda

During 2024, the Risk Oversight Committee was held 13 (thirteen) meetings with the attendance of committee members and the meeting agenda as follows:



## MEETING ATTENDANCE OF RISK OVERSIGHT COMMITTEE MEMBERS IN 2024

Name	Attendance at Meetings
Hedy Maria Helena Lopian	13/13
Peter Benyamin Stok	13/13
Nobuya Kawasaki	8/13
Dan Harsono	13/13
Mawar Napitupulu	12/13
Zainal Abidin	13/13

## RISK OVERSIGHT COMMITTEE MEETING AGENDA IN 2024

No	Date of Meeting	Meeting Agenda
1	January 26, 2024	<ul style="list-style-type: none"> <li>Review and Approval of the Previous Minutes of Meeting</li> <li>Treasury Capital Market Update</li> <li>Amendment of BOC Resolution on Receivables Write Off and Charged Off</li> <li>Credit Portfolio Update – December 2023</li> <li>ICAAP Stress Test and Report – 2H 2023</li> <li>ORM, MLRM, and IRM Quarterly Update</li> <li>Compliance, FCC, Legal and Litigation Update</li> </ul>
2	February 26, 2024	<ul style="list-style-type: none"> <li>Review and Approval of the Previous Minutes of Meeting</li> <li>Credit Risk Policy Renewal 2024</li> <li>Integrated Risk Management Policy Update</li> <li>Integrated Risk Management Committee Charter Update</li> <li>Regulatory Risk Profile Q4-2023 and Integrated Risk Profile 2H-2023</li> <li>Credit Portfolio - January 2024</li> <li>Model Risk Management Update 2H-2023</li> <li>Market Risk Update – Treasury Trading Limit Review</li> <li>Credit Card Product Program Renewal 2024</li> <li>Compliance, FCC, Legal and Litigation Update</li> </ul>
3	March 20, 2024	<ul style="list-style-type: none"> <li>Review and Approval of Previous Minutes of Meeting</li> <li>Credit Portfolio February 2024</li> <li>Peer Banks Analysis Q4 – 2023</li> <li>SME Business Update</li> <li>Treasury Balance Sheet Management (BSM) Limit Review</li> <li>Compliance, FCC, Legal and Litigation Update</li> </ul>
4	April 26, 2024	<ul style="list-style-type: none"> <li>Review and Approval of Previous Minutes of Meeting</li> <li>Credit Portfolio March 2024</li> <li>Quarterly update (MLR, ORM IRM)</li> <li>Compliance, FCC, Legal and Litigation Update</li> </ul>
5	May 27, 2024	<ul style="list-style-type: none"> <li>Review and Approval of Previous Minutes of Meeting</li> <li>Treasury and Capital Market</li> <li>Market and Liquidity Risk</li> <li>RAS Policy Periodic Review</li> <li>Credit Portfolio April 2024</li> <li>Adira Finance - Cost of Credit</li> <li>Q1-2024 Regulatory Risk Profile</li> <li>Q1-2024 Peer Banks Analysis</li> <li>ORM and IRM Quarterly Update</li> <li>Compliance, FCC, Legal and Litigation Update</li> </ul>
6	June 20, 2024	Unbilled Retail Interest
7	June 24, 2024	<ul style="list-style-type: none"> <li>Review and Approval of the Previous Minutes of Meeting</li> <li>2024 Risk Management Policy</li> <li>Credit Portfolio May 2024</li> <li>Credit Card Product Program – Caps and Triggers</li> <li>Unsecured Personal Loan Product Program</li> <li>CASA Strategy – Transaction Banking</li> <li>CASA Strategy – Consumer Banking</li> <li>Anti Fraud Strategy</li> <li>Compliance, FCC, Legal and Litigation Update</li> </ul>

**RISK OVERSIGHT COMMITTEE MEETING AGENDA IN 2024**

No	Date of Meeting	Meeting Agenda
8	July 26, 2024	<ul style="list-style-type: none"> <li>Review and Approval of the Previous Minutes of Meeting</li> <li>Treasury and Capital Market (TCM)</li> <li>Market and Liquidity Risk (MLR) – 2Q 2024</li> <li>Mortgage Facility (Non-Soft Loan) on Bulk Limit for Related Party</li> <li>Capital Management Policy</li> <li>ICAAP Stress Test and Report - 1H 2024</li> <li>Country Risk and Transfer Risk Guideline</li> <li>Credit Portfolio Update – June 2024</li> <li>Adira Finance Business</li> <li>ORM and IRM – 2Q 2024</li> <li>MUFG Information Update</li> <li>Compliance, FCC, Legal and Litigation Update</li> </ul>
9	August 27, 2024	<ul style="list-style-type: none"> <li>Review and Approval of the Previous Minutes of Meeting</li> <li>MEV Assumption for Credit Stress Test</li> <li>Integrated Capital Management Policy</li> <li>Outsourcing Policy</li> <li>Credit Portfolio Update July 2024</li> <li>Peer Banks Analysis Q2 2024</li> <li>Regulatory Risk Profile</li> <li>Model Risk Management 1H 2024</li> <li>Compliance, FCC, Legal and Litigation</li> </ul>
10	September 24, 2024	<ul style="list-style-type: none"> <li>Review and Approval of the Previous Minutes of Meeting</li> <li>Credit Stress Test</li> <li>2024 Credit Risk Policy Amendment</li> <li>Credit Portfolio August 2024</li> <li>SME Update</li> <li>Temporary Limit Increase – (DV01 IDR and EVE)</li> <li>Compliance, FCC, Legal and Litigation Update</li> </ul>
11	October 29, 2024	<ul style="list-style-type: none"> <li>Review and Approval of the Previous Minutes of Meeting</li> <li>Contingency Funding Plan (CFP) Policy – Annual Review</li> <li>Treasury and Capital Market Update</li> <li>Market &amp; Liquidity Risk Management Policy</li> <li>Market &amp; Liquidity Risk Management Quarterly Update</li> <li>Recovery Plan Policy Update and Document</li> <li>Sustainable Finance Action Plan 2025-2029</li> <li>Revised Write-Off Plan 2024 Proposal</li> <li>Credit Portfolio Update - September 2024</li> <li>IT Risk Appetite and Tolerance</li> <li>ORM and IRM Quarterly Update</li> <li>Compliance, FCC, Legal and Litigation Update</li> </ul>
12	November 26, 2024	<ul style="list-style-type: none"> <li>Review and Approval of the Previous Minutes of Meeting</li> <li>Fund Transfer Pricing (FTP) Policy Review</li> <li>Limit Treasury Balance Sheet Management (BSM)</li> <li>Regulatory Risk Profile – Q3 2024</li> <li>BOD Committees Charters</li> <li>Credit Portfolio Update - October 2024</li> <li>CRMS - Stress Test Result</li> <li>Peer Banks Analysis – Q3 2024</li> <li>Credit Parameter 2024</li> <li>EBFI Business</li> <li>Compliance, FCC, Legal and Litigation Update</li> </ul>
13	December 19, 2024	<ul style="list-style-type: none"> <li>Credit &amp; Enterprise Risk Update</li> <li>DPS Evaluation Worksheet – 3Q 2024</li> <li>Compliance, FCC, Legal and Litigation Update</li> </ul>

**Implementation of Risk Oversight Committee Work in 2024**

The Risk Oversight Committee has reported its activities and recommendations to the Board of Commissioners periodically.

## NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee is a committee that assists the implementation of the functions and duties of the Board of Commissioners to review and assess the nomination and remuneration of members of the Board of Directors and members of the Board of Commissioners. The Nomination and Remuneration Committee is responsible to the Board of Commissioners.

### Nomination and Remuneration Committee Charter

The Nomination and Remuneration Committee has a Charter that governs matters on objectives, accountability, structure and membership, term of office, duties and responsibilities, authority, meeting and proceeding, and reporting. The Nomination and Remuneration Committee's Charter is reviewed periodically.

### Duties and Responsibilities in Nomination

The duties and responsibilities of the Nomination and Remuneration Committee include:

1. Recommends to the Board of Commissioners regarding:
  - The composition of members of the Boards of Commissioners and/or of the Boards of Directors.
  - The Policy and criteria required for the nomination process.
  - The policy for performance evaluation of members of the Boards of Commissioners and/or the Boards of Directors.
2. Review, evaluate and give recommendations regarding systems and procedures of election and/or replacement of members the Boards of Directors and members of Boards of Commissioners to Boards of Commissioners to be submitted to the GMS.
3. Identify, review and recommendations regarding prospective members of the Boards of Directors and/or prospective members of the Board of Commissioners to the Board of Commissioners to be submitted to the GMS to obtain approval.
4. Recommend to the Board of Commissioners independent parties who will become members of the Board of Commissioners committees.
5. At Danamon's expense, the Nomination and Remuneration Committee may from time to time exercise its authority to use the services of one or more search firms to identify candidates (including to approve the fees and terms of the search firm).
6. May evaluate all members of the Board of Commissioners and/or members of the Board of Directors who will be reappointed at the GMS.
7. Review and evaluate Candidates in the same manner, with no regard to gender, race, religion source of the initial recommendation.
8. Review and evaluate candidate based on minimum requirements and other criteria consideration on all facts and circumstances as deemed appropriate including, amongst others, the banking knowledge and skills of the proposed candidate, their depth and breadth of professional experience or other background characteristics, their independence, and the need for members of the Boards of Commissioners/ the Boards of Directors.
9. Proposes all candidates (whether identified internally or by a shareholder) upon favorable evaluation to the Board of Commissioners through circular for nomination as members of the Board of Commissioners/ the Board of Directors in the subsequent General Meeting of Shareholders.
10. The official appointments of the Candidates as the as the Board of Commissioners/ the Board of Directors member will be done after the General Meeting of Shareholders' approval and is subject to the fulfillment of all conditions as required by regulations including but not limited to the fit and proper test by the Indonesia Financial Services Authority (FSA) and of other authority.
11. Evaluates and recommends candidates for members of the Boards of Commissioners and the Board of Directors of subsidiaries, where such subsidiaries have significant impact to the Bank, to the Board of Commissioners of the Bank.
12. May provide "no objection" for the candidates for the Board of Directors in subsidiaries.
13. Develop mechanisms and assess the performance of members of the Board of Commissioners and/or members of the Board of Directors.
14. Recommends to the Board of Commissioners regarding the competency development program for members of the Board of Commissioners and/or members of the Board of Directors.
15. The Nomination and Remuneration Committee members must improve competencies through continual education and training.
16. Prepare, review and update the Nomination and Remuneration Committee Charter periodically and make it is available on Danamon's official website.
17. The Nomination and Remuneration Committee maintaining confidentiality of all documents, data and Bank's information.

### Duties and Responsibilities in Remuneration

The duties and responsibilities of the Nomination and Remuneration Committee include:

1. Formulating policies, evaluating and giving recommendations to the Board of Commissioners on:
  - Structure and amount of remuneration for the Boards of Commissioners, the Board of Directors, and Senior Management.
  - The Remuneration, including salaries, allowances, bonuses and incentives to be awarded against the achievements of prescribed goals and targets for the President Director and other members of the Board of Directors, members of the Board of Commissioners and the Sharia Supervision Board.
  - The Remuneration, including salaries and allowances of the Independent Parties.
2. Assisting the Board of Commissioners to assess performance with the suitability of remuneration received by each member of the Board of Commissioners and/or members of the Board of Directors.
3. Consider the following matters in preparing structure, policy, and amount of Remuneration:
  - Remuneration that exist in the industry in line with business activities and scale of Danamon's business;
  - Fairness of remuneration compared its peer group;
  - The duties, responsibilities and authorities of members of the Board of Directors and/or Members of the Board of Commissioners in line with achievements of Danamon's objectives and performances;
  - Performance targets or performances of each member of the Board of Directors and/or of the Board of Commissioners;
  - Balance between fixed and variable allowances;
  - Danamon's financial performance and compliance with prevailing regulations;
  - Considerations of the long term goals and strategies of Danamon.
4. Evaluating the structure, policy, and amount of remuneration as referred to above at least 1 (one) time in 1 (one) year.

5. Review and update its charter periodically.
6. Maintain the confidentiality of all documents, data, and information of the Bank.
7. Improving competencies through continual education and training.

The Nomination and Remuneration Committee shall report the implementation of its duties and responsibilities along with the remuneration procedures that have been implemented 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.

### Authority of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee has the authority to execute Nomination and Remuneration policy, including:

- a. Authorized to access Danamon's documents, data, and information as as deemed necessary.
- b. Authorized to communicate directly with employees, the Board of Directors and other parties.
- c. Authorized to engage independent parties to assist in the performance of its duties if necessary.
- d. Authorized to perform other authorities granted by the Board of Commissioners.

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

#### Structure and Membership of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee has 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 and Remuneration Committee have complied with applicable regulations.

## MEMBERSHIP STRUCTURE OF THE NOMINATION AND REMUNERATION COMMITTEE IN 2024

No	Name	Position at Bank	Position in Committee
1	Halim Alamsyah	Vice President Commissioner (Independent)	Chairman
2	Yasushi Itagaki	President Commissioner	Member
3	Hedy Maria Helena Lopian	Independent Commissioner	Member
4	Nobuya Kawasaki	Commissioner	Member
5	Roy Fahrizal Permana	Human Resources Executive Officer	Member and concurrent Secretary

### Expertise of Nomination and Remuneration Committee Members

All Committee members have met the applicable provisions pertaining to the expertise requirements of Committee members with due attention to their respective integrity, attitudes and morals as outlined in the personal statement.

### Legal Basis of Appointment

Members of the Nomination and Remuneration Committee were appointed through Circular Decree of the Board of Commissioners No.KSR-KOM.CORSEC.12.2024.007 dated December 11, 2024 and stipulated in the Circular of the Board of Directors No.KSR-DIR.CORSEC.12.2024.005 dated December, 11 2024.

### Independency of the Nomination and Remuneration Committee

To uphold independency and objectivity, the Nomination and Remuneration Committee is chaired by an Independent Commissioner, Halim Alamsyah. Member Directors are not allowed to be members of the Nomination and Remuneration Committee. Members of the Nomination and Remuneration Committee shall comply with the Danamon Code of Conduct.

### Term of Office

A member of the Nomination and Remuneration Committee is appointed for a certain term of office and can be re-elected.

### Policy and Convention of Nomination and Remuneration Committee Meetings

#### Nomination and Remuneration Meeting

1. The Nomination and Remuneration Committee shall hold at least 1 (one) meeting in every 3 (three) months.
2. Committee meetings shall be held if attended by majority of the number of committee members:
  - a. 1 (one) independent commissioner; and
  - b. 1 (one) executive officer in charge of human resources function or 1 (one) representative of the bank employees.
3. Meeting decisions are taken based on consensus.
4. In the event that a consensus is not reached, then the decisions shall be made through voting. Decisions taken based on a majority vote are based on the principle of 1 (one) person 1 (one) vote.
5. Dissenting opinions during the Nomination and Remuneration Committee meetings shall be stated clearly in the minutes of the meeting along with underlying reasons.
6. Every Nomination and Remuneration Committee meeting shall be recorded in the minutes, properly documented, and signed by all of the present members of the Nomination and Remuneration Committee.
7. The minutes of Nomination and Remuneration Committee meetings shall be submitted in writing to the Board of Commissioners.

### Meeting Convention, Attendance, and Agenda

During 2024, the Nomination and Remuneration Committee held 7 (seven) meetings with attendance of each Committee given below:

#### ATTENDANCE OF NOMINATION AND REMUNERATION COMMITTEE MEMBERS AT 2024 MEETINGS

Name	Meeting Attend
Halim Alamsyah	7/7
Yasushi Itagaki	7/7
Hedy Maria Helena Lapian	7/7
Nobuya Kawasaki	7/7
Roy Fahrizal Permana	7/7

#### MEETING AGENDA OF THE NOMINATION AND REMUNERATION COMMITTEE IN 2024

No	Date of Meeting	Meeting Agenda
1	February 13, 2024	2023 Performance Bonus and 2024 Salary Increase
2	February 26, 2024	New Appointment of Board of Director in Bank Danamon
3	March 22, 2024	Changes of Nomination and Remuneration Committee Charter
4	June 13, 2024	Long Term Incentive (LTI) Payments – 2021
5	September 27, 2024	Appointed new member Integrated Corporate Governance Committee (ICG) in Bank Danamon
6	December 3, 2024	New composition of Board of Director and Board of Management of Bank Danamon
7	December 19, 2024	Long Term Incentive Grant 2024

#### Report on the Implementation of the Nomination and Remuneration Committee's Activities in Nomination

Nomination work activities can be summarized as follows:

- Provide recommendations for the member composition of the Board of Commissioners Committees and Sharia Supervisory Board.
- Reviewed nominations for the appointment of President Commissioner and Commissioner include Sharia Supervisory Board at Bank Danamon.
- Provide recommendations on member composition of Danamon's Board of Commissioners in each Committee.
- Provide recommendations for the appointment of members of Danamon's Board of Directors.

#### Report on the Implementation of the Nomination and Remuneration Committee's Activities in Remuneration

Remuneration work activities can be summarized as follows:

- Recommended tantien and salary increase for Directors, Commissioners and the Sharia Supervisory Board.
- Reviewed and recommended remuneration for Directors and new Directors.
- Reviewed and recommended remuneration for Commissioners and new Commissioners including the Sharia Supervisory Board.
- Reviewed the proposed Long-Term Incentive program.

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



## CORPORATE GOVERNANCE COMMITTEE

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

### Corporate Governance Committee Charter

The Corporate Governance Committee has a Charter that governs matters related to the objectives, accountability, structure and membership, term of office, duties and responsibilities, authority, meetings and implementation, reporting, performance evaluation mechanism and review period. Corporate Governance Committee Charter is reviewed periodically.

### Duties and Responsibilities of Corporate Governance Committee

In discharging its duties and responsibilities, Corporate Governance Committee shall act independently. The duties and responsibilities of Corporate Governance Committee include:

1. Adhering to the Company's Code of Conduct.
2. Evaluates the structure and frameworks of corporate governance as well as the suitability of Danamon's governance policies.
3. Periodically review and assess the principles and implementation of Bank's good corporate governance and submit improvement recommendations to the Board of Commissioners.
4. Report to the Board of Commissioners of the various inappropriateness of Bank's governance implementation and actions to be taken for improvement.

5. Reviewing the governance report issued by the Company to ensure its transparency and accuracy recommend improvements to the Board of Directors.
6. Provide recommendations to the Board of Commissioners for endorsement of the governance report and Bank's governance policies.
7. Prepare, review, and update the Charter of CG Committee periodically. The referred Committee Charter shall be available on Danamon's website.
8. Maintain confidentiality of all documents, data, and information of Bank.
9. Reporting its activities to the Board of Commissioners.

### Authority of Corporate Governance Committee

The authorities of the Corporate Governance Committee include:

1. Authorized to access Bank's documents, data, and information as deemed necessary.
2. Direct communication with employees, Directors and other parties related to implementation of duties and responsibilities.
3. Engaging independent parties to assist it with its duties when necessary.
4. Perform any other authority granted by the Board of Commissioners.

### Structure, Membership, Expertise and Legal Basis for Appointment

#### Corporate Governance Committee Structure and Membership

Corporate Governance Committee has 2 (two) members, consisting of 1 (one) Independent Commissioner and 1 (one) Commissioner.

## COMPOSITION OF CORPORATE GOVERNANCE COMMITTEE IN 2024

No	Name	Position at Bank	Position in Committee
1	Peter Benyamin Stok	Independent Commissioner	Chairman
2	Nobuya Kawasaki	Commissioner	Member

### Expertise of Governance Committee Members

All committee members fulfill the applicable provisions related to the expertise requirements of the Corporate Governance Committee members with due regard to their respective integrity, attitude and high morals as stated in the personal statement letter.

### Legal Basis of Appointment

Corporate Governance Committee member appointed through Circular Decree of the Board of Commissioners No.KSR-KOM.CORSEC.12.2024.007 dated December 11, 2024 and stipulated in the Circular of the Board of Directors No.KSR-DIR.CORSEC.12.2024.005 dated December, 11 2024.

### Independence of Corporate Governance Committee

To uphold independency and objectivity, the Corporate Governance Committee is chaired by an Independent Commissioner, Peter Benyamin Stok. Members of the Board of Directors are not allowed to be members of the Corporate Governance Committee. Committee members shall adhere to the Bank Code of Ethics.

### Term of Office

The term of office of members of Corporate Governance Committee shall not be longer than the term of office of the Board of Commissioners as regulated in the Bank Articles of Association and can only be re-elected for 1 (one) more period with a maximum terms of office of 2 (two) periods. Further provisions regarding the term of office of independent commissioners are available in the Commissioners Chapter of this Annual Report.

### Corporate Governance Committee Meeting Policy and Convention

#### Corporate Governance Committee Meeting Policy

1. Meetings are held in accordance with the needs of the Bank at least 1 (one) time in 1 (one) semester.
2. The minimum attendance of committee meetings (meeting quorum) is 100% (one hundred percent) of the members of the Corporate Governance Committee.
3. Meeting decisions shall be made on the principle of deliberation to reach consensus.
4. In the event that deliberation to reach consensus does not occur, decision making shall be based on a majority vote based on the principle of 1 (one) person 1 (one) vote.
5. Dissenting opinions that occur in the meeting and the reasons for the differences must be clearly stated in the minutes of the meeting.
6. Each meeting shall be recorded in the minutes, properly filed, approved by all present members, and submitted to the Board of Commissioners.

#### Meeting Implementation, Attendance, and Agenda

During 2024, the Corporate Governance Committee held 2 (two) meetings with attendance and agenda as given below:

#### ATTENDANCE OF CORPORATE GOVERNANCE COMMITTEE MEMBERS AT MEETING IN 2024

Name	Attendance at Meeting
Peter Benyamin Stok	2/2
Nobuya Kawasaki	2/2

#### MEETING AGENDA OF CORPORATE GOVERNANCE COMMITTEE 2024

No	Date of Meeting	Meeting Agenda
1	January 19, 2024	Updates of Corporate Governance
2	July 23, 2024	Updates of Corporate Governance

#### Implementation of the work activities of Corporate Governance Committee in 2024

The Corporate Governance Committee reported its activities and recommendations to the Board of Commissioners periodically.

## INTEGRATED CORPORATE GOVERNANCE COMMITTEE

Bank as the Main Entity of the MUFG Group Financial Conglomeration has set up an Integrated Corporate Governance Committee to assist the Board of Commissioners as the Board of Commissioners of the Main Entity in with its oversight function, especially over the implementation of Integrated Corporate Governance in the MUFG Group Financial Conglomeration pursuant to all regulatory provisions. The Integrated Governance Committee reports to the Board of Commissioners.

### Integrated Corporate Governance Committee Charter

Integrated Corporate Governance Committee of the Bank has Charter that regulates matters related to the purpose, structure and membership, term of office, duties and responsibilities, authority, organization of meetings, performance evaluation, reporting and review period. Integrated Corporate Governance Committee Charter is reviewed periodically.

### Duties and Responsibilities of the Integrated Corporate Governance Committee

The duties and responsibilities of the Integrated Corporate Governance Committee include:

1. To evaluate the implementation of integrated corporate governance at a minimum through assessing the adequacy of internal controls and the implementation of integrated compliance function.
2. Provides recommendations to the Board of Commissioners of the Main Entity for improvements to the Integrated Corporate Governance Policy.
3. To improve the competency of members through continuous education and trainings.
4. To have, review, and update the Integrated Corporate Governance Committee Charter periodically.
5. Maintain the confidentiality of all documents, data, and information of the Main Entity and FSIs in the Financial Conglomeration.

## Authority of Integrated Corporate Governance Committee

The authorities of the Integrated Corporate Governance Committee include:

1. Accessing documents, data and information required from the Main Entity, Subsidiaries and Sister Company, while complying with the internal policies of each entity and the prevailing laws and regulations.
2. Communicate directly with employees, Directors and other parties in the Main Entity, Subsidiaries and Sister Company.
3. Envolve independent parties to assist in the implementation of its duties, if necessary.
4. Perform other authorities granted by the Board of Commissioners of the Main Entity.

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

### Structure and Membership of the Integrated Corporate Governance Committee

In line with changes to the MUFG Group Financial Conglomeration, the Integrated Corporate Governance Committee has 9 (nine) members:

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

**MEMBER COMPOSITION OF THE INTEGRATED CORPORATE GOVERNANCE COMMITTEE IN 2024**

No	Name	Position at each FSI	Position in Committee
1	Peter Benyamin Stok	Independent Commissioner	Chairman
2	Nobuya Kawasaki	Commissioner	Member
3	M Din Syamsudin	Chairman of Sharia Supervisory Board	Member
4	Zainal Abidin	Independent Party	Member
5	Krisna Wijaya	Representatives of PT Adira Dinamika Multi Finance Tbk ("Adira Finance").	Member
6	Christopher Mark Davies	Representatives of MUFG Jakarta	Member
7	Andre S Painchaud	Representatives of MUFG Jakarta	Member
8	Yasuhiko Togo	Representatives of MUFG Jakarta	Member
9	I Nyoman Tjager*	Representative of PT Home Credit Indonesia (HCID)	Member

\*) effectively as member of the integrated corporate governance committee on December 11, 2024

**Expertise of Integrated Corporate Governance Committee Members**

Each member has the expertise needed to carry out the committee's functions by ensuring that each member has integrity, good attitudes and high morals as stated in their personal statement letter.

**Legal Basis of Appointment**

Integrated Corporate Governance Committee member were appointed through Circular Decree of the Board of Commissioners No.KSR-KOM.CORSEC.12.2024.007 dated December 11, 2024 and stipulated in the Circular of the Board of Directors No.KSR-DIR.CORSEC.12.2024.005 dated December, 11 2024.

**Independency of the Integrated Corporate Governance Committee**

To uphold independency and objectivity, the Integrated Corporate Governance Committee is chaired by an Independent Commissioner, Peter Benyamin Stok. Members of the Board of Directors are not allowed to be members of the Integrated Corporate Governance Committee.

**Term of Office**

The term of office of members of the Integrated Corporate Governance Committee shall not be longer than their respective terms of office at the Main Entity or at the FSIs in the Financial Conglomeration as stipulated in the Articles of Association of each Entity.

**Integrated Corporate Governance Committee Meeting Policy and Convention****Integrated Corporate Governance Committee Meeting Policy**

1. Meetings are held as needed at least 1 (one) time in 1 (one) semester and can be held via video conference.
2. Minimum attendance at committee meetings shall be 51% (fifty one percent) of the members of the Integrated Corporate Governance Committee.
3. Meeting decisions shall be made on the principle of deliberation to reach consensus. If no consensus is reached, then the decisions shall be made through voting for majority votes based on the principle of 1 (one) person 1 (one) vote.
4. Dissenting opinions during the meeting shall be stated clearly in the minutes of the meeting along with underlying reasons.
5. Each meeting decision shall be recorded in the minutes, properly filed, approved by all of the Committee's present members, and submitted to the Board of Commissioners of the Main Entity.

**Meeting Convention, Attendance Level, and Agenda**

During 2024, the Integrated Corporate Governance Committee held 2 (two) meetings with attendance and meeting agenda given below:

## ATTENDANCE OF MEMBERS OF THE INTEGRATED CORPORATE GOVERNANCE COMMITTEE AT THE MEETING IN 2024

Name	Attendance at Meeting
Peter Benyamin Stok	2/2
Nobuya Kawasaki	2/2
M. Din Syamsudin	1/2
Zainal Abidin	2/2
Krisna Wijaya	2/2
Christopher Mark Davies	2/2
Andre S Painchaud	2/2
Yasuhiko Togo	2/2
I Nyoman Tjager*	-

\*) effectively as member of the Integrated Corporate Governance Committee on December 11, 2024.

## INTEGRATED CORPORATE GOVERNANCE COMMITTEE MEETING AGENDA IN 2024

No	Date of Meeting	Meeting Agenda
1	February 7, 2024	Updates of Financial Conglomeration Governance on Main Entity; Subsidiary Company (Adira Finance); and sister Company (MUFG Jakarta)
2	August 9, 2024	Updates of Financial Conglomeration Governance on Main Entity; Subsidiary Company (Adira Finance); and sister Company (MUFG Jakarta and HCID)

# THE BOARD OF DIRECTORS

The Board of Directors (BOD) is the organizational body of an Issuer or Public Company that has full authority and responsibility for the overall management and for the best interests of the Issuer or Public Company in accordance with its corporate objective, and represents it both inside and outside the court in accordance with the provisions of the Articles of Association.

Members of the BOD are appointed at the General Meeting of Shareholders (GMS) with due consideration on recommendations from the Nomination and Remuneration Committee through the BOC. The appointment is effective on the date determined in the GMS and ends at the closing of the 3rd (third) GMS afterward. The term of office of members of the BOD appointed later begins on the date specified in the GMS and ends on the same date as the term of office of their fellow members.

The BOD is accountable for the implementation of its duties to the GMS. In carrying out its duties, the BOD is given clear authority and responsibility in accordance with the Bank's Articles of Association which are guided by the prevailing laws and regulations. Members of the BOD whose term of office has ended may be re-elected by the GMS for the following 3 years.

## BOARD OF DIRECTORS CHARTER

The BOD has a Charter that is prepared and reviewed periodically based on applicable regulations, international best practices and best corporate governance practices. The BOD Charter covers and governs matters related to general provisions, roles and accountability, structure and membership, duties and responsibilities, committee formation, authority, transparency, work ethics, Prohibitions on the BOD, Meetings and their Implementation, Term of Office, Reporting and Organization of the Bank and Division of Duties, Regulation of Authority and Decision Procedures of the BOD, Evaluation of the BOD Performance, Working Relationship Patterns between the BOD and the BOC, etc.

## WORK ETHICS

Each member of the BOD has work ethics, as follows:

1. Each member of the BOD shall carry out their duties, authority and responsibilities in good faith, and with the principle of prudence.
2. Members of the BOD are prohibited from taking advantage of Bank for personal, family benefits, and/or benefits of other parties that may harm or put the Bank at a disadvantage and/or harm its reputation as well as that of its subsidiaries.
3. Members of the BOD are prohibited from taking and receiving personal benefits from Bank other than remuneration and facilities determined by the GMS.
4. Members of the BOD are prohibited from holding concurrent positions:
  - As a member of the BOD, member of the BOC, member of the Sharia Supervisory Board (SSB), or executive officer at other Banks, companies, and/or Institutions.
  - In the field of functional duties at Bank financial institutions and/or non-Bank financial institutions domiciled at home or abroad.
  - In other positions that may cause conflict of interest in the performance of duties as a member of the BOD.
  - In other positions in accordance with the provisions of laws and regulations.
5. Not considered as having concurrent positions as referred to above in the event that a member of the BOD who is responsible for the supervision of the Bank's investment in subsidiaries, performs functional duties as a member of the BOC of non-bank subsidiaries controlled by the Bank, responsible for the supervision of pension funds or performs duties as a member of the supervisory board of a pension fund owned by the Bank, perform duties as an alternate director, hold positions in non-profit organisations or institutions, as long as the concurrent position does not cause the person concerned to neglect the implementation of duties and responsibilities as a member of the Bank's BOD.
6. Members of the BOD individually or collectively are prohibited from owning shares in other companies amounting to 25% (twenty-five per cent) or more of the paid-up capital of such other companies.



7. Share ownership of members of the BOD individually or jointly in connection with the receipt of bonus and/or tantiems in the form of shares resulting in share ownership of 25% (twenty-five per cent) or more shall be exempted from number 1.
8. Share ownership of the president director or director in charge of the compliance function originating from the granting of bonuses, tantiem, share ownership programmes for management, and/or share ownership programmes for employees in companies that are controlling shareholders and/or ultimate controlling shareholders of the Bank, shall not be taken into account in the assessment of independence from controlling shareholders, provided that:
  - a. The share ownership is a policy of the controlling shareholder and/or the last controller of the Bank and is not an initiative of the managing director or the director in charge of the compliance function.
  - b. The share ownership is not for trading.
  - c. The person concerned submits a statement that he/she will always act independently while being the president director or director in charge of the compliance function despite owning shares of the controlling shareholder and/or the last controller of the Bank.
9. The majority of the members of the BOD are prohibited from having family ties to the second degree with a fellow member of the BOD and/or the members of the BOC and member of SSB.
10. Members of the BOD are prohibited from extending a general power of attorney to other proxies which will result in the transfer of the tasks and functions of the BOD.
11. Members of the BOD are prohibited from engaging individual advisors and/or professional consultants unless the following requirements are:
  - a. For specialised projects such as information technology projects or public relations development, which have criteria such as specific time targets.
  - b. Based on a clear work contract, which at least includes the scope of work, rights and responsibilities, and the period of work and costs.
  - c. Carried out by Independent Parties who have certain technical knowledge with adequate expertise qualification standards to work on special projects as referred to in letter 1.
  - d. Carried out by a party that does not hold a structural position at the Bank.
  - e. Carried out by a party that does not have the authority to make operational decisions of the Bank.
12. Members of the BOD are prohibited from directly or indirectly making untrue statements regarding material facts or for not revealing material facts so that the statements will not mislead the state of Bank at the time the statements are made.
13. Members of the BOD shall be subject to the Bank's Code of Conduct, prevailing laws and regulations, and Bank's internal policies.
14. Members of the BOD must avoid any form of conflict of interest in the implementation of the Bank's management duties. In the event of a conflict of interest, members of the BOD must disclose the conflict of interest in every decision that fulfils the conditions of a conflict of interest and are prohibited from taking actions that have the potential to harm the Bank or reduce the Bank's profits.
15. Members of the BOD are prohibited from requesting, receiving, allowing, and/or agreeing to receive rewards, commissions, additional money, services, money, valuables, and/or anything that has economic value or other benefits for personal, family, and other parties' benefits, in the implementation of the Bank's business activities and other activities related to the Bank.
16. Members of the BOD must refuse and/or are prohibited from accepting an order or request from the Bank's shareholders, affiliated parties, and/or other parties to:
  - a. Perform actions related to the Bank's business activities and/or other activities that are not in accordance with the implementation of Good Governance at the Bank.
  - b. Commit criminal offences and/or matters that indicate criminal offences.
  - c. Perform actions and matters that may harm, potentially harm, and/or reduce the Bank's profits.
17. Members of the BOD are prohibited from being members of the audit committee, risk management committee, remuneration and nomination committee.
18. Former members of the BOD, Executive Officers, or parties who have a relationship with the Bank that may affect their ability to act independently must undergo a waiting period of at least 6 (six) months before becoming an Independent Party in the committee members of the Bank concerned. The waiting period does not apply to former members of the BOD in charge of supervisory functions or Executive Officers who perform supervisory functions at the Bank concerned.

## BOARD OF DIRECTORS' DISCLOSURE

1. The members of BOD shall prepare the statement letter on the fulfillment of requirements of integrity and financial reputation and submit it to the Bank.
2. Members of the BOD shall disclose:
  - a. Shares ownership of 5% or more in the Bank concerned, other Banks, and other companies, domiciled inside and outside of the country.
  - b. The financial and family relationships up to the second degree with members of the BOC, members of the BOD, SSB, and/or the controlling shareholders of the Bank.
  - c. Remuneration and other facilities in accordance with POJK regarding the implementation of corporate governance in providing remuneration for commercial Banks and POJK regarding the implementation of corporate governance in providing remuneration for sharia commercial Banks and sharia business units.
  - d. Their positions in other companies.
3. In the event of releasing Bank shares owned by members of the Bank's BOD originating from the share ownership program for management must be carried out with due regard to Good Corporate Governance in the Bank and considering the condition of the Bank. What is meant by considering the condition of the Bank, among others, is not to release shares that will create or increase risks to the Bank and/or are intended to release share ownership in order to avoid losses due to potential or occurrence of problems in the Bank.

## DUTIES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS

Duties and Responsibilities of the BOD include:

1. The BOD is tasked with running and being responsible for the management of the Bank for the benefit of the Bank in accordance with the purposes and objectives of the Bank as stipulated in the provision of laws and regulations, Articles of Association (AoA), and resolutions of the GMS.
2. The BOD shall manage the Bank in accordance with authorities and responsibilities as provided in the AoA of Bank and the prevailing laws and regulations.
3. The BOD shall implement principles of Good Corporate Governance in all Bank's business activities at all levels of the organization.
4. The BOD shall be responsible for establishing short- and long-term strategic directions and priorities of the Bank.
5. The BOD shall follow up on audit or examination findings and recommendations from the Bank's Internal Audit Working Unit (IAU), external auditors, OJK supervisory results, and/or supervisory results of authorities and other institutions.
6. The BOD must implement the Bank's social responsibility programs.
7. In order to implement the principles good Corporate Governance, the BOD is required to form at least Internal Audit Working Unit (IAU), Risk Management Working Unit, and Compliance Working Unit and also form other working units required in accordance with POJK.
8. The BOD shall be responsible for maintaining a healthy and open relationship with the BOC and shall support the BOC in performing its roles as a supervisory body.
9. The BOD shall be accountable for the implementation of its duties to shareholders through the GMS.
10. The BOD is required to disclose to employees regarding the Bank's internal strategic policies in the human resource area.
11. In managing data and information related to the Bank, the BOD shall:
  1. Have and provide accurate, relevant and timely data and information to the BOC and SSB.
  2. Carry out data and information management in accordance with the Good Corporate Governance of the Bank and the provisions of laws and regulations.
12. The BOD shall ensure the implementation of Integrated Corporate Governance in the Financial Conglomeration as stipulated in the Integrated Corporate Governance Policy.
13. To support the implementation of Integrated Corporate Governance in the Financial Conglomeration, the BOD shall establish an Integrated Internal Audit Unit, Integrated Risk Management Unit and Integrated Compliance Unit.
14. In order to ensure the implementation of Integrated Corporate Governance, the BOD shall at least:
  1. Develop Integrated Corporate Governance Guidelines.
  2. Direct, monitor and evaluate the implementation of the Integrated Governance Guidelines.
  3. Follow up on the direction or advice of the Main Entity BOC in order to improve the Integrated Corporate Governance Guidelines.
15. The Main Entity BOD is required to ensure that audit findings and recommendations from the integrated internal audit work unit, external auditors, results of FSA supervision and/or results of supervision by other authorities have been followed up by FSIs within the Financial Conglomeration.

16. The implementation of the duties and responsibilities of the Main Entity BOD is not counted as concurrent positions.
17. The BOD is responsible for ensuring the implementation of integrated risk management and compliance that is adapted to the latest developments in the Banking ecosystem and supported by digitalisation and technological innovation. The BOD shall ensure that the implementation of risk management covers country risk and transfer risk.
18. If the Bank has a Sharia Business Unit (UUS), the BOD is responsible for the development of the UUS, which is conducted in accordance with the FSA Regulation regarding the implementation of corporate governance for commercial Banks, the provisions of laws and regulations regarding the implementation of sharia governance and in accordance with applicable laws and regulations.
19. The BOD shall at least:
  - a. Develop policies and procedures to identify and manage non-performing assets, asset classification, calculations related to allowances and reserves, and asset write-offs;
  - b. Conduct periodic reviews of asset classification and provisioning for non-performing loans and/or financing, and identify and manage nonperforming assets adequately. including provisioning in line with the risks incurred;
  - c. Periodically review the provision established to be in line with current conditions, in accordance with the standards and provisions of laws and regulations.
20. The BOD in charge of the functions of sharia compliance, sharia risk management, sharia internal audit is responsible for the effectiveness of the implementation of these functions in fulfilling Sharia Principles in coordination with SSB in carrying out their duties.
21. In relation to the application of sharia principles then:
  - 1) The BOD must support the implementation of the duties of the SSB, at least:
    - a. Provide accurate, relevant, and timely data and information to the SSB in order to perform the duties of the SSB;
    - b. Ensure the availability and adequacy of internal reporting supported by an adequate management information system to support the process of performing the duties of the SSB;
    - c. Providing adequate facilities and infrastructure to support the process of performing SSB duties.
  - 2) The BOD must follow up on recommendations from the SSB supervision results.
22. In carrying out their duties and responsibilities for the management of the Bank, the BOD must hold an annual GMS and other GMS as stipulated in Laws and regulations and the articles of association.
23. Each member of the BOD is jointly and severally liable for jointly and severally liable for the Bank's losses caused by the fault or negligence of an, member of the BOD in carrying out his/her duties.
24. Members of the BOD exercise authority and responsibility related to the implementation of Information Technology governance in accordance with the POJK for the Implementation of Information Technology by Commercial Banks.

### AUTHORITY OF THE BOARD OF DIRECTORS

1. The BOD shall represent Bank inside and outside the court of law with regards to all matters and in all events and bind Bank with other parties with limitations and requirements as stated in the Bank's AoA.
2. The BOD is authorized to perform any other authorities granted by the Bank's AoA and the prevailing laws and regulations.
3. 2 (two) members of the BOD act jointly for and on behalf of the BOD and as such present the Bank.
4. A member of the BOD does not have the authority to represent the Bank if:
  - a. There is a litigation case between Bank and such member of the BOD.
  - b. Has interests which conflicts with the interests of the Bank.

If circumstances as mentioned above occurred, the Bank shall be represented by:

  - a. Member of the BOD who do not have conflict of interests with the Bank.
  - b. The BOC, if all members of the BOD have conflict of interests with the Bank.
  - c. Other parties appointed by the GMS, if all members of the BOD dan the BOC have conflict of interests with the Bank.
5. The BOD is authorised to represent the Bank in accordance with the provisions of laws and regulations, articles of association, and resolutions of the GMS.

## POLICY FOR BOARD OF DIRECTORS COMPOSITION DIVERSITY

The Bank has a diversity policy that offers reference in the nomination process for prospective members of the BOD. The Bank appreciates and respects every difference in viewpoint, knowledge, ability and experience of each individual without prejudice against race, ethnicity, gender and religion.

In the nomination process, the Bank also attends to other minimum requirements and criteria than the scope and balance of knowledge, expertise and experience as well as the need for diversity in order to obtain the optimal composition of the BOD. An optimal composition of the BOD can optimize decision making and ultimately improve the Company's performance.

## BOARD OF DIRECTORS' SUCCESSION POLICY

The Bank has a succession policy for members of the BOD to secure leadership succession in the future. The succession is carried out through the identification of potential executive officials through the Talent Review Program. Each member of the BOD has to submit a minimum of 2 (two) replacement candidates whose competency and skill gaps will be evaluated and identified. These replacement candidates will be grouped in the talent inventory to be recommended to the Nomination and Remuneration Committee.

## BOARD OF DIRECTORS NOMINATION POLICY

[IDX G-06]

The Nomination Policy is prepared as a basis for carrying out the process of identifying candidates for members of the BOD with the best qualifications who meet the minimum criteria as stipulated in statutory regulations and other criteria.

The process of identifying candidates for the BOD is conducted by Nomination and Remuneration Committee, if necessary the Nomination and Remuneration Committee may utilize the the services of a third party (search firm). The Nomination and Remuneration Committee identifies candidates who meet the criteria, interviews and selects candidates (including verifying their background and reference).

The Nomination and Remuneration Committee will consider knowledge, professional skills and experience, as well as compositional diversity without prejudice against race, ethnicity, gender and religion in identifying candidates. The Nomination and Remuneration Committee proposes the selected candidates to the BOC for approval and ratification at the General Meeting of Shareholders. The Nomination and Remuneration Committee will also evaluate all members of the BOD who will be reappointed at the General Meeting of Shareholders.

## NUMBER, COMPOSITION, AND CRITERIA OF BOARD OF DIRECTORS

The composition of the Bank's BOD is as follows:

No	Name	Position
1	Daisuke Ejima	President Director
2	Honggo Widjojo Kangmasto	Vice President Director
3	Hafid Hadeli	Vice President Director
4	Herry Hykmanto	Director
5	Rita Mirasari	Director
6	Dadi Budiana	Director
7	Muljono Tjandra	Director
8	Thomas Sudarma	Director
9	Jin Yoshida	Director

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

The Bank's BOD has 9 (nine) members or more than the mandatory 3 (three). The BOD has more members than the BOC which has only 6 (six). The majority of members of the BOD are Indonesian citizens who domicile in Indonesia.

The BOD is led by the President Director who comes from professional circles, has adequate integrity and competence. The President Director is an independent party who has no management, ownership and/or financial relationships or family relationships with the controlling shareholder.

All members of the Board of Directors have met the criteria for integrity, competence and financial reputation, including that they have good character and morals, have never been declared bankrupt or sentenced for committing a criminal act, and have the knowledge, expertise and experience of running operations as bank executive officers.

Name	Position	GMS Date	Effective date (Central Bank/AFS Approval)	Term of Office	Frequency of Appointment	Domicile
Daisuke Ejima	President Director	March 31, 2023	April 1, 2023	2023 – 2026	1x	Indonesia
Honggo Widjaja Kangmasto	Vice President Director	October 1, 2019	December 5, 2019	2019 – 2020	3x	Indonesia
		March 23, 2020		2020 – 2023		
		March 31, 2023		2023 – 2026		
Hafid Hadeli	Vice President Director	March 25, 2022	July 8, 2022	2022 – 2023	2x	Indonesia
		March 31, 2023		2023 – 2026		
Herry Hykmanto	Director	April 3, 2008	May 13, 2008	2008 – 2011 2011 – 2014 2014 – 2017 2017 – 2020	6x	Indonesia
		March 26, 2019*	April 25, 2019 **	2019 – 2020		
		March 23, 2020		2020 – 2023		
		March 31, 2023		2023 – 2026		
Rita Mirasari	Director	September 7, 2016	September 14, 2016	2016 – 2017 2017 – 2020	4x	Indonesia
		March 26, 2019*	April 25, 2019	2019 – 2020		
		March 23, 2020		2020 – 2023		
		March 31, 2023		2023 – 2026		
Dadi Budiana	Director	March 20, 2018	October 17, 2018	2018 – 2020	3x	Indonesia
		March 26, 2019*	25 April 2019 **	2019 – 2020		
		March 23, 2020		2020 – 2023		
		March 31, 2023		2023 – 2026		
Muljono Tjandra	Director	October 1, 2019	December 5, 2019	2019 – 2020	3x	Indonesia
		March 23, 2020		2020 – 2023		
		March 31, 2023		2023 – 2026		
Thomas Sudarma	Director	March 25, 2022	July 8, 2022	2022 – 2023	2x	Indonesia
		March 31, 2023		2023 – 2026		
Jin Yoshida	Director	March 22, 2024	July 11, 2024	2024 – 2026	1x	Indonesia

**Information:**

\* EGMS decision on March 26, 2019 approved changes to the composition of the BOD due to the merger process between Danamon and PT Bank Nusantara Parahyangan Tbk ("BNP").

\*\* Based on OJK letter No. S-122/PB.12/2019 dated April 25, 2019 concerning Submission of the Decision of the Board of Commissioners of the Financial Services Authority regarding the Merger of PT Bank Nusantara Parahyangan Tbk into PT Bank Danamon Indonesia Tbk and the Fit and Proper Test Results of the Management of PT Bank Danamon Indonesia Tbk (as a result of the merger), all members of the BOD have passed the fit and proper test from the AFS.

## SCOPE OF WORK AND RESPONSIBILITIES OF EACH DIRECTOR

Each member of the BOD has an area of duties and authority as regulated under the Bank's Articles of Association and Directors' Decisions.

In 2024, based on the Organizational Structure the scope of duties and responsibilities of each Member of the BOD was as follows:

Name	Duties and Responsibilities
<b>Daisuke Ejima</b> President Director	Direct all Directors and run the management of and exercise oversight over the Internal Audit, Treasury Capital Market, Corporate Strategy and Human Resources work units, as well as oversight over PT Adira Dinamika Multi Finance, Tbk.
<b>Honggo Widjojo Kangmasto</b> Vice President Director	Wholesale Banking Group (Enterprise Banking & Financial Institution, and Small and Medium Enterprises), Banking Transactions, Treasury Sales, Information Technology, Operations
<b>Hafid Hadeli</b> Vice President Director	Consumer Banking Group, Branch Network, and oversight over PT Adira Dinamika Multi Finance, Tbk.
<b>Herry Hykmanto</b> Director	Sharia Banking, SME Credit, Sustainable Finance, and CREM
<b>Rita Mirasari</b> Director	Compliance, Financial Crime Compliance, Corporate Secretary, Legal and Litigation
<b>Dadi Budiana</b> Director	Risk management
<b>Muljono Tjandra</b> Director	Finance
<b>Thomas Sudarma</b> Director	Enterprise Banking & Financial Institution
<b>Jin Yoshida</b> Director	Global Alliance Strategy

## INDEPENDENCY OF MEMBERS OF THE BOARD OF DIRECTORS

All members of the BOD do not have financial and family relationships up to the second degree with members of the BOC, other members of the BOD, SSB and/or controlling shareholders of the bank as outlined in a statement letter and signed by members of the BOD and updated annually. Members of the BOD have met the independence requirements in accordance with the provisions of good corporate governance implementation accommodated in the Board of Directors Charter.

## FAMILY AND FINANCIAL RELATIONS OF MEMBERS OF THE BOARD OF DIRECTORS

Name	Position	Family Relation with								Financial Relation with							
		Member of BOC		Member of BOD		SSB		Controlling Shareholders		Member of BOC		Member of BOD		SSB		Controlling Shareholders	
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
<b>Daisuke Ejima</b>	President Director	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
<b>Honggo Widjojo Kangmasto</b>	Vice President Director	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
<b>Hafid Hadeli</b>	Vice President Director	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
<b>Herry Hykmanto</b>	Director	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
<b>Rita Mirasari</b>	Director	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
<b>Dadi Budiana</b>	Director	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
<b>Muljono Tjandra</b>	Director	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
<b>Thomas Sudarma</b>	Director	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
<b>Jin Yoshida</b>	Director	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓



## CONCURRENT POSITION OF MEMBER OF THE BOARD OF DIRECTORS

The BOD discloses their positions or other positions as outlined in a statement letter and signed and annually updated by the members. Excluding concurrent positions for members of the BOD who have supervisory responsibility for the Bank's investment in subsidiaries, perform functional duties as BOC in non-bank subsidiaries controlled by the Bank. All members of the Bank's BOD do not hold any prohibited concurrent positions in accordance with POJK on the Implementation of Governance for Commercial Banks.

Name	Position in Bank	Position in Subsidiary
Daisuke Ejima	President Director	President Commissioner of PT Adira Dinamika Multi Finance, Tbk.
Honggo Widjojo Kangmasto	Vice President Director	-
Hafid Hadeli	Vice President Director	Commissioner of PT Adira Dinamika Multi Finance, Tbk.
Herry Hykmanto	Director	-
Rita Mirasari	Director	-
Dadi Budiana	Director	-
Muljono Tjandra	Director	-
Thomas Sudarma	Director	-
Jin Yoshida	Director	-

## SHARES OWNERSHIP OF BOARD OF DIRECTORS MEMBERS

As of December 31, 2024, the direct and indirect share ownership of each member of the BOD in the Bank, Other Banks, Non-Bank Financial Institutions and other Companies are given below:

Name	Position	Ownership Share in			
		Bank	Other bank	Non-Bank Financial Institution	Other Company
Daisuke Ejima	President Director	-	-	-	-
Honggo Widjojo Kangmasto	Vice President Director	1,188,000 shares	-	-	-
Hafid Hadeli	Vice President Director	534,200 shares	300,000 shares on BBRI	-	10,000,000 shares on GOTO
Herry Hykmanto	Director	680,256 shares	-	-	-
Rita Mirasari	Director	343,600 shares	-	-	-
Dadi Budiana	Director	749,700 shares	-	-	-
Muljono Tjandra	Director	503,000 shares	-	-	-
Thomas Sudarma	Director	406,100 shares	-	-	-
Jin Yoshida	Director	-	-	-	-

## REMUNERATION OF BOARD OF DIRECTORS

### Indicators for Determining Directors' Remuneration

The determination of Directors' remuneration is recommended by the Nomination and Remuneration Committee with due reference to Bank's remuneration principles and target achievement results (goal setting), applicable regulations, industry comparison, and Bank performance. The Committee's recommendations are submitted to the Board of Commissioners for approval from the GMS.

## Procedures for Determining Director's Remuneration

The process of determining Director's remuneration can be described as follows:

### Nomination and Remuneration Committee

The Nomination and Remuneration Committee collects information on remuneration standards for similar positions and industries in the market (industry comparison) with due consideration of the Bank's performance. The Committee makes recommendations to the BOC.

### Board of Commissioners

The BOC reviews the recommendations from the Nomination and Remuneration Committee and proposes the remuneration of the BOD to the GMS.

### General Meeting of Shareholders

The GMS determines the remuneration for members of the BOD.

### Remuneration for Members of the Board of Directors

The distribution of remuneration to members of the BOD depends on the results of the GMS decisions.

## Remuneration Structure of The Board of Directors

Remuneration packages for members of the BOD are paid periodically and the grouping of remuneration levels and the number of members of the BOD who receive remuneration packages in 1 (one) year is disclosed in the Remuneration Policy section of this report.

## BOARD OF DIRECTORS MEETING

### Directors' Meeting Policies

1. The BOD shall convene BOD meetings periodically at least 1 (once) a month or at any time if deemed necessary. Meetings are convened if attended by a majority of the members of the BOD.
2. The BOD must hold a BOD meeting with the BOC and SSB (either jointly or separately) on a regular basis at least 1 (one) time in 4 (four) months. Meetings are held if attended by the majority of members of the BOD, BOC and SSB members.
3. The BOD shall schedule meetings of the BOD and joint meetings of the BOD with BOC for the next year before end of the fiscal year.
4. Each policy and strategic decision shall be decided by a meeting of the BOD with due regards to supervision in accordance with duties and responsibilities of the BOC and shall consider Bank's AoA provisions and prevailing laws and regulations.
5. For scheduled meetings referred to above, meeting materials are to be delivered to participants before the meetings are held.
6. President Director chairs the BOD meeting. In the event that the President Director position is vacant, or the President Director is unable to attend the BOD meeting, the Vice President Director chairs the BOD meeting. In the event that the Vice President Director position is vacant, or the Vice President Director is unable to attend the BOD meeting, one member of the BOD elected by and from the members of the BOD in attendance, will chair the meeting.
7. A member of the BOD can be represented at a BOD meeting only by other member of the BOD based on power of attorney.

8. BOD Meeting is lawful and entitled to take legal and binding decision if more than ½ (one-second) of the BOD members attended or represented in the Meeting.
9. Decision-making of the BOD through the BOD meeting is based on deliberation to reach a consensus. In the event that deliberation for consensus does not occur, the decision is made based on a majority vote.
10. Each member of the BOD in attendance is entitled to cast 1 (one) vote and an additional 1 (one) vote for each other BOD members he/she represents.
11. Any member of the BOD in any manner whatsoever, either directly or indirectly, having personal interests in a transaction, contract or proposed contract to which Bank is a party shall state the nature of such interest in the BOD meeting and shall not be entitled to participate in voting regarding the matters related to the aforementioned transaction, contract or proposed contract, unless determined otherwise by the BOD.
12. BOD meeting can be held with a physical presence or by using teleconference, video conference technology or through other electronic media.
13. Results of the BOD meetings shall be set out in minutes of the meetings and submitted to all members of the BOD and the Corporate Secretary and documented in accordance with the provisions of laws and regulations.
14. Results of the joint BOD with BOC meetings shall be set out in the minutes of meetings and submitted to all members of the BOD, the BOC, and the Corporate Secretary.
15. Dissenting opinions that occur in the BOD meetings shall be clearly stated in the minutes of meeting and the reasons for such difference in opinions stated.
16. The BOD may also make valid and binding decisions without holding a BOD meeting, provided that all members of the BOD have agreed in writing by signing the decision letter containing the relevant proposal. Decisions made in such manner shall have similar legal basis as valid to decision made in the BOD meeting.
17. Any member of the BOD in any manner whatsoever, either directly or indirectly, having personal interest or conflict in a transaction, contract or proposed contract to which the Bank is a party shall state the nature of such interest in the BOD meeting and shall not be entitled to participate in voting regarding the matters related to the aforementioned transaction, contract or proposed contract, unless determined otherwise by the BOD meeting.
18. Decisions of the BOD made in accordance with the guidelines and work rules are binding and the responsibility of all members of the BOD.

### FREQUENCY OF BOARD OF DIRECTORS MEETINGS

During 2024, the BOD held 35 (thirty-five) BOD Meetings, 4 (four) joint meetings with the BOC, and 3 (three) with SSB. All results of meeting decisions have been documented in the minutes of the meeting. All the decisions were made by consensus and there were no dissenting opinions.

### BOARD OF DIRECTORS MEETING AGENDA

No	Meeting Date	Meeting Agenda
1	January 8, 2024	<ul style="list-style-type: none"> <li>Review and approval of minutes of meeting</li> <li>Strategy and Balanced Scorecard 2024</li> <li>Strategy Evaluation and 2024 Plan</li> <li>Hybrid Working Arrangements</li> </ul>
2	January 22, 2024	<ul style="list-style-type: none"> <li>Review and approval of minutes of meeting</li> <li>Financial Performance December 2023</li> <li>CoC and NPL December 2023</li> <li>Preparation for the 2024 Annual General Meeting of Shareholders</li> <li>Internal Audit Update</li> </ul>
3	January 29, 2024	<ul style="list-style-type: none"> <li>Review and approval of minutes of meeting</li> <li>Audit Closing 2023</li> </ul>
4	February 5, 2024	<ul style="list-style-type: none"> <li>Review and approval of minutes of meeting</li> <li>Indonesia International Motor Show (IIMS) 2024</li> </ul>
5	February 13, 2024	Evaluation and Appointment of Auditor for the Fiscal Year 2024
6	February 26, 2024	<ul style="list-style-type: none"> <li>Review and Approval of minutes of meetings</li> <li>Financial Performance in January 2024</li> <li>CoC and NPL in January 2024</li> <li>Dividend Payment and Capital Management</li> <li>Amendment of the Articles of Association</li> <li>Festival Agile</li> </ul>

No	Meeting Date	Meeting Agenda
7	March 20, 2024	<ul style="list-style-type: none"> <li>Review and Approval of minutes of meeting</li> <li>Financial Performance in February 2024</li> <li>CoC and NPL in February 2024</li> <li>Rolling Forecast Q1 – 2024</li> <li>Peer Bank Analysis 2024</li> <li>2024 Activities and Marketing Framework</li> </ul>
8	April 1, 2024	<ul style="list-style-type: none"> <li>Review and Approval of minutes of meeting</li> <li>Input from CEO's Visit to Yogyakarta Branch</li> <li>Process Improvement Across BPR Bank</li> </ul>
9	April 17, 2024	Branch Cases - Misuse of Customer Savings Accounts
10	April 22, 2024	<ul style="list-style-type: none"> <li>Review and Approval of minutes of meeting</li> <li>Financial Performance in March 2024 and Granular Funding</li> <li>CoC and NPL in March 2024</li> <li>Project Falcon – Cost Efficiency Strategy</li> <li>Marketing Updates</li> <li>MUFG 3-Year Plan</li> <li>Meeting with MUFG Executives</li> </ul>
11	April 26, 2024	Branch Cases - Misuse of Customer Savings Accounts
12	April 29, 2024	Branch Cases - Misuse of Customer Savings Accounts
13	May 7, 2024	Closing Meeting – Audit JGAAP
14	May 8, 2024	<ul style="list-style-type: none"> <li>Review and Approval of minutes of meeting</li> <li>Revision of the 2024 Business Plan and Mid-Year Guidelines</li> <li>HC Updates – Employees and Organization</li> <li>Danamon Logo Update</li> </ul>
15	May 20, 2024	<ul style="list-style-type: none"> <li>Review and Approval of minutes of meeting</li> <li>Financial Performance in April 2024</li> <li>CoC and NPL in April 2024</li> <li>Key Investments</li> <li>2022 Tax Audit Report</li> <li>2022 Tax Audit Recommendations</li> <li>Internal Audit Update</li> <li>Mid-Year Review – Board of Directors and Board of Commissioners Meeting July 2024</li> <li>Hybrid Work Arrangement</li> </ul>
16	June 4, 2024	<ul style="list-style-type: none"> <li>Review and Approval of minutes of meetings</li> <li>Blockchain Knowledge Sharing</li> <li>Revision of the 2024 Business Plan</li> <li>Updates on Central Clearing Counterparty (CCP) Developments</li> <li>USD Deposit Initiatives</li> </ul>
17	June 10, 2024	SOX 2023 and Fraud Case
18	June 24, 2024	<ul style="list-style-type: none"> <li>Review and Approval of minutes of meeting</li> <li>Financial Performance in May 2024</li> <li>Peer Bank Analysis Q1- 2024</li> <li>CoC and NPL in May 2024</li> <li>Status of 2017 Tax Appeal</li> <li>Status of 2019 Tax Audit</li> <li>Recommendations for 2017 Tax Appeal and 2019 Tax Audit</li> <li>Updates on Internal Audit and Fraud</li> <li>Digital Maturity Assessment Report</li> </ul>
19	July 8, 2024	<ul style="list-style-type: none"> <li>Review and Approval of minutes of meeting</li> <li>Marketing Communication – Second Logo, Brand Guidelines, and Grow with Danamon Group</li> <li>Branch Transformation – Integrating SSO and Teller Functions</li> </ul>
20	July 22, 2024	<ul style="list-style-type: none"> <li>Review and Approval of minutes of meetings</li> <li>Financial Performance in July 2024</li> <li>CoC and NPL in June 2024</li> <li>Mid Year Forecast 2024</li> <li>Card Launch and Communications Danamon Lebih Pro</li> <li>Internal Audit update</li> <li>GESIT update</li> <li>Investor Relation update</li> </ul>
21	August 5, 2024	<ul style="list-style-type: none"> <li>Review and Approval of minutes of meetings</li> <li>Project updates</li> <li>BPR 2024 Report</li> </ul>
22	August 14, 2024	3-Year Plan (2025 – 2027) – Guidelines and Schedule
23	August 21, 2024	<ul style="list-style-type: none"> <li>Review and Approval of minutes of meeting</li> <li>Garuda Fund Update</li> <li>Investasi Utama Update</li> <li>Financial Performance in July 2024</li> <li>CoC and NPL July 2024</li> <li>Internal Audit Update</li> </ul>

No	Meeting Date	Meeting Agenda
24	September 2, 2024	<ul style="list-style-type: none"> <li>Review and Approval of minutes of meeting</li> <li>Peer Banks Analysis Q2 – 2024</li> <li>Project Updates</li> <li>Follow-Up from the Mid-Year Meeting of the Board of Directors and Board of Commissioners in July 2024</li> </ul>
25	September 9, 2024	Audit Planning 2024
26	September 23, 2024	<ul style="list-style-type: none"> <li>Review and Approval of minutes of meeting</li> <li>Financial Performance in August 2024</li> <li>CoC and NPL in August 2024</li> <li>Update and Status of RPIM</li> <li>Impact of Core Banking Migration Project on the Information Technology Project Portfolio at the Bank</li> <li>Indonesia Payment System Blueprint 2025 – 2030</li> </ul>
27	October 14, 2024	<ul style="list-style-type: none"> <li>Review and Approval of minutes of meeting</li> <li>Latest SBDK Regulations</li> <li>2017 Tax – Judicial Review</li> <li>Project Updates</li> <li>HC Updates – Housekeeping Agenda</li> <li>Danamon Investment Matching Fair</li> </ul>
28	October 21, 2024	<ul style="list-style-type: none"> <li>Review and Approval of minutes of meeting</li> <li>Financial Performance in September 2024</li> <li>CoC and NPL in September 2024</li> <li>Monitoring Bancassurance</li> <li>Forum Manager Reserve 2025</li> <li>Branch Network Performance – Analysis and Data Governance</li> </ul>
29	October 24, 2024	3-Year Plan (2025 – 2027) – First Cut
30	November 4, 2024	<ul style="list-style-type: none"> <li>Review and Approval of minutes of meeting</li> <li>3-Year Plan (2025 – 2027)</li> <li>Internal Audit Updates</li> <li>Cosmetic Business Exhibition</li> <li>FYC Funding Strategy</li> <li>Meeting with MUFG Executives</li> </ul>
31	November 15, 2024	<ul style="list-style-type: none"> <li>Review and Approval of Minutes of Meeting</li> <li>Financial Performance in October 2024</li> <li>Financial Plan 2025 – 2026</li> <li>Update on CoC and NPL in October 2024</li> <li>Establishment of HC Forum</li> <li>Sanction Policy</li> </ul>
32	December 2, 2024	<ul style="list-style-type: none"> <li>Review and Approval of minutes of meeting</li> <li>Peer Bank Analysis 3Q-2024</li> <li>Refreshment of Project Policy</li> <li>Key Investments – Housekeeping Agenda</li> <li>Project Falcon</li> <li>New OJK Regulations – Integrity of Bank Financial Reporting</li> <li>Investment in Zurich Asuransi Indonesia</li> <li>Review and Follow-Up on the November 2024 BOC Meeting</li> </ul>
33	December 4, 2024	Financial Plans for 2025 and 2026
34	December 10, 2024	2024 Interim Audit Results and Hard Close
35	December 16, 2024	<ul style="list-style-type: none"> <li>Review and Approval of minutes of meeting</li> <li>Tax Update</li> <li>CSO Update</li> <li>Laku Pandai Sunset</li> <li>Japan Thematic Fund (JTF)</li> </ul>

#### AGENDA OF BOARD OF DIRECTORS MEETING INVITING BOARD OF COMMISSIONERS

No	Meeting Date	Meeting Agenda
1	January 10, 2024	3-Year Plan (2024 – 2026) for Treasury and Capital Markets
2	March 22, 2024	<ul style="list-style-type: none"> <li>Review and Approval of minutes of meeting</li> <li>Update Business</li> </ul>
3	June 24, 2024	Revision of the 2024-2026 Business Plan
4	November 21 & 22, 2024	<ul style="list-style-type: none"> <li>Review and Approval of minutes of meeting</li> <li>Bank Strategy Direction</li> <li>Bank Financial Plan</li> <li>Update on Consumer Business, Adira Finance, Global Collaboration Office (GCO), Enterprise Banking and Financial Institution (EBFI), Small Medium Enterprise (SME), Treasury Capital Market, Human Capital, Information Technology</li> </ul>

## AGENDA OF BOARD OF DIRECTORS MEETING WITH SHARIA SUPERVISORY BOARD

No	Meeting Date	Meeting Agenda
1	June 24, 2024	<ul style="list-style-type: none"> <li>DPS Evaluation Worksheet</li> <li>Brief Explanation of Muhammadiyah</li> </ul>
2	September 30, 2024	<ul style="list-style-type: none"> <li>Review and Approval of Previous minutes of meeting</li> <li>DPS Evaluation Worksheet – 2Q 2024</li> <li>Ijtima' Ulama, Government Regulations, and New Fatwas from DSN-MUI</li> <li>Updates on BPKH and Muhammadiyah</li> </ul>
3	December 16, 2024	<ul style="list-style-type: none"> <li>Review and Approval of Previous minutes of meetings</li> <li>DPS Evaluation Worksheet – 3Q 2024</li> <li>New OJK Guidelines on Sharia Products</li> <li>Bank Strategy Updates</li> </ul>

## ATTENDANCE RATE AT MEETINGS [IDX G-02]

The attendance of members of the BOD at meetings held during 2024 is as follows:

Name	Attendance at Board of Directors Meetings (Total 35 Meetings)	Attendance at Joint Meetings of the Board of Directors Meetings and the Board of Commissioners (Total 4 Meetings)	Attendance at Joint Meetings of the Board of Directors with Sharia Supervisory Board (Total 3 Meetings)
Daisuke Ejima	35/35	4/4	3/3
Honggo Widjojo Kangmasto	32/35	4/4	2/3
Hafid Hadel	30/35	4/4	3/3
Herry Hykmanto	31/35	3/4	3/3
Rita Mirasari	34/35	3/4	2/3
Dadi Budiana	31/35	4/4	2/3
Muljono Tjandra	34/35	4/4	2/3
Naoki Mizoguchi*	7/7	2/2	-
Thomas Sudarma	31/35	3/4	2/3
Jin Yoshida**	23/28	2/2	3/3

\* Termination of term of office as Director effective April 1, 2024

\*\*Appointed as Director at the AGMS on March 22, 2024 and effectively served as Director on July 11, 2024

## SCHEDULE OF BOARD OF DIRECTORS MEETING PLAN IN 2025

At the end of 2024, the BOC has compiled a schedule of meetings to be held in 2025 as many as 24 (twenty-four) meetings of the BOD, and 3 (three) meetings of the BOD inviting the BOC and 3 (three) meetings of the BOD with the SBB.

## ATTENDANCE OF MEMBERS OF THE BOARD OF DIRECTORS AT THE ANNUAL GMS

The accountability of the BOD for the implementation of their duties and responsibilities was conveyed to shareholders through the 2024 Annual GMS. The majority members of the BOD were present at the Annual GMS held on March 22, 2024.

## IMPLEMENTATION OF DUTIES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS IN 2024

The BOD ran a directed and well-planned business to meet its assigned obligations to the stakeholders. The BOD carried out its duties and responsibilities, including:

1. Made consistent follow ups on the implementation of the Bank's long-term strategy which had been formulated in 2024.
2. Pushed the growth of the Bank's core business lines which include Small & Medium Enterprises, Enterprise Banking and Consumer Banking with the prudential principle.
3. Increased collaboration with MUFG in increasing credit, funding, process efficiency and increasing human resource capabilities.



4. Increased investment in digital technology solutions to provide improved customer service excellence and developed automated operational processes to make it more efficient and effective.

## BOARD OF DIRECTORS PERFORMANCE ASSESSMENT [IDX G-04]

### Performance Assessment Process

The performance of the BOD is assessed based on the results of the collegial work of all of its members towards the achievement of the Bank's work plans. In addition, the performance assessment of the BOD also considers the duties and responsibilities of the BOD in accordance with laws and regulations and the Bank's AoA.

### Performance Assessment Criteria

The criteria for assessing the performance of the BOD are based on overall achievements covering Financial, Franchise Building, Risk and Control, Human Capital and Danamon Core Values aspects, as follows:

1. Financial performance
2. Bank health level
3. Capital
4. Risk profile
5. Compliance with regulations
6. Significance of audit results
7. Long-term goals and strategies
8. Implementation of corporate governance principles

### Implementation of Assessment

The performance of the BOD is assessed by the BOC where the results are taken into account to improve its effectiveness. The assessment is further delivered at the AGMS in the form of accountability for the implementation of duties and responsibilities.

### Performance Assessment of Members of the Board of Directors

All members of the BOD have performance targets outlined in the balanced scorecard depending on their respective duties and responsibilities including compliance management, risk control and human resources. The performance of members of the Board of Directors is assessed 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 the Bank's strategy successfully drove healthy financial growth. In 2024, the Bank managed to maintain sustainable profitability with net income after tax reaching Rp3.2 trillion. Total loans disbursed by the Bank and its subsidiaries reached Rp189.4 trillion, supported by all business lines and strong collaboration with MUFG.

In terms of asset quality, the Bank continues to ensure risk management that adheres to the prudential principle, and is always guided by the risk appetite statement. As a result, the Bank managed to improve its asset quality despite the challenging economic conditions. The NPL ratio stood at 1.9%, an improvement of 30 basis points (bps) from the previous year's 2.2%. In addition, the Bank also made proactive provisioning to strengthen its balance sheet. Due to this, the Bank managed to improve its NPL coverage ratio to a record high of 287.2%.

The Bank's capitalization level was well improved with the Capital Adequacy Ratio (CAR) standing at 26.2%, well above the minimum level prescribed by the Regulator. This gives the Bank the ability to grow and also the strength to weather the potential impact of uncertainty in economic conditions.

For the good achievements in 2024, as well as the dedication that continues to be shown, the BOC expresses its highest appreciation to the entire BOD.

## ORIENTATION PROGRAM FOR NEW BOARD OF DIRECTORS

The Bank has an orientation program for the new members of its Board of Directors through On-Boarding Pack and short meeting sessions with relevant units that give the new members more insights into the organization, duties and responsibilities, and existing processes. In 2024, the orientation program for the new BOD member, Jin Yoshida, was conducted on April 1, 2024.

## BOARD OF DIRECTORS TRAINING PROGRAM [POJK E.2] [IDX G-05]

The Bank gives the members of its BOD the opportunity to participate in various training, certification, workshops and conferences to continually develop their competence, professionalism and insights. During 2024, members of the BOD attended the following trainings, certifications, workshops and conferences:

Name	Training/Conference/Workshop	Organizer	Location (Online/Offline)	Date
Daisuke Ejima	APU, PPT & PPPSPM	Bank Danamon	Online	January 5, 2024
	SEPAKAD (Danamon Information Security Learning Series) – Series 1	Bank Danamon	Online	January 25, 2024
	Danamon Executive Media Training	Bank Danamon	Offline	March 5, 2024
	Risk Management Certification Level 7	LSPP	Online	March 19, 2024
	MUFG Overseas Management Compliance Workshop	MUFG Bank HO, Tokyo	Offline	April 4, 2024
	Treasury Certification Training	ACI	Offline	August 1 – 2, 2024
	Global Subsidiary Banking Workshop	MUFG	Offline	September 11, 2024
	APPI International Seminar: Financing Challenges in The Amidst of Economic Slowdown	APPI	Offline	December 13, 2024
Honggo Widjojo Kangmasto	APU, PPT & PPPSPM	Bank Danamon	Online	January 19, 2024
	SEPAKAD (Danamon Information Security Learning Series) – Series 1	Bank Danamon	Online	January 23, 2024
	Media Training	Bank Danamon	Offline	March 7, 2024
	MUFG Overseas Management Compliance Workshop	MUFG Bank HO, Tokyo	Offline	April 4, 2024
	Risk Management Alignment Seminar Level 7	BARA (Bankers Association for Risk Management)	Offline	3 – 4 July 2024
	Townhall ITBP – Project Management Alignment to Corporate Vision and Mission	Bank Danamon	Offline	August 1, 2024
	MUFG Net Zero World 2024	MUFG	Offline	September 4, 2024
	Global Subsidiary Banking Workshop	MUFG	Offline	September 11, 2024
	Cyber Risk Tabletop Exercise	Bank Danamon	Offline	October 22, 2024
	Automotive Industry Outlook (Expert Talk)	Bank Danamon	Offline	November 6, 2024
	APU, PPT dan PPPSPM 2024	Bank Danamon	Online	December 5, 2024
	Danamon Compliance 2024	Bank Danamon	Online	December 9, 2024
Hafid Hadeli	E-Learning SKAI	Bank Danamon	Online	January 8, 2024
	Manager Forum Meeting	Bank Danamon	Offline	February 2-3, 2024
	Sharing Session from Oliver Wymann Re. Banking as a Services	Oliver Wymann	Offline	February 16, 2024
	MUFG GCB Business Group Management Meeting	MUFG	Online	February 19, 2024
	IIMA Symposium "Adjusting to Structural Shifts - Where is Global Economy Heading?"	IIMA	Online	March 5, 2024
	Media Training	Bank Danamon	Online	March 7, 2024
	SMR Recertification Briefing - Level 7	Efektif Pro	Offline	March 8, 2024
	SMR Recertification Exam for BOD Level 7	LSPP	Offline	March 21, 2024
	Level 7 Risk Management Alignment Seminar	BARA (Bankers Association for Risk Management)	Offline	May 7-8, 2024
	Follow-up on Analytics Discussion & Guidance	Oliver Wymann & Danamon	Offline	May 13, 2024
	D-Champs & DIR 2024 Kick-Off Event Invitation	Bank Danamon	Offline	May 14, 2024

Name	Training/Conference/Workshop	Organizer	Location (Online/Offline)	Date
	Anti Fraud Awareness dan Pakta Integritas Anti Fraud 2024	Bank Danamon	Online	June 5, 2024
	CX's Sharing Session with Adri Reksodipoetro, Managing Director of Nation Insights	Nation Insight	Offline	June 20, 2024
	Manulife Investor Day 2024	Manulife	Offline	June 27, 2024
	Anaplan Exchange	Anaplan	Offline	July 11, 2024
	Design Thinking for Higher Management	Somia Customer Experience	Offline	July 15-16, 2024
	BN03 Mid Year Workshop	Bank Danamon	Offline	July 23, 2024
	Danamon Compliance 2024	Bank Danamon	Online	July 29, 2024
	BN01 Mid Year Workshop	Bank Danamon	Offline	August 2, 2024
	Danamon Group Leadership Summit 1H 2024	Bank Danamon	Offline	August 3, 2024
	BN02 Mid Year Workshop	Bank Danamon	Offline	August 7, 2024
	Adira Yinyang - Best Contribution Dealer Gathering 2023	Adira	Offline	August 9-10, 2024
	Sharing session by Bain on growing CASA	Bank Danamon & Bain	Offline	August 12, 2024
	BN04 Mid Year Workshop	Bank Danamon	Offline	August 14, 2024
	BN11 Mid Year Workshop	Bank Danamon	Offline	August 20, 2024
	BN12 Mid Year Workshop	Bank Danamon	Offline	August 21, 2024
	DXPO Makasar	Bank Danamon	Offline	August 22, 2024
	APU, PPT, dan PPPSPM 2024	Bank Danamon	Online	August 25, 2024
	Sales Leadership Conference	Bank Danamon & Manulife	Offline	September 6-7, 2024
	APPI - Seminar Nasional : Economic Outlook 2025	APPI	Offline	October 1, 2024
	9th MGPC, MUFG Global Partnership Conference	MUFG	Online	October 9, 2024
	E-Learning ORM & QA 2024	Bank Danamon	Online	October 16, 2024
	Expert Talk with Mr. Yohannes Nangoi	Bank Danamon & MUFG	Online	November 6, 2024
	Danamon Leadership Academy 3 for Senior Leaders	Bank Danamon	Offline	November 8, 2024
	I-STAR Bootcamp Jakarta - BN01	Bank Danamon	Offline	December 7, 2024
Herry Hykmanto	Anti Fraud Awareness dan Pakta Integritas Anti Fraud 2022	Bank Danamon	Online	February 5, 2024
	e-Learning Customer Centric	Bank Danamon	Online	February 5, 2024
	CREM Workshop 2024	Bank Danamon	Offline	February 22, 2024
	OJK "Indonesian Banking Road to Net Zero Emission"	OJK	Offline	March 4, 2024
	Training Trade Finance - SME Credit	Bank Danamon	Offline	May 13, 2024
	ICC Banking Commission	ICC Indonesia	Offline	May 16, 2024
	Narasumber Seminar Green Logistics	Asosiasi Logistik Indonesia (ALI)	Offline	June 6, 2024

Name	Training/Conference/Workshop	Organizer	Location (Online/Offline)	Date
	Risk Management Alignment Seminar Level 7	BARA (Perbanas)	Offline	July 3-4, 2024
	Narasumber FGD "Tantangan dan Potensi Pemberdayaan UMKM dalam Mendukung Terwujudnya Visi Indonesia Emas 2045"	OJK	Offline	July 12, 2024
	Danamon Executive Media Training 2024	Bank Danamon	Offline	August 12, 2024
	MUFG Net Zero World (NOW) Event	MUFG	Offline	September 4, 2024
	Narasumber IBI Goes to Campus - Sustainable Finance	Ikatan Bankir Indonesia (IBI) & Universitas Padjajaran (UNPAD)	Offline	September 10, 2024
	Global Subsidiary Banking Workshop	Bank Danamon & MUFG	Offline	September 11, 2024
	Workshop Pendanaan Syariah IMBT	PT. Kilang Pertamina Internasional (KPI)	Offline	September 18, 2024
	Training Asean Global Leadership Program (AGLP) Beijing 2024	SRW & Co.	Offline	November 4-8, 2024
Rita Mirasari	Executive Training on Islamic Banking	Bank Danamon	Online	January 24, 2024
	Manager Forum	Bank Danamon	Offline	February 3, 2024
	Media Training	Bank Danamon	Offline	March 7, 2024
	SMR Recertification Briefing - Level 7	Bank Danamon	Online	March 19, 2024
	Cyber Risk Tabletop Exercise - 22 Okt 2024	Bank Danamon	Online	October 22, 2024
	Danamon Compliance 2024	Bank Danamon	Online	December 24, 2024
	APU, PPT, dan PPPSPM 2024	Bank Danamon	Online	December 24, 2024
	ORM & QA 2024	Bank Danamon	Online	December 24, 2024
	Anti Fraud Awareness dan Fakta Integritas Anti Fraud 2024	Bank Danamon	Online	December 30, 2024
	SKAI	Bank Danamon	Online	December 30, 2024
Dadi Budiana	Manager Forum	Bank Danamon	Offline	February 2-3, 2024
	APU, PPT & PPPSPM	Bank Danamon	Online	February 5, 2024
	IIMA Symposium "Adjusting to Structural Shifts? Where is Global Economy Heading"	Institute for International Monetary Affairs (IIMA)	Online	March 5, 2024
	Danamon Executive Media Training 2024	Bank Danamon	Offline	March 7, 2024
	SMR Recertification Briefing - Level 7	LSPP	Online	March 19, 2024
	SMR Recertification - Level 7	LSPP	Offline	March 26, 2024
	Danamon Leadership Academy 3 for Senior Leaders	Bank Danamon	Offline	June 6, 2024
	MUFG Global Leader Forum	MUFG	Offline	June 10-13, 2024
	Risk Management Alignment Workshop Level 7 for BOD	BARa	Offline	July 3-4, 2024
	Danamon Compliance 2024	Bank Danamon	Online	August 2, 2024
	Danamon Group Leadership Summit 1H 2024	Bank Danamon	Offline	August 3, 2024
	APU, PPT dan PPPSM 2024	Bank Danamon	Online	August 25, 2024
	Fitch Rating's Indonesia Banks & NBFI Roundtable 2024	Fitch Ratings Indonesia	Offline	September 11, 2024
	9 <sup>th</sup> MGPC, MUFG Global Partnership Conference	MUFG	Online	October 9, 2024

Name	Training/Conference/Workshop	Organizer	Location (Online/Offline)	Date
	Expert Talk with Mr. Chatib Basri	Bank Danamon	Offline	October 14, 2024
	Expert Talk with Mr. Burhanuddin Abdullah	Bank Danamon	Offline	October 14, 2024
	E-Learning ORM & QA 2024	Bank Danamon	Online	October 18, 2024
	Cyber Risk Table-Top Exercise (Session BOD & BOM)	Bank Danamon	Offline	October 22, 2024
	MUFG Global Risk Management Conference for FY2024 2H	MUFG	Online	October 22, 2024
	Expert Talk with Mr. Yohannes Nangoi	Bank Danamon	Offline	November 6, 2024
	MUFG Global Leader Forum (Module 2)	MUFG	Offline	December 3 – 6, 2024
Muljono Tjandra	E-Learning SKAI	Bank Danamon	Online	January 17, 2024
	Institute for International Monetary Affairs (IIMA) Symposium "Adjusting to Structural Shifts - Where is Global Economy Heading?"	MUFG-sponsored research institution in Japan	Online	March 5, 2024
	Danamon Executive Media Training 2024	Marketing Communication Bank Danamon	Offline	March 7, 2024
	Resertification Risk Management - Level 7	EfektifPro	Online	March 8, 2024
	Focus Group Discussion (FGD) Mortgage	PERBANAS	Offline	April 3, 2024
	Indonesian Personal Data Protection (PDP) Law Awareness/Workshop Session	Regulatory Compliance - Bank Danamon	Online	June 4, 2024
	Anti Fraud Awareness dan Pakta Integritas Anti Fraud 2024	Bank Danamon	Online	June 4, 2024
	Certificate of Risk Management Alignment Seminar Level 7 Risk Management Certificate for Directors holding Level 5 Risk Management Certificate (SMR Alignment).	Bankers Association for Risk Management (BARA)	Offline	July 3-4, 2024
	Danamon Compliance 2024	Bank Danamon	Online	July 30, 2024
	APU, PPT, dan PPPSPM 2024	Bank Danamon	Online	October 10, 2024
	ORM & QA 2024	Bank Danamon	Online	October 18, 2024
Thomas Sudarma	Managers Forum	Bank Danamon	Offline	February 2-3, 2024
	Danamon Executive Media Training 2024	Bank Danamon	Offline	March 7, 2024
	Risk Management Certificate Alignment Seminar Level 7 Risk	Bankers Association	Offline	July 3-4, 2024
	Danamon Group Leadership Summit 1H 2024	Bank Danamon	Offline	August 3, 2024
	MUFG NOW	MUFG	Offline	September 4, 2024
	Global Subsidiary Banking Workshop	MUFG Group	Offline	September 11, 2024
	9 <sup>th</sup> MGPC, MUFG Global Partnership Conference	MUFG Group	Online	October 9, 2024
	Cyber Risk Table-Top Exercise	Bank Danamon & EY	Offline	October 22, 2024
	Expert talk with Mr. Yohanes Nangoi (GAIKINDO)	Bank Danamon	Offline	November 6, 2024

Name	Training/Conference/Workshop	Organizer	Location (Online/Offline)	Date
Jin Yoshida	OneMUFG Workshop - MUFG x BDI x Adira x HCI x Zurich	MUFG Group	Offline	November 6, 2024
	Workshop EBFI	EBFI	Offline	November 8-9, 2024
	Risk Management Certification Level 7	BSMR	Offline	April 23, 2024
	Capacity Building on GHG Emission Calculation	Bank Danamon	Offline	May 28, 2024
	Indonesian Personal Data Protection (PDP) Law Awareness/Workshop Session	Regulatory Compliance - Bank Danamon	Offline	June 4, 2024
	Global Leadership Form	MUFG	Offline	June 9-13, 2024
	Anti Fraud Awareness dan Pakta Integritas Anti Fraud 2024	Bank Danamon	Online	October 21, 2024
	Keselamatan Kerja Dalam Kondisi Darurat	Bank Danamon	Online	October 21, 2024
	Risk Management Essentials	Bank Danamon	Online	October 23, 2024
	Danamon Sustainability 2021	Bank Danamon	Online	October 23, 2024
	SEPAKAD (Seri Pembelajaran KeAmanan Informasi Danamon) – Seri 1	Bank Danamon	Online	October 23, 2024
	E-Learning Customer Centric	Bank Danamon	Online	October 23, 2024
	Danamon Onboarding	Bank Danamon	Online	October 23, 2024
	Danamon Compliance 2024	Bank Danamon	Online	October 23, 2024
	E-Learning ORM & QA 2024	Bank Danamon	Online	October 23, 2024
	APU, PPT dan PPPSPM 2024	Bank Danamon	Online	October 23, 2024
	Global Leadership Form Modul 2	MUFG	Offline	December 2-6, 2024



# COMMITTEES UNDER THE BOARD OF DIRECTORS

In accordance with 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 whose task is to assist the Board of Directors to provide advice 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. The committees that assist the Board of Directors are as follows:

1. Risk Management Committee
2. Assets & Liabilities Committee (ALCO)
3. Human Resources Committee
4. Information Technology Steering Committee
5. Integrated Risk Management Committee
6. Sustainability Committee
7. Real Estate Committee

Taking into account POJK No. 17 of 2023 concerning the Implementation of Corporate Governance for Commercial Banks, Bank established and/or reaffirmed the committees of the Board of Directors in charge of assisting the Board of Directors in carrying out its duties and obligations, effective from September 24, 2024 consisting of:

1. Risk Management Committee
2. Credit or Financing Policy Committee
3. Credit or Financing Committee
4. Information Technology Steering Committee
5. Integrated Risk Management Committee
6. Asset and Liability Committee (ALCO)

## COMMITTEE CHARTER

Each committee under the Board of Directors has guidelines and work rules as a reference and binding on each committee member. The Committee Charter stipulates, among others, membership, duties and responsibilities, conduct of meetings and reporting. The Committee Charter is continuously updated in accordance with Danamon's development and prevailing regulations.

## RISK MANAGEMENT COMMITTEE

### Structure and Membership of Committee

Committee Chairman	President Director
Permanent Member	Board of Directors
Non-permanent Member (non-voting)	Executive Officers
Alternate Chairman refers to the circular decision of the Board of Directors' resolution regarding the duties and responsibilities of members of the Board of Directors.	

Risk Management Committee oversees 2 (two) Sub-Committees, namely Sustainability Sub-Committee and Information Disclosure Sub-Committee. Further explanation regarding the Sub-Committee can be seen in the chapter Corporate Governance with Sub chapter Risk Management.

### Status of Voting Rights and Decision Making

The adoption of Committee meeting resolutions shall be done by consensus. In the event a consensus cannot be reached, the adoption of resolutions shall be done by majority vote. Only permanent members will have voting rights. In the event the vote is a tie, the committee Chairperson or Alternate Chairperson (if Committee Chairperson is unable to attend the meeting) is authorized to determine the decision.

### Duties and Responsibilities

Risk Management Committee is responsible for evaluations and giving recommendation to President Director on matters relating to the Bank's risk management includes the risk management of the Sharia Business Unit and the fulfillment of sharia principles according to DPS recommendation consist of, among others:

- a. Assist the Board of Directors in fulfilling its responsibility related to risk management including Sharia Business Unit.
- b. Development of Risk Management strategies, policies and frameworks, including the establishment of Risk Appetite parameter and thresholds, Key Risk Indicators and Risk Tolerance limits to help establish boundaries within which the Bank's management may operate towards achieving Bank's business objective.
- c. Development of contingency plans to anticipate various risks that may emerge from time to time and enable the Bank to continue operate even under stress conditions.
- d. Ensure Good Corporate Governance in the implementation of Risk Management, including among others with appropriate framework for timely identification, measurement and escalation of risks, Legal Lending Limit provisions including fulfillment of disbursement provision for credit/financing to Related Party and deviations of business policies and/or decisions.
- e. Ensure that all business and operational activities are in-line with prevailing regulations, risk policies and procedures, with approval and oversight over potential exceptions, deviations and violations that may have occurred.
- f. Ensure that the Bank maintains sufficient provisions and reserves to protect against the realization of potential inherent risks, as well as ensure that the Bank has sufficient disaster recovery procedures for business continuity.
- g. Review of the various existing and emerging risks faced by the Bank, including:
  - Credit Risk including country risk and transfer risk;
  - Market and Liquidity Risk;
  - Operational Risk and Fraud;
  - Reputation Risk;
  - Information Technology and Cyber Risks;
  - Legal and Litigation Risk;
  - Compliance risk, including financial crime risk;
  - Strategic Risk;
  - Investment Risk;
  - Rate of Return Risk; And
  - Other major risk issues periodically.
- h. Implementation of risk management processes and remedial actions in-line with external and internal changes that may affect capital adequacy ratio and their respective Risks profiles.
- i. Assess the Bank's risk organization and infrastructure to ensure that risk management processes, systems and tools are in-line with the organization's development and business plans.
- j. Review the implementation result of Bankwide ICAAP stress tests (including country risk & transfer risk), climate risk stress test and other stress tests (such as to fulfill the regulator requirement and others).
- k. Conduct oversight towards implementation of Sustainable Finance.
- l. Oversee and evaluate sub-committees under the Risk Management Committee.

### Risk Management Committee Meeting

During 2024, the Committee held 12 (twelve) meetings attended by the following members of the Board of Directors:

Name	Position	Number of Attendance
Daisuke Ejima	Committee Chairman	12/12
Honggo Widjojo Kangmasto	Permanent Member	11/12
Hafid Hadeli	Permanent Member	12/12
Dadi Budiana	Permanent Member	12/12
Rita Mirasari	Permanent Member	12/12
Herry Hykmanto	Permanent Member	11/12
Muljono Tjandra	Permanent Member	12/12
Thomas Sudarma	Permanent Member	10/12
Naoki Mizoguchi	Permanent Member*	3/12
Jin Yoshida	Permanent Member**	5/12

\*) Completed term of office on March 31, 2024.

\*\*) Effective as Board of Director since July 11, 2024.

## Meetings and Meeting Agenda Risk Management Committee in 2024

Meeting Date	Meeting Agenda
January, 17 2024	Updates on matters arising from previous RMC meetings, Risk Management, and Compliance.
February 20, 2024	Updates on matters arising from previous RMC meetings, Risk Management, Consumer, Digital Banking, and Compliance.
March 18, 2024	Updates on matters arising from previous RMC meetings, Risk Management, SME, Compliance, and Internal Audit
April 24, 2024	Updates on matters arising from previous RMC meetings, Risk Management, and Compliance.
May 21, 2024	Updates on matters arising from previous RMC meetings, Risk Management, Adira, Consumer, Transaction Banking, and Compliance.
June 19, 2024	Updates on matters arising from previous RMC meetings, Risk Management, Adira, Consumer, Transaction Banking, and Compliance.
July 22, 2024	Updates on matters arising from previous RMC meetings, Risk Management, Adira, MUFG Information Sharing Framework and Compliance.
August 21, 2024	Updates on matters arising from previous RMC meetings, Risk Management, Information Disclosure, and Compliance.
September 18, 2024	Update matters arising dari rapat RMC sebelumnya, Update Manajemen Risiko, Consumer, Digital Banking, SME, Compliance, dan Internal Audit.
October 22, 2024	Updates on matters arising from previous RMC meetings, Risk Management, and Compliance.
November 18, 2024	Updates on matters arising from previous RMC meetings, Risk Management, Enterprise Banking, and Compliance.
December 19, 2024	Updates on matters arising from previous RMC meetings, Risk Management, and Compliance.

## COMMITTEE ASSETS & LIABILITIES (ALCO)

### Structure and Membership

Chairman	President Director
Alternate Chairman	Chief Financial Officer (CFO)
Member	Vice President Director(s) and Director(s) and/or appointed member(s) of the following Divisions/ Business Units: <ul style="list-style-type: none"> <li>- Consumer and Branch Network</li> <li>- SME</li> <li>- Risk Management</li> <li>- Treasury &amp; Capital Market</li> <li>- Enterprise Banking &amp; Financial Institution</li> <li>- Transaction Banking</li> </ul>

### Status of Voting Rights and Decision Making

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 voting, based on the approved votes of more than ½ (half) of the total votes validly cast in the said the Meeting.

The result of the Meeting must be stated in minutes of meeting and well documented. Any dissenting opinion in the Meeting must be clearly stated in minutes of meeting together with the reason of the dissenting opinion.

### Duties and Responsibilities

The ALCO Committee has the following duties and responsibilities:

- To establish committee coverage, meeting procedures, working process and sets sub committees to support ALCO.
- To determine policies and guidelines for liquidity risk, interest rate risk and capital management for Bank and its subsidiaries that reflect adequate liquidity and capital, stable and diversified funding profile, with compliance to all regulatory requirements.
- To determine issuance of securities or instrument in the framework of providing the Bank with adequate liquidity, capital and diversified funding structure.
- To evaluate market condition and its likely impact on the Bank's liquidity condition, NII, and capital, and to approve best course of action.
- To review and determine the Balance Sheet structure to improve the Bank profitability.
- To review funding composition and to approve any change in funding strategy and alternatives including new institutional/structural funding.
- To review the following topics on monthly basis:
  - Economic Overview and Market Outlook
  - Recent movements in key components of Balance Sheet, Yield/COF and NIM
  - Funds Transfer Pricing (FTP)
  - Funding and Lending products pricing
  - Market & Liquidity Risk profile on the Balance Sheet, AFS Portfolio and Trading book
  - Contingency Funding Plan (CFP) monitoring
  - Capital Management
  - and other ALCO related issues
- On a periodic basis, review and approve the followings:
  - Market & Liquidity Risk limit framework for Balance Sheet, AFS Portfolio and Derivative for funding. The framework should be presented to the Board of Commissioners for endorsement.
  - Liquidity and Interest Rate Risk stress test assumptions
  - Core balance calculation for interest rate risk, liquidity risk and FTP calculation
  - FTP policies and methodology
  - Contingency Funding Plan (CFP) Policy
  - Macroprudential Intermediation Ratio (RIM) target

Update the Risk Oversight Committee of the the Board of Commissioners on the ALCO discussion and decision. ALCO to carry out Risk Oversight Committee/Board of Commissioners directives on market and liquidity risk matters.

### ALCO Committee Meeting

During 2024, the Committee held 11 (eleven) meetings attended by the following members:

Name	Position	Number of Attendance Meetings
Daisuke Ejima	Chairman	10/11
Muljono Tjandra	Alternate Chairman	11/11
Honggo Widjojo Kangmasto	Member	10/11
Dadi Budiana	Member	11/11
Hafid Hadeli	Member	9/11
Thomas Sudarma	Member	11/11
Andrew Suhandinata	Member	9/11
Herman Savio	Member	10/11

### Work Execution of the ALCO Committee in 2024

The ALCO Committee held meetings to discuss the following agenda:

- Economic & Market Outlook
- Bank's Balance Sheet management and business direction
- Fund Transfer Pricing (FTP) Rate management
- Review of interest rates on loans and third-party funds
- Market and liquidity risk assesment
- Macroprudential Intermediation Ratio (RIM), Liquidity Coverage Ratio (LCR), and Net Stable Funding Ratio (NSFR)
- Capital assessment
- Professional Funding Management
- Available for Sale (AFS) portfolio/Fair Value-Other Comprehensive Income (FVOCI) portfolios management
- Regulatory changes or new regulations related to liquidity and balance sheets
- Proposals for and management of the Bank's balance sheet limit structure
- Contingency Funding Plan (CFP)

In general, the ALCO discussed the following matters in each of its meeting agenda:

Meeting Date	Meeting Agenda
January 30, 2024	<ul style="list-style-type: none"> <li>• Economic &amp; Market Outlook</li> <li>• RR Charge Quarterly Update</li> <li>• ADMF Special FTP Subsidy Update &amp; Proposal</li> <li>• LCR Highlight</li> <li>• Treasury Trading Limit 2024</li> <li>• Mortgage Subsidy Update</li> <li>• Balance Sheet Structure and Yield/COF Analysis</li> <li>• Market &amp; Liquidity Risk Update</li> </ul>
February 28, 2024	<ul style="list-style-type: none"> <li>• Economic &amp; Market Outlook</li> <li>• Treasury BSM Risk Limit 2024</li> <li>• Core – Non Core range data proposal</li> <li>• Liquidity Condition Update</li> <li>• Alternate Funding - BDI Bond Issuance</li> <li>• Balance Sheet Structure and Yield/COF Analysis</li> <li>• Market &amp; Liquidity Risk Update</li> </ul>
March 27, 2024	<ul style="list-style-type: none"> <li>• Economic &amp; Market Outlook</li> <li>• HKD, SAR &amp; CAD FTP Proposal</li> <li>• Balance Sheet Structure and Yield/COF Analysis</li> <li>• Market &amp; Liquidity Risk Update</li> </ul>
April 30, 2024	<ul style="list-style-type: none"> <li>• Economic &amp; Market Outlook</li> <li>• RR Charge Quarterly Update</li> <li>• IDR FTP Rate Adjustment</li> <li>• Mortgage Subsidy Update</li> <li>• Balance Sheet Structure and Yield/COF Analysis</li> <li>• Market &amp; Liquidity Risk Update</li> </ul>

Meeting Date	Meeting Agenda
May 29, 2024	<ul style="list-style-type: none"> <li>Economic &amp; Market Outlook</li> <li>Prime Lending Rate (SDBK) Adjustment</li> <li>Primary Dealer for Monetary Operation Update</li> <li>LCR ADMF Update</li> <li>Balance Sheet Structure and Yield/COF Analysis</li> <li>Market &amp; Liquidity Risk Update</li> </ul>
June 26, 2024	<ul style="list-style-type: none"> <li>Economic &amp; Market Outlook</li> <li>LCR Simulation EOM June 24</li> <li>FTP Subsidy Mortgage</li> <li>FTP New System &amp; Methodology Recommendation</li> <li>Balance Sheet Structure and Yield/COF Analysis</li> <li>Market &amp; Liquidity Risk Update</li> </ul>
July 31, 2024	<ul style="list-style-type: none"> <li>Economic &amp; Market Outlook</li> <li>RR Charge Quarterly</li> <li>Balance Sheet Structure and Yield/COF Analysis</li> <li>Market &amp; Liquidity Risk Update</li> </ul>
August 28, 2024	<ul style="list-style-type: none"> <li>Economic &amp; Market Outlook</li> <li>FTP Core 2025 Proposal</li> <li>Mortgage LC Duration 2025 Proposal</li> <li>Liquidity Charge (LC) 2025 Proposal</li> <li>Liquidity Premium Incentive 2025 Proposal</li> <li>AFS Portfolio Strategy</li> <li>Danamon Hadiah Beruntun (DHD) Update</li> <li>Balance Sheet Structure and Yield/COF Analysis</li> <li>Market &amp; Liquidity Risk Update</li> </ul>
September 24, 2024	<ul style="list-style-type: none"> <li>Economic &amp; Market Outlook</li> <li>RR Charge Quarterly Update</li> <li>CFP Indicator Update</li> <li>Market and Liquidity Risk Policy – Annual Review</li> <li>LP Charge for Working Capital Loan Proposal</li> <li>Bilateral Loan</li> <li>Mortgage Subsidy Update &amp; Proposal</li> <li>IDR FTP Adjustment</li> <li>TD Initiatives Update</li> <li>Temporary Limit TCM-BSM</li> <li>Balance Sheet Structure and Yield/COF Analysis</li> <li>Market &amp; Liquidity Risk Update</li> </ul>
October 30, 2024	<ul style="list-style-type: none"> <li>Economic &amp; Market Outlook</li> <li>Prime Lending Rate (SBDK) Proposal</li> <li>Treasury BSM Limit Proposal</li> <li>TD Initiatives Progress Update</li> <li>Balance Sheet Structure and Yield/COF Analysis</li> <li>Market &amp; Liquidity Risk Update</li> </ul>
November 26, 2024	<ul style="list-style-type: none"> <li>Economic &amp; Market Outlook</li> <li>RR Charge Quarterly Update</li> <li>ADMF Subsidy Proposal</li> <li>TD Initiatives Progress Update</li> <li>Balance Sheet Structure and Yield/COF Analysis</li> <li>Market &amp; Liquidity Risk Update</li> </ul>
December 19, 2024 (Circulate by email)	<ul style="list-style-type: none"> <li>Economic &amp; Market Outlook</li> <li>TD Initiatives Update</li> <li>Balance Sheet Structure and Yield/COF Analysis</li> <li>Market &amp; Liquidity Risk Update</li> </ul>

## INFORMATION TECHNOLOGY (IT) STEERING COMMITTEE

### Structure and Membership

Chairman	Finance Director
Members	<ul style="list-style-type: none"> <li>Chief Information Technology &amp; Operations Officer</li> <li>Vice President Directors</li> <li>Risk Management Director</li> <li>Global Alliance Strategy Director</li> <li>Chief Digital Officer</li> </ul>
Other invitations depend on the relevance of each area.	
Members	<ul style="list-style-type: none"> <li>Bank Director and Subsidiary</li> <li>Bank Business Head and Subsidiary</li> <li>Bank Head Support Function and Subsidiary</li> <li>President Director</li> </ul>
Secretary	BPR, Control & Compliance Head



### Status of Voting Rights and Decision Making

The meeting is deemed quorum if attended by Chairman or Risk Management Director, along with  $\frac{2}{3}$  (two third) of the members. Each Committee member has equal voting rights. Decision making in the Committee meetings is conducted with aim of reaching consensus. In the event that deliberation does not reach consensus, decision making is based on voting by the affirmative vote of more than  $\frac{1}{2}$  (half) of attended members in the meeting.

### Duties and Responsibilities

The Committee has duties and responsibilities, among others:

- Periodically review, formulate, and recommend Bank's IT strategic plan, IT policies, standards, and procedures, and ensure alignment of IT projects with the strategic plan by monitoring IT performance and improvement of the performance.
- Review and recommend IT projects that are aligned with Bank's strategy and proposed as part of IT project prioritization with Capex investment equal to or greater than USD 500 thousand, or total cost ownership (TCO) equal to or greater than USD 2 million over 5 years, or its equivalent IDR.
- Review post implementation of strategic projects & benefit realization after implementation in terms of cost and benefit. Project that approved through Information Technology Steering Committee (ITSC) meeting with investment amount equal to or greater

than USD 500 thousand or total cost ownership (TCO) equal to or greater than USD 2 million over 5 years and had been implemented project will be tracked by Financial Planning (FP) and result will be presented by respective user/LoB in ITSC meeting.

- Ensure the allocation of adequate and proper IT resources. If required to engage a third party to assist in project implementation, ITSC should ensure that policies and procedures are in place according to Bank internal policy and involve Procurement in relation to third party engagement and IT from the beginning if this related with technology to be implemented and/or used for the bank.
- Review recommendations from other sub/ working committees for matters related to Information Technology.
- Provide recommendations for solving IT related issues that can't be resolved by the working unit of IT users and providers in an effective, efficient, and timely manner.
- Perform such other duties and responsibilities as may be assigned to the Committee, from time to time, by the BoD.
- Prepare the committee's activities report every year as an evaluation report on the committee's work performance.
- ITSC Secretary is responsible to coordinate the ITSC review, as well as managing documentations, meeting materials and meeting schedule of the committee.

### IT Steering Committee Meeting

During 2024, the Committee held 14 (fourteen) meetings. The meetings were attended by the following members of the Board of Directors:

Name	Position	Number of Attendance Meetings
Muljono Tjandra	Chairman	14/14
Honggo Widjojo Kangmasto	Member	13/14
Hafid Hadeli	Member	10/14
Dadi Budiana	Member	13/14
Jin Yoshida*	Member	5/14
Yenny Siswanto	Member	14/14
Andreas Kurniawan	Member	14/14
Naoki Mizoguchi**	Member	1/14

\*) Jin Yoshida joined ITSC as invitee on May 15, 2024, and joined ITSC as Global Alliance Strategy Director replacing Naoki Mizoguchi on August 14, 2024

\*\*) Naoki Mizoguchi was a member of ITSC until March 14, 2024

## Implementation of Duties of Information Technology Steering Committee in 2024

The Information Technology Steering Committee held meetings with discussion materials as follow:

No	Meeting Date	Meeting Agenda
1	February 6, 2024	Budget Approval for the following projects: <ul style="list-style-type: none"> <li>Enhancement FCC FCR Phase 2</li> <li>SMEC Datamart Refresh and PPA MIS Datamart</li> <li>New Collection Management System Phase 2</li> <li>Instinct System Refresh (EOS)</li> <li>QRIS Enhancement 2024 – Refund</li> <li>Alternative for Privy</li> <li>NTB DL Pro via D-Bank Pro</li> </ul>
2	March 14, 2024	Benefit Realization for the following project: <ul style="list-style-type: none"> <li>Upgrade Backup Platform to Object Storage</li> </ul> Budget Approval for the following projects: <ul style="list-style-type: none"> <li>EOS Bank Wide Applications</li> <li>Device Refreshment on Network HO BSD, Regional Office, and Technology Refresh on Network UAT Environment</li> <li>Refreshment for Internet Router and WAN Distribution</li> <li>Tech Refresh VMware UAT</li> <li>D-Bank PRO 2.0</li> </ul>
3	March 21, 2024	Budget Approval for the following projects: <ul style="list-style-type: none"> <li>SMEC Datamart Refresh and PPA MIS Datamart</li> <li>Refresh Tandem (B24) PRD, DRC &amp; UAT and Tandem Refreshment (Base24 Upgrade)</li> <li>Payment Hub (SWIFT Processing Hub)</li> </ul>
4	April 2, 2024	Budget Approval for the following projects: <ul style="list-style-type: none"> <li>Adding Capacity Storage to Cover Data Growth for 2024 projects</li> <li>Additional Data Domain 6900 Capacity for Organic Growth FY2024</li> <li>Oracle Consolidation Platform (OLVM) Additional Capacity For 2024 Projects</li> </ul>
5	May 15, 2024	Budget Approval for the following projects: <ul style="list-style-type: none"> <li>Data Loss Prevention (DLP) at Network Level</li> <li>User and Entity Behavior Analytics (UEBA)</li> </ul> Acknowledgement for: <ul style="list-style-type: none"> <li>2024 IT Project Summary (PAM Approval Status and Target)</li> </ul>
6	June 12, 2024	Budget Approval for the following projects: <ul style="list-style-type: none"> <li>Customer Tax Statement</li> <li>SIEM Re-Architecture</li> <li>Enhance Database Performance &amp; Observability</li> </ul> Benefit Realization for following projects: <ul style="list-style-type: none"> <li>Refreshment Internal Load Balancer</li> <li>Refreshment Firewall BSD</li> <li>Financial Data Model</li> </ul>
7	August 14, 2024	Budget Approval for the following projects: <ul style="list-style-type: none"> <li>Transaction Fraud Detection System (FDS) Upgrade</li> <li>Projects Bulk Approval</li> </ul> Acknowledgement for: <ul style="list-style-type: none"> <li>2024 IT Projects Approval Summary Update</li> </ul>
8	August 29, 2024	Budget Approval for the following projects: <ul style="list-style-type: none"> <li>Transaction Fraud Detection System (FDS) Upgrade</li> <li>Core Banking New Generation Interface – Channel Migration</li> <li>Projects to be Dropped</li> </ul> Acknowledgement & Update for: <ul style="list-style-type: none"> <li>Application Business Owner 2024</li> <li>Follow-up Items from Previous ITSC Meeting</li> </ul>
9	September 19, 2024	Budget Approval for the following projects: <ul style="list-style-type: none"> <li>Project 2025 Presentation for LOB (CFO, Consumer, Digital Consumer, Branch Network, Transaction Banking, Treasury, Sharia, SME, Enterprise Banking)</li> </ul> Acknowledgement for: <ul style="list-style-type: none"> <li>Waterfall Submitted Bankwide IT Projects 2024 – 2027</li> <li>Proposed Projects &amp; Budget 2025 – 2027</li> <li>IT Prioritization Framework and Results 2025 – 2027</li> <li>Summary ROI 2025 – 2027</li> <li>Depreciation Impact Project 2023 – 2027</li> <li>Project Capacity Planning</li> </ul>
10	September 24, 2024	Budget Approval for following projects: <ul style="list-style-type: none"> <li>Project 2025 Presentation for LOB (IAU, CREM, Compliance, Risk Management, OPS-TSMG, BPR, IT)</li> <li>Recalculate &amp; Split Transaction Banking Project</li> </ul> Update for: <ul style="list-style-type: none"> <li>Budget Movement ITSC Prioritization Day 1</li> </ul>

No	Meeting Date	Meeting Agenda
11	October 2, 2024	Acknowledgement for: <ul style="list-style-type: none"> <li>IT Project Prioritization Framework and Result 2025</li> <li>Waterfall of Bankwide IT Projects 2024 – 2027</li> <li>Bankwide Proposed Projects &amp; Budget 2025 – 2027</li> <li>Depreciation Impact Project 2023 – 2027</li> </ul>
12	November 6, 2024	Approval for agenda: <ul style="list-style-type: none"> <li>3 Years IT Prioritization Project Review</li> <li>Request Additional C1 Budget</li> <li>Project PIR &amp; Closure Approach Memo for Approval</li> </ul>
13	November 25, 2024	Budget approval for following project: <ul style="list-style-type: none"> <li>RPA Center of Excellence (CoE)</li> </ul> Benefit Realization for following project: <ul style="list-style-type: none"> <li>Mortgage Seamless &amp; Fast Process</li> </ul>
14	December 12, 2024	Acknowledgement for: <ul style="list-style-type: none"> <li>RPTI 2025 Overview</li> </ul> Budget approval for following project: <ul style="list-style-type: none"> <li>EOS Bankwide Applications 2025</li> </ul>

The Information Technology Steering Committee approved the updates on IT Policy through e-mail circulation in November 2024.

## INTEGRATED RISK MANAGEMENT COMMITTEE

### Structure and Membership

Chairman	Risk Management Director of Main Entity (Danamon)
Permanent Member	<ul style="list-style-type: none"> <li>Compliance Director of Main Entity (Danamon)</li> <li>SME Credit Director of Main Entity (Danamon)</li> <li>Appointed Director of Subsidiaries and Sister Companies</li> <li>Appointed Division Heads in the Integrated Risk Management Working Unit</li> </ul>
Permanent Invitation	Chief Internal Auditor of Main Entity (Danamon)

Alternate Chairman: Refers to the circular resolution of the Board of Directors on the duties and responsibilities of members of the Board of Directors

### Status of Voting Rights and Decision Making

The Committee Meeting Resolutions shall be adopted based on consensus principle. In the case of no consensus, the resolution shall be determined based on majority vote in which 1 (one) entity can cast for 1 (one) vote. At the event when the vote result in a tie, the Committee Chairperson or Alternate Chairperson (in absence of the Chairperson) is authorized to determine the ultimate decision.

### Duties and Responsibilities

The main role of the Integrated Risk Management Committee is to evaluate and give recommendations to the Board of Directors of the Main Entity for:

- Preparation of the Integrated Risk Management policies, frameworks and guidelines; and periodic improvements based on evaluation of the implementations.
- Evaluation on the effectiveness of integrated risk management policies, frameworks and guidelines.
- Identification of issues that can affect financial, compliance/regulatory, legal and reputation risks for the Financial Conglomeration based on data/information being shared by members of the Financial Conglomeration.
- Escalation of all risk-related matters that require attention of the Board of Directors of the Main Entity or entities within the Financial Conglomeration.
- 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.
- Review and approval semi annual integrated risk profile report.
- Preparation of the integrated capital management policies and strategies within Financial Conglomeration including reviewing integrated capital report.
- Knowledge sharing/lessons learned between entities in the Financial Conglomeration so that it can improve the implementation of integrated risk management to be more effective.

### Member Attendance at Integrated Risk Management Committee Meetings

During 2024, the Integrated Risk Management Committees held 2 (two) meetings, one in February and the other one in August 2024.

The following is the attendance of committee members at meetings held in 2024:

Name	Position	Number of Attendance Meetings
Dadi Budiana	Chairman	2/2
Rita Mirasari	Permanent Member	1/2
Herry Hykmanto	Permanent Member	2/2
I Dewa Made Susila	Permanent Member	2/2
Mahendra Rendiantama	Permanent Member	2/2
Animesh Narang*	Permanent Member	1/1
Ade Prima Ratu Bagus	Permanent Member	2/2
Suwandi Kusuma	Permanent Member	2/2
Ari Priyatna	Permanent Member	2/2

\*effective as a member of the integrated risk management committee in April 22, 2024

### Meetings and Meeting Agenda of Integrated Risk Management Committee in 2024

Meeting Date	Meeting Agenda
February 12, 2024	Integrated Risk Profile Semester 2 of 2023, Integrated Capital Adequacy Semester 2 of 2023, and Integrated Risk Management Update of all MUFG Group Financial Conglomerations members.
August 14, 2024	Integrated Risk Profile Semester 1 of 2024, Integrated Capital Adequacy Semester 1 of 2024, and Integrated Risk Management Update of all MUFG Group Financial Conglomerations members.

## CREDIT OR FINANCING COMMITTEE

### Structure and Membership

Committee Members	Members of the Credit or Financing Committee are appointed considering his/her professionalism, experience, and capability qualification. Further governance regarding the membership of the Credit or Financing Committee refer to Credit or Financing approval authority policy.
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Credit or Financing Committee was formed in order to evaluate and/or decide on the credit or financing (with sharia principles) proposal for the amounts and types of credit or financing determined by the Bank's Board of Directors.

### Status of Voting Rights and Decision-Making

Approval of credit or financing proposals is given by the Credit or Financing Committee where all committee members must come to an agreement on the credit or financing proposals independently and unanimously.

### Duties and Responsibilities

Credit or Financing Committee in their duties, especially in deciding on credit or financing must be carried out based on their competence honestly, objectively, carefully and thoroughly. The duties and responsibilities of Credit or Financing Committee are regulated in more detail on the Credit Risk Policy.

### Authorities

Credit or Financing Committee are authorized to approve credit or financing proposal, additional, renewal, or changes on the existing exposure and remedial or settlement of non performing loan or financing. Credit or financing authorities up to the maximum amount in where they may provide the final approval are further governed in the current Credit or Financing approval authority policy.

### Credit or Financing Committee Meeting

Credit or Financing Committee meetings is held in the form circulating credit proposal material by Business Unit to all Credit or Financing Committee members. Credit or Financing Committee meetings is held to provide decisions on credit or financing proposals. If needed, Credit or Financing Committee meetings can be held in the form of physically or virtually.

## CREDIT OR FINANCING POLICY COMMITTEE

### Structure and Membership of Committee

Chairman of Committee	President Director
Alternate Chairman	Risk Management Director
Permanent Member	<ul style="list-style-type: none"> <li>• Vice President Director – Wholesale Banking Group</li> <li>• Vice President Director – Consumer Banking Group and Branch Network</li> <li>• SME Credit Director</li> <li>• Enterprise Banking (EB) and Financial Institution (FI) Directors</li> <li>• Chief Internal Audit (provide independent review without voting rights)</li> </ul>
Permanent Invitee	<ul style="list-style-type: none"> <li>• Compliance Director</li> <li>• Global Alliance Strategy Director</li> </ul>

Credit or Financing Policy Committee are responsible to provide feedback to Board of Director on the development of Bank's credit policies as to ensure the implementation of prudential principles in credit/financing granting and monitor the implementation of Bank's credit policies.

### Status of Voting Rights and Decision Making

The adoption of Committee Meeting resolutions shall be done by consensus. In the event a consensus cannot be reached, the adoption of resolutions shall be done by majority vote. Only permanent members will have voting rights. In the event the vote is a tie, the Chairman of Committee or Alternate Chairman (if Chairman of Committee is unable to attend the meeting) is authorized to determine the decision.

In the event of a dissenting opinion arise from the Permanent Member during decision-making, the dissenting opinion must be well documented in the Minutes of the Meeting by the Committee Secretary.

### Duties and Responsibilities

1. Provide recommendations/input to the Board of Directors in the development of Credit Risk Policy (CRP) and other related documents to ensure maintenance of prudential principles in credit or financing.
2. Ensure that the CRP can be applied and implemented consistently and consequently, and in adherence to the overall Risk Appetite established by the Board of Commissioners.
3. Recommended to the Board of Directors, solutions when there are obstacles in the implementation of CRP. In Addition, Credit or Financing Policy Committee to conduct periodic reviews of the CRP on regular basis and provides recommendations to the Board of Directors if changes or revisions are needed.
4. Monitor, ensure, and evaluate:
  - a. The effective implementation of the CRP.
  - b. The overall growth and quality of credit or financing portfolios.
  - c. The effective implementation of credit or financing approval authorities and the performance of the delegated authority holders within the Business and Credit Risk teams, with respect to the asset quality where they have acted as approvers.
  - d. The implementation of Good Corporate Governance principles as related to Risk Management in the extension of credit or financing, including the launch of new financing products, new client segments, or new credit product programs and guidelines.
  - e. Policies related to the implementation of Legal Lending Limit, Large Single Name Concentrations, and asset quality of credit or financing granted to Large Exposures clients including to Related Parties.
  - f. The compliance of policies to prevailing laws and others regulations in providing the loan or financing, including the implementation of Sharia principles in accordance with Sharia Supervisory Board (DPS) opinion.
  - g. Policies related to the settlement or recovery of non performing loan or financing including write-offs and charge-offs in accordance with the CRP.
  - h. Policies related to the formulation of provisioning methodology and the implementation, including monitoring and validating.
  - i. Policies related to the formulation of credit rating methodology and the implementation, including monitoring and validating.

- j. Supervision on risk management implementation related to country risk and transfer risk carried out by the Bank including the implementation of evaluations and testing (stress testing).
  - k. Review regarding Credit Risk (other than governed above) which may arise and faced by the Bank.
5. Submit reports (including in the form of material presentation) on regular basis to the Board of Directors and the Board of Commissioners (through Risk Oversight Committee) regarding:
- a. The results of oversight on the application and implementation of credit policies; and
  - b. The results of monitoring and evaluation on the matters as stated in point 4.
6. Provide the recommendation for improvement to the Board of Directors and the Board of Commissioners (through Risk Oversight Committee) on the matters related to point 5.
7. If there is any deviations in the implementation of credit policies related to the fulfillment of Sharia principles, then the report should be submitted to the DPS.

### Meetings of the Credit or Financing Policy Committee

During 2024, the Committee held 2 (two) meetings attended by the following members:

Name	Position	Number of Attendance Meetings
Daisuke Ejima	Committee Chairman	2/2
Honggo Widjojo Kangmasto	Permanent Member	1/2
Hafid Hadel	Permanent Member	2/2
Dadi Budiana	Permanent Member	2/2
Herry Hykmanto	Permanent Member	2/2
Thomas Sudarma	Permanent Member	2/2
Yenny Linardi	Permanent Member	2/2

### Meetings and Meeting Agenda Credit or Financing Policy Committee in 2024

Meeting Date	Meeting Agenda
November 18, 2024	Monthly Credit Portfolio Update, Credit Parameter Year End 2024, dan Enterprise Banking Update.
December 19, 2024	Monthly Credit Portfolio Update.



# AFFILIATED RELATIONSHIPS AND AFFILIATED TRANSACTIONS FOR THE BOARD OF DIRECTORS, BOARD OF COMMISSIONERS AND MAJOR SHAREHOLDERS

The Bank has internal provisions on Affiliated Transactions and Conflict of Interest Transactions that govern transactions with affiliated parties. These internal provisions aim to ensure that transactions are conducted fairly and do not harm the interests of the Bank or the interests of minority shareholders and help increase the independence of Bank Management in managing transactions that carry with them the potential for conflict of interest.

## **The Board of Directors' affiliated relationships with fellow members, Board of Commissioners members, and Major and/or Controlling Shareholders**

None of members of the Company's Board of Directors has affiliation with their fellow members, members of the Board of Commissioners and with major and/or controlling shareholders.

## **The Board of Commissioners' affiliated relationships with fellow members, and with Major and/or Controlling Shareholders**

None of members of the Company's Board of Commissioners has affiliation with their fellow members. There are, 2 (two) Non-Independent Commissioners who have financial relationships with the controlling shareholders, namely Yasushi Itagaki and Nobuya Kawasaki.

Affiliate relationships between members of the Board of Directors, the Board of Commissioners and with major and/or controlling shareholders is given in a financial and family relations table available in the Board of Commissioners' and the Board of Directors' sections of this Corporate Governance Report.

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

# CORPORATE SECRETARY

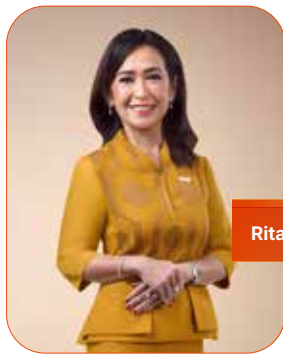
The function of the Corporate Secretary is to ensure the timely and accurate delivery of the Bank's material information to all Stakeholders. The Corporate Secretary is appointed and dismissed based on the decision of the Board of Directors. The Corporate Secretary has an important role in creating good communication between the Bank and Shareholders and other Stakeholders.

## CORPORATE SECRETARY ORGANIZATIONAL STRUCTURE



## CORPORATE SECRETARY

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



Rita Mirasari

Indonesian Citizens. Age 55 years. Domiciled in Indonesia.

Completed her education and earned her Bachelor Degree in Law from the University of Indonesia. She launched her banking career in 1991 as a Legal Officer at a local bank. Her extensive experience in legal and compliance include Corporate Secretary positions at prominent Indonesian banks. Her last position before joining the Bank was Director of Regulatory Compliance & Financial Crime Compliance of HSBC, Indonesia. She is currently the Compliance Director of the Bank in charge of Compliance, Financial Crime Compliance, Corporate Secretary, Legal and Litigation.

## DUTIES AND RESPONSIBILITIES OF THE CORPORATE SECRETARY

1. Provide recommendation to the Board of Directors and Board of Commissioners to comply with the laws and regulations in the capital market.
2. Act as a liaison between the Bank and Shareholders, Regulator and other Stakeholders.
3. Assist the Board of Directors and Board of Commissioners in implementing corporate governance which includes:
  - Transparency of information to the public including the availability of information on the website.
  - Delivery of reports to Regulator and other Authorities.
  - Organize and document the General Meeting of Shareholders.
  - Organize and document meetings of the Board of Directors and/or Board of Commissioners.
4. Participate in being responsible for organizing the Bank's Corporate Action.
5. Submit reports related to provisions in the capital market, both periodic and incidental reports to regulators in a timely manner.

## CORPORATE SECRETARY COMPETENCY DEVELOPMENT

During 2024, the Corporate Secretary attended the following trainings to improve her competency:

Training/Conference/Workshop	Organizer	Location	Date
Executive Training on Islamic Banking	Bank Danamon	online	January 24, 2024
Manager Forum	Bank Danamon	offline	February 3, 2024
Media Training	Bank Danamon	offline	March 7, 2024
SMR Recertification Briefing - Level 7	Bank Danamon	online	March 19, 2024
Cyber Risk Tabletop Exercise	Bank Danamon	online	October 22, 2024
Danamon Compliance 2024	Bank Danamon	online	December 24, 2024
APU, PPT, dan PPPSPM 2024	Bank Danamon	online	December 24, 2024
ORM & QA 2024	Bank Danamon	online	December 24, 2024
Anti Fraud Awareness and Fakta Integritas Anti Fraud 2024	Bank Danamon	online	December 30, 2024
SKAI	Bank Danamon	online	December 30, 2024

## IMPLEMENTATION OF THE DUTIES AND RESPONSIBILITIES OF THE CORPORATE SECRETARY IN 2024

Throughout 2024, the Corporate Secretary carried out the duties and responsibilities assigned to her with the following activities:

1. Follow the development of the capital market, especially regulations related to capital market regulations and convey information about these developments to the Board of Commissioners, Board of Directors, and Bank Stakeholders.
2. Organized and documented the General Meeting of Shareholders.
3. Fulfilled the provisions of the Indonesia Stock Exchange (IDX) regarding the Bank's Annual Public Expose.
4. Organizing and attending meetings of the Board of Commissioners, meetings of the Board of Commissioners with the Board of Directors, meetings of the Board of Commissioners with the Sharia Supervisory Board and Committee meetings at the Board of Commissioners level as well as compiling and administering the minutes of the meetings.
5. Timely delivered reports related to provisions in the capital market, both periodic and incidental reports to the FSA and IDX in a timely manner.
6. Disclosed information in accordance with applicable laws and regulations.
7. Prepared recommendations for changes to the committee work procedures guidelines at the Board of Commissioners and Directors levels pertaining to the implementation of corporate governance.
8. Adjusted the Articles of Association in accordance with the Bank's needs as well as newly applicable regulations and legislation.
9. Updated/adjusted the Board of Directors Charter and the Board of Commissioners Charter pursuant to applicable laws and regulations and the implementation of good corporate governance.
10. Prepare documentation and assist the Fit and Proper Test process for prospective members of the Board of Directors.

## INFORMATION DISCLOSURE IN 2024

As a form of information disclosure, the Bank has periodically and on different occasions disclosed information to the public through its official website and IDX website made available in both Indonesian and English.

## PERIODIC REPORT

In 2024, the periodic disclosure of information that have been reported by the Bank are as follows:

## INFORMATION DISCLOSURE

No	Type Report	Objective	Reporting	Total
1	BDMN Securities Holder Registration Monthly Report	FSA and IDX	Monthly	12
2	Consolidated Financial Statements (Unaudited) of the Bank and Subsidiaries	FSA and IDX	Quarterly	3
3	Consolidated Financial Statements (Audited) of the Bank and Subsidiaries	FSA and IDX	Annual	1*
4	AGMS	FSA and IDX	Annual	1
5	Annual Report	FSA and IDX	Annual	1
6	Financial Report of Controlling Shareholders	FSA	Semester	2
7	Disclosure of Information on Fulfilment of Mandatory Annual Public Expose	IDX	Annual	1
8	Evaluation report on the implementation of audit services for annual historical financial information by Public Accountant and Accounting Firm	FSA	Annual	1
9	Appointment of Public Accountants and Public Accounting Firms for the 2024 Financial Year	FSA	Annual	1

\*Quarterly - 4

## INCIDENTAL REPORT

In 2024, The Bank has disclosed information on 12 (twelve) incidental reports to Regulators and made it available for the public to access on the Bank's official website with the link: <https://www.danamon.co.id/id/Tentang-Danamon/InformasiInvestor/Informasi-Aksi-Korporasi-dan-Keterbukaan-Informasi/2024>.

# BANK COMPLIANCE FUNCTION

In accordance with POJK No.46/POJK.03/2017 to implement the compliance function which is a series of preventive (ex-ante) actions or steps, the implementation of the Compliance function at the Bank is based on 4 (four) main functions, namely:

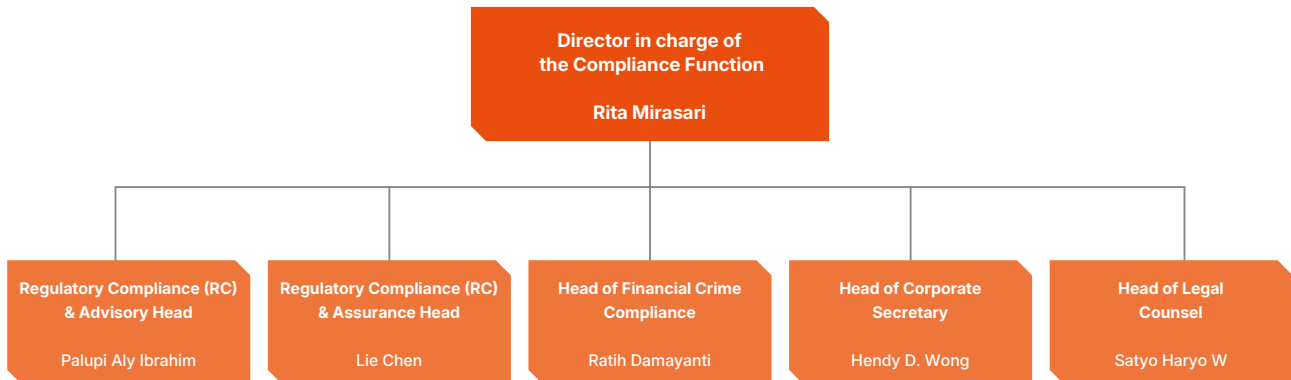
1. Realizing the implementation of compliance culture at all levels of the Bank's organization and business activities.
2. Managing compliance risk exposure.
3. Ensuring that policy, regulations, systems, procedures and business activities carried out by the Bank are in compliance with the provisions of the FSA and the provisions of laws and regulations, including Sharia Principles for Sharia Business unit.
4. Ensuring the Bank's compliance with all the commitments it has made to the FSA and/or other authorized Supervisory Authorities.

## COMPLIANCE WORKING UNIT

Bank established the Compliance Working Unit (CU) as a work unit that is independent and free of influence from other working units. Since January 2021, CU has been divided into 2 (two) divisions with Palupi Aly Ibrahim as Head of Regulatory Compliance & Advisory Division and Lie Chen as Head of Regulatory Compliance & Assurance Division. The appointment has been informed to FSA. Both officials have adequate competencies and capabilities in banking matters and have a high commitment to implementing and developing a culture of compliance.

## ORGANIZATIONAL STRUCTURE OF THE COMPLIANCE WORKING UNIT

The organizational structure of the CU at Bank is illustrated below:



## INTEGRATED COMPLIANCE WORKING UNIT

Bank as the Main Entity within the Financial Conglomeration MUFG Group has an Integrated Compliance Working Unit (ICU) that is independent from other operational working units, whose duties and responsibilities are carried out by CU Bank. ICU is responsible to the Bank's Director in charge of the Compliance Function. ICU is tasked with monitoring and evaluating the implementation of the compliance function at each Entity in the Financial Conglomeration. Further explanation of ICU is provided in the Chapter on Integrated Compliance Working Unit in this Annual Report.

## THE ROLES OF THE BOARD OF DIRECTORS AND THE BOARD OF COMMISSIONERS IN THE COMPLIANCE FUNCTION

The Board of Directors (BOD) is obliged to foster and realize a Compliance Culture at all levels of the Bank's organization and business activities. BOD shall then ensure the implementation of the Bank's Compliance Function.

The Board of Commissioners (BOC) is obliged to oversee the implementation of the Compliance Function. Active oversight of the Compliance Function is exercised by giving suggestions to improve the quality of the implementation of the Bank's Compliance Function and evaluating the implementation of the Bank's Compliance Function at least 2 (two) times a year.

## COMPLIANCE DIRECTOR

Bank has a Director in charge of the Compliance Function (Compliance Director), Rita Mirasari. The appointment of the Compliance Director has met the applicable criteria, which is independency, and shall refrain from running other functions that are regulatory not permissible to her. CU is under the responsibility of Compliance Director. In addition, Compliance Director and CU at the Bank coordinate with the Sharia Supervisory Board regarding the implementation of the Compliance Function for Sharia Principles.

The appointment Compliance Director has been approved by FSA and the appointment of the Compliance Director has been processed in accordance with FSA. The full profile of the Compliance Director can be seen in the Annual Report section of the Board of Directors Profile.

## COMPLIANCE FUNCTION POLICY

CU Bank has a Policy on Compliance Function and Compliance Working Unit that covers compliance culture, compliance function, compliance risk management, and reporting. The policy serves as a guideline in implementing the Bank's compliance function.

## DUTIES AND RESPONSIBILITIES OF THE COMPLIANCE WORK UNIT

Duties and Responsibilities of CU include:

1. Creating a compliance program in order to support the creation of a compliance culture in all of Bank's business activities at every level of its organization;
2. Identifying, measuring, monitoring and controlling compliance risk in accordance with risk management implementation for Commercial Banks and Sharia Business Units with FSA regulations as references;
3. Assessing and evaluating the adequacy and suitability of Bank's policies, provisions, systems and procedures for implementing provisions from authorities;
4. Reviewing and/or recommending updates and improvements to Bank's policies, provisions, procedural systems to comply with the provisions of authorities, including Sharia principles for Sharia Business Units;
5. Serving as Bank's liaison officer with regulators, especially on matters related to the implementation of compliance and the implementation of regulatory audits;
6. Organizing training/outreach programs regarding external provisions for Bank's working units.
7. Performing other tasks that bear relation to the compliance function;
8. ICU also has the task of at least monitoring and evaluating the implementation of compliance functions at each of the Financial Conglomeration's Financial Services institutions (FSIs).

## COMPLIANCE WORKING UNIT BUSINESS PLAN FOR 2024

1. Maintain awareness of the importance of Compliance Culture, including the implementation of Anti-Money Laundering (AML), Counter Financing Terrorism (CFT), and Counter-Proliferation Financing of Weapon of Mass Destruction financing programs (CPF) to all employees in Head Office, Regional and Branch Office working units, including through the socialization of regulations and the development of e-learning as well as maintaining a regulatory database on compliance portal.



2. Conduct compliance reviews on policies, new products, provision of funds to parties related to the Bank and provision of funds to parties not related to the Bank within certain limits.
3. Carry out consultative and liaison officer functions.
4. Assist in applications for new product approval from regulators.
5. Coordinate and monitor compliance with regulations by related working units.
6. Monitor the Bank's follow-up commitment to the results of audits from regulators (FSA and Central Bank).
7. Align several internal policies with reference to MUFG Global Best Practices.
8. Prepare and/or review the Bank's internal policies in accordance with regulatory changes and developments.

## IMPLEMENTATION OF COMPLIANCE WORK FUNCTIONS

The implementation of the duties and responsibilities of the compliance function during 2024 include:

### 1. Training and Socialization by CU

In order to carry out its duties to build a compliance culture at all levels of the Bank's organization and business activities, CU organized various training and socialization for all Bank employees. Training methods were delivered directly in classrooms, virtually/online, and through e-learning.

Training and Socialization	as of December 31, 2024
E-learning Compliance 2024	<p>In July 2024, CU published E-Learning Compliance 2024 made mandatory to all Bank Management and Employees.</p> <p>As of December 2024, the realization of e-learning completion has reached 98,00% (cut off data for employees who joined as of September 2024).</p>
Training/socialization to working units	<ul style="list-style-type: none"> <li>Semester 1 - 2024 = 15 training/socialization</li> <li>Semester 2 - 2024 = 21 training/socialization</li> </ul>
Communicating new provisions/regulations material to the related working units	<ul style="list-style-type: none"> <li>Semester 1 - 2024 = 36 new provisions</li> <li>Semester 2 - 2024 = 53 new provisions</li> </ul> <p>CU collaborated with related working units to discuss the implementation of compliance with provisions, including matters that must be fulfilled and implementation targets.</p>

### 2. Compliance Reviews/Quality Assurance

The CU conducted compliance reviews to ensure that the products, activities and policies issued by Danamon and programs run by Subsidiaries were not in violation of all regulatory provisions. During 2024, the CU conducted 277 reviews consisting 117 reviews in semester 1 - 2024 and 160 reviews in semester 2 - 2024.

Apart from that, CU also carried out Regulatory Compliance & Assurance (testing) activities to monitor Bank's compliance risks and measure the level of compliance of the working unit in carrying out its activities and its conformity to regulatory provisions.

### 3. Monitoring the Fulfillment of Prudential Principles

The CU periodically monitored the fulfillment of Bank's prudential principles in the form of main regulatory parameters, namely the LLL ratio, GWM, NPL, NOP, Equity and CAR. Bank and its Subsidiaries have properly met main regulatory parameters as part of the components in measuring compliance risk. Monitoring Subsidiaries' compliance function is part of the Implementation of the Integrated Compliance Function.

## COMPLIANCE WITH MAIN REGULATIONS 2024

Parameter		Notes
Capital Adequacy Ratio (CART)		Comply
Minimum Statutory Reserve (GWM)	Primary (IDR)	Comply
	Primary (USD)	Comply
Macroprudential Intermediation Ratio (RIM)		Comply
Secondary/Macroprudential Liquidity Buffer (PLM)		Comply
Non-Performing Loan (NPL)		Comply
Net Open Position (NOP)		Comply
Legal Lending Limit (LLL) - Individual		Comply
Legal Lending Limit (LLL) - Consolidation		Comply
Investment Portfolio		Comply

### 4. Compliance Risk Management

Compliance risk management is carried out through the process of identifying, measuring, monitoring and controlling compliance risks in accordance with the implementation of risk management. The compliance risk management strategy is implemented through a 3 (three) line of defence scheme. The CU analyses the Bank's compliance risks, both as individual and in consolidated manner, as well as integrated compliance risks.

The Compliance risk of the Bank and Subsidiaries were well managed. This is reflected in the compliance risk profile that fell under 2 rating (Inherent Risk at rating 2, or falling under Low to Moderate and the Quality of Risk Management Implementation was rating 2, or falling under Satisfactory).

Regarding the Law on Personal Data Protection (UU PDP), the Bank has conducted follow-up actions on the results of the gapping assessment. on the results of the fulfillment of the gapping assessment, among others: drafting a privacy policy, ensuring the security of personal data personal data stored and the security of personal data transfer to other parties cooperating with the Bank as well as exploring the use of technology as a tool for monitoring the implementation of the PDP Law.

### 5. Commitment to Regulators

The CU periodically monitored and ensured the fulfillment of follow-up commitments related to the results of audit conducted by the regulators. During 2024, all audit result commitments submitted by the Regulator were fulfilled and not overdue. The CU also served as a liaison regarding compliance implementation for internal and external parties.

### 6. The implementation of the functions of ICU is disclosed in the Integrated Corporate Governance section of this Annual Report.

## COMPLIANCE WORKING UNIT HUMAN RESOURCES DEVELOPMENT

As of December 2024, The CU had a total of 22 headcounts (including the Head of CU) the majority of whom had banking experience of more than 5 years with adequate capacity. Danamon always gives opportunities for Compliance Working Unit employees to increase their knowledge and competence that can help them with their duties. All Compliance Working Unit employees have taken and earned Risk Management certifications and Sharia Executive Overview Training to improve competencies including in compliance with Sharia Principles and attending training/workshops both internal and external.

The following are the Bank's strategic plans to mitigate compliance risks related to the implementation of the compliance function during 2025:

- Maintain awareness of the importance of Compliance Culture through e.g. the application of AML, CFT, and CPF to all employees in Head Office, Regional and Branch Office work units, including through socializing regulations and developing e-learning, as well as maintaining a regulatory database.
- Conduct continuous reviews of internal policies/regulations and work flows including system enhancements (if necessary) to ensure that the provisions regulated and activities carried out by the Bank remain in compliance with regulatory provisions. In 2025, a review of 12 internal policies will be conducted.
- Conduct socialization of new regulations issued by authoritative bodies including Central Bank, FSA, and Financial Intelligence Unit (PPATK) by either blasting the regulations and their summaries via e-mail to Bank management, heads of related business units, or by conducting face-to-face meetings with relevant business units.
- Continuously strive to improve digital banking services that provide convenience to customers with priority placed on aspects of information security and consumer protection.
- Monitor the Bank's commitment to fulfilling findings from the Authority and the Internal Audit Working Unit.
- Align several internal policies with reference to MUFG Global Best Practices.
- Implementing the integrated Compliance Function and integrated Corporate Governance of Financial Services Institutions (FSIs) within the MUFG Group Financial Conglomeration.
- Coordinating with relevant working units to fulfill personal data protection in terms of personal data exchange and fulfillment of personal data subject rights.
- Developing the competence and knowledge of human resources of the CU by providing opportunities to participate in training/workshops.
- Conduct regular quality assurance for certain work units to ensure that the Bank's business activities in each business line have complied with applicable regulations.
- With regards to the implementation of AML, CFT, and CFP the Bank will continuously improve its ability to implement AML, CFT, and CFP both related to technology and non-technology, including:
  - a. Realizing the importance of Compliance Culture and increasing the knowledge and awareness of Bank employees related to the implementation of AML, CFT, and CPF on an ongoing basis, by conducting face-to-face and online training and or socialization programs including e-learning. Improve the competence of the Bank's human resources with opportunities to participate in training, webinars or socialization from Regulators, associations, or other related entities related to AML, CFT, and CPF.
  - b. Periodically review the Bank's internal provisions related to AML, CFT, and CPF in accordance with developments and changes in applicable regulations, including adjustments to internal provisions consisting of Policies, Operational Terms of Reference (KAO), Standard Operational Procedures (SOP), and Memorandum.
  - c. Conduct regular system development related to the process of customer identification and verification as well as transaction monitoring. This is to improve the quality of alerts that are adjusted to the latest developments, using new technology, and conducting periodic reviews (i.e. process advanced analysis).
  - d. Continue to collaborate and align with global standards with the Global Financial Crimes Division (GFCD-MUFG), in relation to AML-Know Your Customer (KYC), and Sanctions programs.
  - e. Enhance the Bank's collaboration and coordination with other member entities in the financial conglomeration, related to the alignment of the implementation AML, CFT, and CPF.
  - f. Participated in the Global Risk Assessment (GRA) with MUFG, which is a review of the Bank's inherent risk assessment, risk control effectiveness, and residual risk assessment on AML, Sanctions, and Anti-Bribery and Corruption (ABC) program topics globally. The data presented is statistical and does not contain customer information.
  - g. Assessing the risk of money laundering, terrorism financing and proliferation of weapons of mass destruction that could potentially occur in Bank based on a risk-based approach called Individual Risk Assessment (IRA), in accordance with POJK No. 8 of 2023.
  - h. Carry out Quality Assurance (QA) related to FCC activities and conduct periodic planning of the scope of QA implementation (FCC QA Plan), in accordance with regulatory developments and related global standards.

- i. On an ongoing basis, the Bank strives to improve the ability of infrastructure supporting the implementation of AML, CFT, and CPF, both related to technology, and non-technology, namely:
  1. Continue the enhancement phase of the NICE-Actimize application.
  2. Improve the quality and scope of the Bank's customer screening and risk assessment process.
  3. Continue to develop the customer transaction monitoring system to improve the quality of alerts, including conducting periodic reviews of the parameters/scenarios used for the monitoring process.
  4. Improve the quality of customer data through system development on various customer channels, as well as strengthening the monitoring and control process of customer data quality.
  5. Conduct system development to support the planned implementation of the reporting system by the Regulator.
  6. Review the use of the latest technology to support the Bank's work processes in implementing AML, CFT, and CPF, such as AI (artificial intelligence).
  7. Improve the accuracy of the screening process and update customer data with the help of the Politically Exposed Person application from PPATK.
  8. Developing the EDD form escalation process to improve the effectiveness of EDD form filling and monitoring the SLA for EDD form review fulfilment.
- j. Continue monitoring efforts to improve the quality of customer data on an ongoing basis, both at the time of opening CIF and new accounts, updating existing customer data as an annual commitment to OJK, on an ad-hoc basis as needed, as well as through the Bank-Wide Annual Data Cleansing Project to improve existing customer data and identify solutions to fix the root cause of customer data quality problems.
- k. In order to review the effectiveness of AML system parameters in 2024, the Bank will test

the application of AI into the implementation of suspicious financial transaction alert analysis in the AML system.

### DISCLOSURE OF ADMINISTRATIVE SANCTIONS BY THE FINANCIAL SERVICES AUTHORITY

In 2024, there was no material administrative sanctions that had an impact on the continuity of the Bank's business nor was there any on members of both the BOD and BOC of the Bank given by the Regulator.

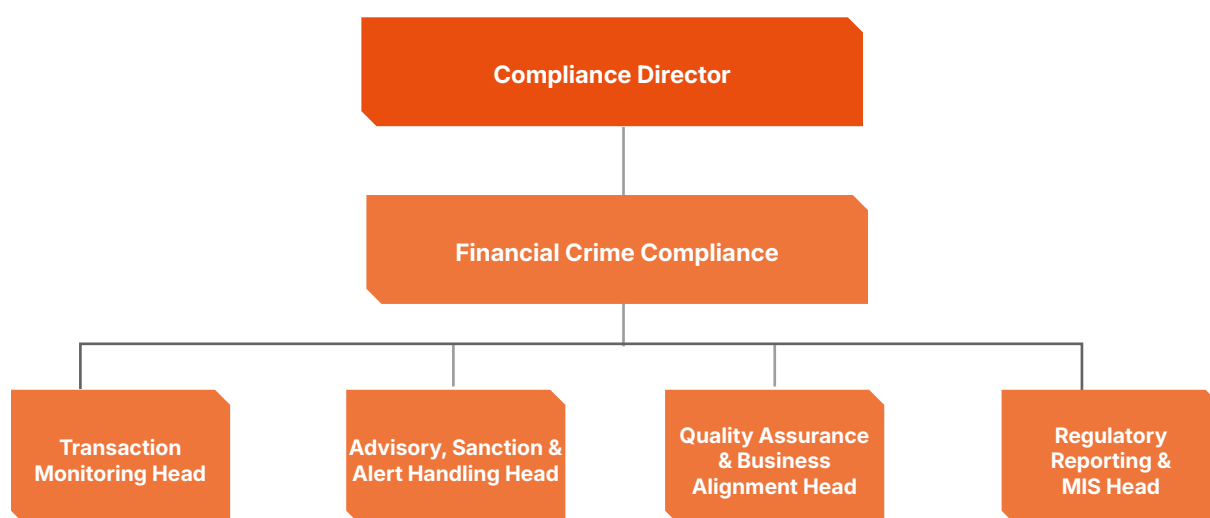
# THE IMPLEMENTATION OF ANTI MONEY LAUNDERING (AML), COUNTER TERRORISM FINANCING (CTF), AND COUNTER PROLIFERATION OF WEAPON OF MASS DESTRUCT FINANCING PROGRAMS (CPF)

## ORGANIZATION

To support the implementation of AML, CTF, and CPF, the Board of Directors and Board of Commissioners continuously provide full commitment so that Danamon always complies with the provisions of Financial Services Authority (FSA), Financial Intelligence Unit (PPATK), and applicable laws and regulations related to AML, CTF, and CPF.

The Board of Commissioners actively oversees the Board of Directors in fulfilling its responsibilities towards implementing AML, CTF, and CPF including all the commitments Danamon has made to the FSA, PPATK, and on law-abiding reporting to regulators.

The implementation of the AML, CTF, and CPF at Danamon is coordinated by the Financial Crime Compliance (FCC) Division which reports directly to the Compliance Director with the following organizational structure:



Danamon consistently strives to improve the quality of the implementation of the AML, CTF, and CPF, through active Management oversight, policy improvement, training program as well as information system improvement, and through other initiatives.

The AML, CTF, and CPF Program Implementation Framework is described in the Three Lines of Defense concept as elaborated below:

#### 1. First Line of Defense

The first line of defense is the most important line of defense in preventing the crime of money laundering, terrorist financing, and financing the proliferation of weapons of mass destruction, detecting the possibility of the referred crime, and identifying weaknesses and vulnerabilities in controlling the implementation of AML, CTF, and CPF. Danamon's front liners are Business/Operational/Control Units that run day-to-day operations.

#### 2. Second Line of Defense

The second line of defense is carried out by the FCC Working Unit at the Head Office that is responsible and tasked with preparing applicable methods and tools that the first line can use to carry out its duties and responsibilities, prepare adequate policies and procedures, systems and training, and ensure that the first line of defense has performed its function effectively.

#### 3. Third Line of Defense

This function is carried out by Internal Audit Working Unit (IAU) to ensure that the implementation of the AML, CTF, and CPF in the first line and second line of defense run effectively.

## IMPLEMENTATION OF THE AML, CTF, AND CPF PROGRAM DURING 2024

### 1. Evaluation of Policies and Procedures

- To comply with the provisions of the Financial Services Authority and other provisions on the implementation of AML, CTF, and CPF, the Bank has made improvements on this subject with the issuance of 26 additional provisions.
- Danamon has reviewed 177 draft policies and/or new products and application forms based on requests from working units to ensure their suitability with the implementation of the AML, CTF, and CPF.
- Published information about the implementation of the AML, CTF, and CPF on Danamon official website provides information related to the Bank General Policy, US Patriot Act, Wolfsberg AML Questionnaire.

### 2. Monitoring and Evaluation Process

#### a. Monitoring the Quality of Customer Data

The quality and adequacy of customer data is continuously monitored using several methods as joint effort of the First Line of Defense and the Second Line of Defense, as given below:

- Monitored the quality of customer data includes mandatory KYC fields when opening an account.
- Updated Data as the Bank's Commitment to FSA. As of December 2024, as many as 26,726 CIF data had been updated (100%) of the predetermined target of 26,726 CIF.
- Monitored customer risk levels through the AML System using Customer Due Diligence (CDD) module to see if there were significant changes in risk value and when opening high risk-bearing new accounts or PEP. As of December 2024, as many as 33,622 alerts had been monitored for which follow ups had been made with a request for corrections or adequacy of data/information on incomplete /insufficient data.
- Monitored the results of screening on new customers through the Watch List Filtering (WLF) module in the AML System. This is basically a screening process for the opening of a new CIF against the Bank's PEP and Negative List data, using the World Check database (including OFAC) and DTTOT - WMD Proliferation. As of December 2024, as many as 34,661 alerts on screening result had been analyzed. There were 167 positive hit alerts with PEP data that required Branches or other related work units to make data correction or adjustment, and another 75 alerts related to negative news which had been followed up with further review and analysis and had been escalated to the relevant Regulator.
- Conducted routine screening on all existing CIFs as one of the methods to monitor customers in order to ensure they were not PEP or fell under the Negative List (DTTOT, WMD Proliferation, Negative News and OFAC). From the results of this screening, by the end of 2024, as many as 151,979 CIF had been identified as CIF hits related to e.g., PEP and Adverse news related to AML, CTF, CPF, and Sanctions, for which branches, and relevant work units has made data corrections or adjustments and taken necessary follow-



up actions.

6. The quality of customer data was also continuously monitored as a follow-up action on the customer transaction monitoring process conducted by the Transaction Monitoring Unit. As of December 2024, as many as 567 CIFs had been requested from branches to update or adjust data so the referred branches can keep the most updated customer data/profiles.

#### b. Quality Assurance

In order to ensure the implementation of the AML, CTF, and CPF, FCC conducted monitoring & testing in working units in coordination with the Head Office team and the Branch Control Operational team. Branch inspections were then adjusted to the Branch Control Visit Plan Schedule for the referred branches to assess awareness, effectiveness, and data quality on the implementation of the AML, CTF, and CPF against the governing provisions.

The implementation of Quality Assurance in 2024 was conducted in 12 (twelve) high complexity branches in the Jakarta, West Java, East Java, and Sumatra areas. Periodically, FCC conducted inspections which included inspections on reporting to regulators; customer transaction monitoring activities; transaction screening activities and screening for new customer acceptance, as well as List Management activities.

#### c. High Complexity Branches

In order to evaluate the AML, CTF, and CPF risks at each of Danamon's branches while remaining in compliance with FSA regulations on AML, CTF, and CPF, the Bank had identified branches exposed to high complexity. This determination was made based on several aspects including the number of customers, the number of customers who had high risk and also the historical cash and non-cash transactions made in each branch. The Bank used the results of this determination to determine which branch to visit and as a

method of monitoring customer transactions.

### 3. Training and Socialization

Organized online and offline training program for new and existing employees, including the AML, CTF, and CPF training for Danamon Bankers Trainee, socialization of new policies regarding POJK No. 8 of 2023 concerning AML, CTF, and CPF, and Refreshment procedures KYC and Sanctions for BSM. During 2024, FCC organized 27 training sessions on AML, CTF, and CPF topics.

FCC created an AML, CTF, and CPF e-learning refreshment and launched it in August 2024. All employees required to take AML, CTF, and CPF e-learning (Bank-Wide) as a mandatory training. As of December 2024, 98.31% of Danamon management and employees had completed e-learning (Employee cut off data as of September 2024).

### 4. Reporting

Danamon has carried out reporting activities as determined by the Regulations. These reports are Suspicious Transaction Report (STR/LTKM), Cash Transaction Report (CTR/LTKT), International Funds Transfer Instruction reports (IFTI/LTKL), and the Integrated Service User Information System Report (SIPESAT). Furthermore, Danamon has also given responses to requests for data and information from external parties (PPATK, FSA, Corruption Eradication Commission (KPK), Central Bank (BI),

Law Enforcement Agencies and other third parties).

The following is the number of reports and responses to requests for information from external parties that had been made up to December 2024:

#### Total Reporting 2024

STR	CTR	IFTI	SIPESAT	Response to External Party Letter
1,476	41,493	112,533	486,975 CIF	821

## 5. Management Information System

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

- System enhancements in 2024 to improve the Transaction Screening process, the Transaction Monitoring process related to the creation of alerts and the single CIF approach, and determining the risk level of customers and Beneficial Owners (BO).
- Development of Pre-Screening Onboarding API from the AML System.

Furthermore, Danamon also improved the reporting application to PPATK (GoAML), with the aim of improving control, accuracy and adequacy of information in transaction reports submitted to PPATK. These improvements included:

- System development to support the implementation of the Teller Assisted Unit (TAU).
- Improvement in XML reporting process and improvement of application performance.
- Development related to the adequacy and accuracy of customer data, as one of the Pilot Banks with PPATK in the initiative to resolve data masking and dummy data problems.

## 6. Auditing

At the end of October 2024, the examination of AML, CTF, and CPF implementation by the Internal Audit Working Unit (IAU) was ongoing until the end of December 2024 with an audit period of August 1, 2023 to September 30, 2024. The audit process is entering the fieldwork stage until mid-January 2025 and the audit report will be released in February 2025.

# INTERNAL AUDIT WORKING UNIT (IAU)

## STRUCTURE AND POSITION OF IAU

Internal Audit Working Unit at PT Bank Danamon Indonesia Tbk (Danamon) is a member of Integrated Internal Audit Working Unit (IIAU) of MUFG group Financial Conglomeration, which Danamon as the Main Entity. IIAU Danamon is an independent function directly responsible to the President Director. To support independency and monitoring of the implementation of internal audit programs, the Chief Internal Auditor (Head of IIAU) is also directly responsible to the Board of Commissioners through the Audit Committee. IIAU aims to provide independent and objective views in conducting assurance activities and providing consultation services to the Board of Commissioners and Board of Directors, as part of continuous control process and risk management within the Company.

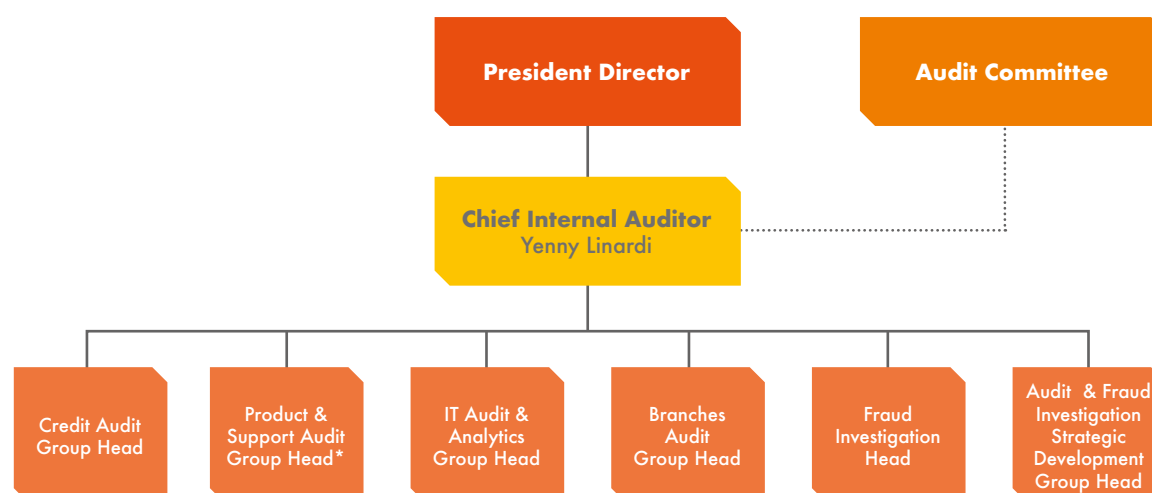
IIAU aims to be a business partner that provides added value in fostering a robust control culture to support Danamon and its subsidiaries to achieve their long-term goals by referring to Global Internal Audit Standards from The Institute of Internal Auditors (IIA), Central Bank (CB) regulation, Financial Services Authority (FSA) regulation, and Company's Code of Conduct. IIAU assists the management in accomplishing its objective by bringing 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 that has been approved by the President Director and Board of Commissioners, IIAU has access to all Danamon's and Subsidiaries' activities, functions, data, records, property, and personnel by complying with 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 Countering Financing of Terrorism (CFT).

IIAU reports audit activities and significant audit findings including recommendations for corrective action that have been submitted to the related units, to the President Director and Board of Commissioners via Audit Committee and Compliance Director.

In addition to complying with the Danamon's Code of Conduct, IIAU 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 (IIAU) and include auditor's professional standard as defined in Global Internal Audit Standards by The Institute of Internal Auditors (covering the principle of integrity, objectivity, confidentiality, due professional care, and competency).

## IIAU ORGANIZATION STRUCTURE



\* covering Treasury & Operations Audit

### Appointment, Dismissal, and Legal Basis for Appointment of Head of IIAU

The Head of IIAU is appointed and dismissed by the President Director with the approval from the Board of Commissioners. The appointment and dismissal of the Head of IIAU should be reported to FSA along with by the reasons for appointment/dismissal.

Since August 12, 2019, IIAU has been led by Yenny Linardi as Chief Internal Auditor (Head of IIAU) replacing Nathan Tanuwidjaja as an acting Head of IIAU, based on appointment letter No. B.194/HCKP/0819 and this appointment has been reported to FSA based on Director Letter No. B.748 – DIR dated August 15, 2019 regarding Report on Dismissal of the Acting Head of IIAU and Appointment of the Head of IIAU in PT Bank Danamon Indonesia Tbk (Company).

### Head of IIAU Profile



**Yenny Linardi**  
Head of IIAU

Obtained Bachelor's degree in Economics from Trisakti University, Jakarta. Joined Danamon as Chief Internal Auditor since 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 the last position as Head of Branches Audit and previously at BCA (1989 – 2004) with the last position as Head of Analytical Review, Head Office Audit.

### Duties and Responsibilities of IIAU

IIAU has duties and responsibilities, among others:

- Develop an annual audit plan, budget and resources needed using risk-based methodology and implement the approved annual audit plan, including special tasks/projects;
- Review and provide recommendation on the annual audit plan of subsidiaries' Internal Audit;
- Improve the adequacy of knowledge, skills, experience, and professional certifications;
- Monitor and review the internal audit implementation in subsidiaries;
- Prepare and submit reports to FSA in accordance with the prevailing regulations, e.g., Internal Audit realization and summary of audit result report, special report on each audit issue deemed to disrupt the continuity of the Bank, report on Quality Assurance Review of IIAU by external party, and report of Information Technology audit;
- Communicate with FSA at least once in 1 (one) year;
- Convey compliance of sharia principles to Sharia Supervisory Board and appoint at least one (1) IIAU member who has knowledge and/or understanding of sharia Banking operations;
- Recommend corrective actions for audit findings to related units, monitor and ensure that management actions have been effectively and efficiently implemented; or Senior Management had accepted risks that could not be mitigated yet;
- Conduct regular coordination meetings with the subsidiaries' Internal Audit at least every quarter;
- Develop program to evaluate the quality of internal audit activities that have been performed;
- Determine the internal audit execution strategy for subsidiaries.

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

### Internal Audit Priorities in 2024

IIAU has conducted the following activities to strengthen internal audit functions in 2024:

- a. Based on POJK No. 1/POJK.03/2019 regarding the Implementation Standard of Internal Audit Function for Commercial Banks, external Quality Assurance Review (QAR) on IAU Danamon function was reviewed by PT PricewaterhouseCoopers (PwC) in 2024, with review period July 2021 until June 2024. The External Quality Assurance Review was started since June 2024 and the review results report has been submitted to FSA on August 27, 2024.
- b. Continue with audit priorities and perform continuous monitoring on High and Moderate to High risk entities, and also with extensive branch network.
- c. Enhancement on Enterprise Banking (EB) to align with Danamon strategy, i.e. to align EB credit review process with MUFG methodology, performing EB portfolio quarterly monitoring, increasing EB audit coverage and addition of EB auditor, and improving ability of EB credit audit staff by sending audit team leader to participate in MUFG One Audit Program that conducted audit on MUFG entity – Credit Examination Hongkong Branch.
- d. Focus on reviewing emerging risks and risk associated to new/developing Danamon initiatives and process.
- e. Continue to collaborate with Branch Network, Branch Control, and Operational Risk Management to strengthen the Bank's internal control environment through several initiatives such as:
  - Involved in the bank-wide GRC (Governance, Risk & Compliance) projects by providing input on risk and control assessment which performed by line of business (LOB).
  - Provide sharing knowledge (session) regarding:
    - Methodology/ audit approach (e.g. test of control design and effectiveness) to Quality Assurance representatives of all LOB and through Guest Auditor program in IAU; and
    - Strengthening of internal control in Branch unit via Branch Control forum and Regional Transaction Service Head (RTSH) workshop.
  - Periodic discussion with Risk Management unit and Compliance unit related with important risks and controls.
- f. Continue to develop data analytic functions by continuing to develop the scope of the data analytics and develop continuous auditing to timely detect weakness of control/process. In addition, IAU has also started developing machine learning to identify risk in SME Credit (in the monitoring stage of model accuracy level) and EB credit (in the initial stage of project initiation which involving vendor).
- g. Increasing the number of project life cycle review engagement for several projects to identify issues related to governance, and to avoid and reduce new issues of related project (before product or system launching).
- h. Coordinate with MUFG Internal Audit Division to refine audit method related to implementation of Environment, Social, and Governance (ESG), including adding credit audit process related to Danamon's anticipation of climate change risk.
- i. Continue to implement agile audit approach to improve audit process thus nimbler and more iterative.
- j. Continue to increase auditor competency through trainings, knowledge on regulation (such as training on sharia principles related to implementation of sharia governance), product, and procedures, as well as risk management and audit process and professional certification, including join MUFG One Audit Program which auditor participated in audit that held by MUFG Regional Asia Internal Audit Office (AIAO) in MUFG Hong Kong (for credit risk review) and Krungsri (cybersecurity audit).
- k. As part of Sharia Governance implementation, Chief of Internal Auditor has attended training related with Sharia aspect for Executive Officers; which was also attended by IAU personnel responsible for audit on Sharia Business Unit.
- l. Continue the quality assurance process and improvement program (QAIP) by benchmarking with the internal audit best practices in banking industry (IAU Danamon and MUFG) and financing industry (Internal Audit Unit PT Adira Dinamika Multi Finance Tbk (ADMF) and Home Credit Indonesia).
- m. Perform joint audits with Internal Audit unit of ADMF.

- n. Align audit coverage and methodology with MUFG, specifically in the areas of Sarbanes-Oxley Act (SOX) and Volcker Rules.
- o. Continue to perform its role as main entity IA of the MUFG Group Financial Conglomeration such as conduct regular meeting, monitoring planning, implementation, and evaluation of internal audit function at each entity member, as well as monitoring key internal control gaps & implementation of their resolutions in each entity member.

### Audit Plan and Realization as of December 31, 2024

In 2024, IIAU has conducted the following internal audit engagements:

1. IAU Danamon has conducted audit in 161 entities in Danamon:

#### Audit Plan & Realization as of December 31, 2024

Danamon	2024 Audit Plan	2024 Audit Realization
Head Office Audit	26	26 <sup>a)</sup>
Regional Office Audit	14	17 <sup>b)</sup>
Branches Audit	118	118 <sup>c)</sup>
<b>Total Audit</b>	<b>158</b>	<b>161<sup>a)</sup></b>

- a) Not Including consultative review reports (Unrated), i.e. Post-Implementation Review QRIS Payment service with Credit Card, Implementation Review Multi Factor Authentication (MFA) and SMS Autofill feature in D-Bank Pro, and Pre-Implementation Review QR Cross Border Payment Services.  
b) The difference between audit realization and audit plan is due to additional audits on EB Region (3 entities) to fulfil the EB sampling methodology.  
c) Including 7 branches cluster entities which cover 32 branches (objects) with low risk level.

2. Internal audit activities in ADMF were performed by the Internal Audit unit of ADMF or IAU Danamon, or jointly with IAU Danamon.

#### Audit Plan & Realization as of December 31, 2024

ADMF	2024 Audit Plan	2024 Audit Realization
Head Office Audit	7	8 <sup>a)</sup>
Regional Office Audit	30	30
Branches Audit	130	130
<b>Total Audit</b>	<b>167</b>	<b>168<sup>a)</sup></b>

- a) The difference between audit realization and audit plan is due to additional 1 audit entity ADMF Head Office i.e. Portfolio related review of ADMF's business growth in 2024.

### Development of Human Resources

As of December 2024, the total number of personnel of IAU Danamon was 128 personnel residing in the head office and regional audit offices across Jakarta, Surabaya, and Makassar. Moreover, the Internal Audit of ADMF had 63 personnel.

To maintain the standardization of human resource quality, IAU together with the Human Capital Development Division has developed a competency matrix, which is a roadmap for every auditor and team leader to participate in the trainings and certifications to meet the required competencies at every level.



**As of December 31, 2024, the following professional certifications have been obtained by IIAU staff**

International Certification	# Person
Certified Internal Auditor (CIA)	8
Certified Fraud Examiner (CFE)	1
Certified Ethical Hacker (CEH)	2
Certified Information System Auditor (CISA)	5
Certified Information System Manager (CISM)	1
Certified in Risk and Information Systems Control (CRISC)	1
Financial Risk Manager (FRM)	1
Certified Anti-Money Laundering Specialist (CAMS)	1
Certified in Risk Management Assurance (CRMA)	1
Commercial Loans to Business (CLB)	22
Financial Accounting for Lenders (FAL)	24
Minimizing Problem Loans (MPL)	2
Certified Anti Fraud Manager (CAFM)	2
Certified Professional Management Accountant (CPMA)	1
Chartered Accountant (CA)	1
Certified ISO 27001:2013 Lead Auditor	1
Certified ISO 27001:2022 Lead Auditor	8
Certified ISO 27001:2022 Lead Implementer	2
Certified ISO 20001-1: 2018 Internal Auditor	3
Certified COBIT 2019 Foundation	1
Certified in Cybersecurity	2
ISO/IEC 27001 Information Security Associate Issued	1
Governance, Risk and Compliance Professional (GRCP)	1
Governance Risk Compliance Auditor (GRCA)	1
Data Privacy Solutions Engineer (CDPSE)	1
IBM Certified Advanced Database Administrator	1
IBM Certified System Administrator - WebSphere Application Server Network Development V.8.5.5	1

National Certification	# Person
Qualified Internal Auditor (QIA)	41
Risk Management Certification (SMR), Level 5	17*
Risk Management Certification (SMR), Level 6	1
Bank Internal Audit Certification – Auditor level	3
Bank Internal Audit Certification – Supervisor level	1
A to Z Sharia Banking	8
Islamic Banking: Funding & Financing	1
Basic Financing Management Certification by <i>Lembaga Sertifikasi Profesi Pembiayaan Indonesia (SPPI)</i>	9

\* 3 other auditors will take the examination of SMR Level 5 in semester I 2025.

**2024 TRAINING AND WORKSHOP**

No	IIAU	#Person YTD December 31, 2024	#Training & Workshop	Mandays
1	IAU Danamon	128 staff	92	7 days
2	Internal Audit Unit ADMF	63 staff	74	9 days

# COMPANY ACCOUNTANT/ EXTERNAL AUDITOR

## APPOINTMENT OF COMPANY ACCOUNTANT

The Danamon AGMS held on March 22, 2024 approved the appointment of Elisabeth Imelda as a Public Accountant (AP) and Public Accounting Firm Liana Ramon Xenia & Rekan (member of Deloitte Southeast Asia Limited) as a KAP registered within the Ministry of Finance and Financial Services Authority (FSA) (as regulated in the Regulation of the Minister of Finance Number 186/PMK.01/2021 and the Regulation of the Financial Services Authority Number 9 of 2023) and also registered within the Indonesian Institute of Public Accountants (IAPI) to do the audit on Danamon's consolidated financial statements for the 2024 financial year. Pertaining to the appointment, the Bank had considered the recommendations from the Audit Committee to determine the audit fee and other prerequisites.

The appointment of AP and/or KAP who provided audit services for annual historical financial information had been decided by the General Meeting of Shareholders after due consideration on the opinions of the Board of Commissioners. The appointment of AP and/or KAP as proposed by the Board of Commissioners had also considered recommendations from the Audit Committee, who during the preparations took into account:

- Independency of AP, KAP, and KAP's human resources;
- Audit scope;
- Audit Fee;
- Expertise and experience of AP, KAP, and KAP's Audit Team;
- Audit methodology, techniques and tools used by KAP;
- Benefits of fresh eye perspectives obtained through the replacement of several of KAP's Audit Team members;
- Potential risks that might arise from using audit services by the same firm consecutively over a fairly long period of time;
- Recommendation for improvement provided by AP and KAP.

## OTHER SERVICES THAN FINANCIAL AUDIT

During 2024, the appointed KAP Network also provided other services than audit to Company and Subsidiary amounted to IDR276 million.

## AUDIT PERIOD AND ACCOUNTANT FEE

The following table gives the list of AP and/or KAP that provided financial audit services and fees rewarded to them:

Fiscal Year	Public Accounting Firm	Name of Accountant (Individual)	Audit Fee *)
2024	Liana Ramon Xenia & Partners (a member firm of Deloitte Touche Tohmatsu Limited)	Elisabeth Imelda	IDR5.950 billion
2023	Imelda & Partners (a member firm of Deloitte Touche Tohmatsu Limited)	Elisabeth Imelda	IDR5.950 billion
2022	Imelda & Partners (a member firm of Deloitte Touche Tohmatsu Limited)	Elisabeth Imelda	IDR5.730 billion
2021	Imelda & Partners (a member firm of Deloitte Touche Tohmatsu Limited)	Elisabeth Imelda	IDR4.730 billion
2020	Tanudiredja, Wibisana, Rintis & Partners (a member firm of the PwC global network)	Lucy Luciana Suhenda, SE,Ak,CPA	IDR6.400 billion

\*) include Subsidiary's audit fee

## EXTERNAL AUDIT IMPLEMENTATION EFFECTIVENESS

The Audit Committee has reviewed the effectiveness of the audit work, including ensuring its conformity to the applicable audit provisions, professional standards, work agreements scope, and independency. The Audit Committee periodically holds meetings with AP and/or KAP to discuss progress made in the audit work and how audit matters were being examined.

Audits carried out by a AP and/or KAP on Danamon's consolidated financial statements have been carried out independently, professionally and objectively, as elaborated below:

- a. All material accounts have been audited based on applicable Professional Standards for Public Accountants and compliance with applicable Accounting Standards in Indonesia.
- b. The audited consolidated financial statements have been delivered to Management with attached recommendations (if any).

Evaluations on annual historical financial information are made by the Audit Committee for AP and/or KAP through the following:

1. The conformity of audit by AP and/or KAP's to all applicable audit standards;
2. The adequacy of time for field work;
3. Review of the scope of services rendered and the adequacy of samples used; and
4. Recommendations for improvement suggested by the AP and/or KAP.

## RELATIONS BETWEEN BANK, PUBLIC ACCOUNTANTS AND FINANCIAL SERVICES AUTHORITY

As the audited, Danamon openly provides data and information that the AP and/or KAP may need in conducting the audit. Auditors (AP and/or KAP) independently do examinations and give suggestions and recommendations for improvements to Danamon's Management for immediate follow-ups.

The Bank has communicated and cooperated with external auditors on issues on accounting policies pertaining to fair presentation of financial statements. The audit results have been communicated by AP and/or KAP to Management, the Audit Committee and the FSA.

# RISK MANAGEMENT

Danamon continuously improves risk management implementation within the Bank and its Subsidiaries to be in line with regulation development, risk and business complexity. Risk management implementation is intended to identify, measure, monitor and control various potential risks in all lines of business and supporting units.

## IMPLEMENTATION OF RISK MANAGEMENT

The approach taken to in supporting the effective implementation of risk management is to carry out a holistic approach to manage Danamon's risks in a comprehensive manner that includes 4 pillars, namely:

- a. Active supervision of the Board of Commissioners, Board of Directors, and Sharia Supervisory Board (SSB).
- b. Adequacy of risk management policies and procedures, as well as risk limit setup.
- c. Adequacy of risk identification, measurement, monitoring, and control of risk management, as well as the risk management information system.
- d. Internal control system.

This is in line with practices in the Banking industry and in accordance with the applicable Financial Services Authority regulations (POJK).

Danamon has a Risk Management function that is centralized and independent from Risk Taking Unit (RTU). The Risk Management function includes the management of the main inherent risks in the Danamon's and Subsidiaries' activities. The implementation of the risk management function is carried out by Risk Management Directorate, which responsible to the Risk Management Director. Danamon and Subsidiaries, both individually and consolidated, have applied Risk Management consistently to manage risk exposures in their business activities. Specific discussion on the implementation of risk management is disclosed in the chapter Operational Review with Sub chapter Risk Management in this Annual Report.

### Supervision of Board of Commissioners and Board of Directors

The Board of Commissioners (BOC) and Board of Directors (BOD) actively supervise the implementation of risk management through the committees:

- a. Risk Oversight Committee  
With the highest authority at the BOC level. The Risk Oversight Committee is responsible for carrying out

oversight function and provide recommendations based on independent professional opinions to the BOC regarding the framework and risk management policies that are consistent with the Bank's risk appetite. Additionally, the Risk Oversight Committee conducts monitoring and evaluate the implementation of tasks of Risk Management Committee and Risk Management Working Unit in the implementation risk management, as well as provides independent professional opinion to BOC and recommendation to the BOD for considerations in strengthening the risk management framework.

#### b. Risk Management Committee

At the BOD level and responsible for evaluating and providing recommendations to the President Director related to the Bank's risk management, including the risk management of the Sharia Business Unit and the fulfillment of Sharia principles in accordance with the recommendations of the SSB.

Risk Management Committee oversees 2 (two) Sub-Committees as follows:

- Sustainability Sub-Committee  
The main role of Sustainability Sub-Committee is to monitor the implementation of Sustainable Finance. The Chairman of the Sustainability Sub-Committee is the Director of Sharia & Sustainability Finance. The members consist of several Directors and appointed executive officers.
- Information Disclosure Sub-Committee  
Information Disclosure Sub-Committee is established in order to comply with MUFG Bank requirement to ensure that the Sub-Committee has reviewed, deliberated and concluded the accuracy and appropriateness of financial reporting. In addition, the sub-committee need to ensure that the framework for internal control over financial reporting has been properly designed and enhanced. The Chairman of the Information Disclosure Sub-Committee is the Finance Director. The Permanent Members are several appointed Directors and officers.

Moreover, a full explanation of Risk Management Implementation including Sharia-related risk management is available in the chapter Operational Review with Sub chapter Risk Management of this Annual Report.

# PROVISION OF FUNDS TO RELATED PARTIES AND LARGE EXPOSURES

No	Provision of Funds	Nominal (in IDR Million)
1	Related Parties	1,887,650.65
2	Largest Group/Debtor (20 Groups)	55,797,171.45

Danamon limits the concentration of loans to individuals, groups or industry sectors to reduce concentration risk to certain parties which is one of the causes of Bank business failure. Provision of funds to Related Parties and Subsidiaries is carried out at arm's length and in accordance with applicable regulations and must obtain Compliance Review Results (HKK) from the Compliance Working Unit and approval from the Board of Commissioners.

During 2024, there were no violations or exceedances of Legal Lending Limit (LLL) to Related Parties, Non-Related Parties both Individuals and Borrower Groups and State-Owned Enterprise.

The calculation of LLL refers to Financial Services Authority Regulation (POJK) No.32/POJK.03/2018 concerning Legal Lending Limit and Provision of Large Funds for Commercial Banks and POJK No.38/POJK.03/2019 concerning Amendments to POJK No.32/POJK.03/2018 concerning Legal Lending Limit and Provision of Large Funds for Commercial Banks.

The implementation of Risk Management is described in full in the chapter Operational Review with Sub chapter Management of this Annual Report.

# INTERNAL CONTROL SYSTEM

Internal Control is an integrated methodology, policy, procedure, and organizational setting that aimed to identify, measure, monitor, and control risks arise from Danamon's and Subsidiaries' activities with a risk-based approach. Danamon's and Subsidiaries' internal control is conducted covering all aspects of business both from the Assets and Liabilities sides.

Risk Management and Internal Control framework in Danamon adopts Three Lines of Defense approach as shown in diagram below:

Board of Commissioners Supervision		
Board of Directors Supervision		
First Line of Defense	Second Line of Defense	Third Line of Defense
Line of business, operational working units and other supporting working units responsible for day-to-day risk management in each working unit.	The Risk Management Directorate and Compliance Working Unit have the role of independently monitoring risk and compliance.	The Internal Audit Working Unit (IAU) has a role in evaluating the implementation of risk management, internal control and governance carried out by the First and Second Lines of Defense.

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

Assessment to each working unit have been carried out periodically. The implementation of quality assurance is regulated in the procedure (SOP) based on Danamon's Quality Assurance Policy/Framework. Awareness program on internal control in working units has been routinely carried out by the Quality Assurance function. In principle, internal control is not only the task of the Quality Assurance function, but it is the duties and responsibilities of the entire working unit in Danamon.

## Evaluation of Effectiveness Level on Internal Control System

The Internal Audit Working Unit (IAU) which is part of Internal Control System conducts audits to ensure the effectiveness of Danamon's internal control, through an independent and objective evaluation of the adequacy and effectiveness of risk management, control and governance. The result of evaluation over implementation of internal control system is one of the references for management to determine the effectiveness of the internal control system implementation and perform improvements, among others, in the form of updating policies/ procedures/ systems.



# LEGAL ISSUES AND SIGNIFICANT CASES FACES BY THE COMPANY, ITS SUBSIDIARIES, MEMBERS OF THE BOARD OF DIRECTORS AND/OR COMMISSIONERS

Legal issues covered civil and criminal cases faced by Danamon and its Subsidiaries during the reporting year and have been submitted for the court process.

## Legal Cases Involving Danamon

Cases Faced by Danamon	Amount of Cases		Impact on the Condition of Danamon
	Civil	Criminal	
Has been closed and/or settled (valid and binding)	135	14	Case that has no material financial impact on Danamon
On going and/or In settlement process	137	14	On-going legal process that have not been final and therefore have not caused any obligation to Danamon

Note:

All civil and criminal cases faced by Danamon during the reporting year have been submitted to the court and investigation processes. The recapitulation of total cases in 2024 was the same as the data as of December 2024.

## Legal issues Involving the Board of Commissioners and the Board of Directors Members

Legal Issues Faced by Members of the Board of Commissioners and Directors	Amount of Cases		Impact on the Condition of Danamon
	Civil	Criminal	
Has been settled (valid and binding)	-	-	None
On-going and/or in settlement process	-	-	None

## Legal issues Involving Subsidiaries

Legal issues Involving PT Adira Dinamika Multi Finance Tbk	Amount of Cases		Impacts on the Condition of Subsidiary
	Civil	Criminal	
Has been settled (valid and binding)	-	-	None
On-going and/or in settlement process	-	-	None

# SIGNIFICANT CASES AGAINST DANAMON

The following are significant cases against Danamon in 2024. All significant cases are continuations of the previous years.

## CIVIL CASE FILED BY PT BIDADARA TARUMA SAKTI

PT Bidadara Taruma Sakti ("Customer") was a customer of Danamon who filed a lawsuit based on argument that Danamon had committed an unlawful act due to the negligence of its former employees in which a third party was able to withdraw the Customer's funds.

The Customer claimed a total compensation of IDR133,941,635,054 and a request for confiscation of collateral over Danamon head office building in South Jakarta.

The South Jakarta District Court has issued a verdict that rejects all claims of the Customer. The Customer then filed an appeal through the Jakarta High Court in which the court ruled in favor of the Customer and ordered Danamon to pay compensation of IDR18,000,000,000. Based on the verdict, Danamon filed an appeal for cassation to the Supreme Court. The Supreme Court issued a verdict in favor of the High Court's decision, which was valid and binding.

After considering inputs from various parties (including legal advice), Danamon Management decided to implement the verdict at the cassation level. Cassation level verdict was implemented in January 2024 in which Danamon paid compensation of IDR18,000,000,000. Thus the case was closed.

## CIVIL CASE AGAINST PT FIREWORKS VENTURES LTD

The plaintiff (PT Fireworks Ventures Ltd) was the purchaser of the receivables toward PT Griya Wijaya Prestige (portion of PDFCI Bank's receivables based on a 1995 syndicated credit agreement – "1995 Syndication Loan Agreement") from PT Millennium Atlantic Securities in 2005. Previously, PT Millennium Atlantic Securities purchased such receivables from the National Banking Restructuring Agency ("BPPN") in 2004. Under the 1995 Syndication Loan Agreement, PDFCI Bank also acts as both facility and collateral agents. PDFCI Bank merged into Danamon in 1998 (and, therefore, all PDFCI rights and obligations were transferred to Danamon). PT Fireworks Ventures Ltd filed a civil lawsuit claiming that Danamon (in its capacity as collateral agent based on the syndicated credit agreement) did not submit a loan security document (which was provided by PT Griya Wijaya Prestige) when Danamon's (ex-Bank PDFCI) portion of the receivables was transferred to BPPN. The plaintiff claimed a total compensation of IDR3,415,699,324,000 and a request for confiscation of collateral over Danamon's head office building in South Jakarta. The South Jakarta District Court issued a verdict stating that the South Jakarta District Court had no authority over the case in October 2022. The Jakarta High Court issued a verdict that ruled in favor of the South Jakarta District Court in August 2023. As of the date of this report, the Plaintiff has not filed an appeal against the verdict of the Jakarta High Court. Thus, the decision was considered valid and binding and the case was dismissed.

# TRANSPARENCY OF BANK'S FINANCIAL AND NON-FINANCIAL CONDITION

Access to company information and data in the form of financial and non-financial condition is regularly disclosed through mass media, public expose and through analyst briefing forums and websites. Reports on financial and nonfinancial condition are prepared and submitted to regulators and other institutions in accordance with applicable regulations. Reports on financial condition include Quarterly Published Reports, Published Financial Reports, Annual Reports and non-financial reports include Good Corporate Governance report, information on Products/ Services, Branch Networks and other non-financial information.

The following are the reports and information that have been disclosed and accessible via Danamon website ([www.danamon.co.id](http://www.danamon.co.id)):

Type of Information	Publication	Content
<b>Financial Information</b>		
Monthly Report	Montly	Summary of monthly financial performance published in accordance with FSA regulations through the Bank's website.
Quarterly Report	Quarterly	Consolidated financial statements in accordance with Financial Accounting Standards in Indonesia, published through the Bank's website.
Published Financial Statement	Quarterly	Summary of financial performance published in accordance with FSA regulations through the Bank's website and newspapers.
Parent Entity Report	Semester	Summary of the Parent Company's financial performance published in accordance with FSA regulations through the Bank's website.
Investor & Analyst Presentation Report	Quarterly	Key Financial and non-Financial information.
Annual Report	Annually	Financial and non-financial information, business segments, product information, and profit.
<b>Other Report:</b> <ul style="list-style-type: none"> <li>• Basel III Leverage Ratio Disclosure</li> <li>• Laporan Publikasi Eksposur Risiko dan Permodalan</li> <li>• Equidity coverage Ratio Disclosure</li> <li>• Net Stable Funding Ratio</li> </ul>	Quarterly	Information related to Financial Ratios published in accordance with FSA regulations through the Bank's website.
<b>Non-Financial Information</b>		
Product/Service	Ad hoc	Information on products and services offerings.
Branch Network	Ad hoc	Summary of Financial Performance according to FSA.
Management and Ownership	Ad hoc	Information on the management and ownership structure.
GCG related Policies	Ad hoc	Information on corporate governance policies of Bank.
GCG Report	Annually	Information on corporate governance implementation of Bank and result of corporate governance assessment.
Base Lending Rate Publications Report	Monthly	Information related Prime Lending Rate.

# REMUNERATION POLICY

## REMUNERATION POLICY PREPARATION PROCESS

Danamon considers it important to apply good remuneration philosophy and principles to maintain remuneration levels at Danamon competitive in the market that will motivate employees to make the best contribution to and support Danamon's business continuity and mission to become a leading financial institution in Indonesia.

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

To ensure independency in employee remuneration in the control unit, each of the employees is given Key Performance Indicator (KPI) as a measuring tool for their performance that is not related to KPIs in the working unit they oversee.

## SCOPE OF REMUNERATION POLICY AND ITS IMPLEMENTATION

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

## REMUNERATION IS ASSOCIATED WITH RISK

In providing remuneration to employees, Danamon considers potential risks that may arise from all types of risks. In the event that a risk arises as a result of the decision taken, Danamon reserves the right to extend the deferral period for the variable given.

## PERFORMANCE MEASUREMENT ASSOCIATED WITH REMUNERATION

To provide fair compensation to each employee, Danamon always pays attention and considers the employee work load and skill sets as well as market practices for similar positions.

The following guidelines are used to determine the amount of employee salaries:

1. Danamon implements a Clean Wage system where it only rewards employee with one salary without allowances.
2. Danamon uses the salary structure as a guide to determine minimum and maximum salaries for a certain level.
3. Payment Reference for a position in the market is based on:
  - Company business strategy
  - Benchmark with market for similar positions
4. The amount of employee salaries varies depending on:
  - Skill competency
  - Performance
  - Experience
  - Scarcity of positions in the market
5. The lowest employee salaries are determined with due consideration on the minimum wage set in areas where the employees are stationed.

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

Performance bonuses are intended to motivate and encourage employees to make greater contribution to Danamon.

The following guidelines to determine employee performance bonuses:

1. Pool bonuses for employees and senior management are created based on Danamon's performance achievements against predetermined work plans:
  - The main factor in this is Net Profit after Tax (NPAT) before restructuring costs.
  - The second factors include economic condition, government regulations, market, restructuring, etc.
2. The amount of bonus pool is based on percentage to NPAT before restructuring costs.
3. Any increase or decrease in bonus pool percentage to NPAT must be decided with due consideration on Danamon's performance against plans set at the beginning of the year. Bonus should be distributed based on unit and individual performances.

## REMUNERATION ADJUSTMENTS ARE LINKED TO PERFORMANCE AND RISK

Danamon applies the following provisions POJK No.45/POJK.03/2015 under on executives appointed as Material Risk Taker (MRT) due to the significant impacts of their decision-making authority on Danamon's risk profile, to decide on the executives' annual performance bonus:

1. A portion of the annual performance bonus is deferred for at least a period of 3 years.
2. The deferred portion is divided into cash and shares/ share-based instruments.
3. If Danamon executive (Director/Board of Management) is dismissed by the Company due to other matters than errors, negligence or fraud, payment for the deferred portion remains due but cannot be made any earlier.
4. The amount of the deferred portion is differentiated based on position level. The higher the position level, the larger the deferred portion. The portion size and deferral schedule are determined by the Nomination and Remuneration Committee.
5. If Danamon executive (Director/Board of Management) resigns, the deferred portion that has become due is automatically waived.
6. If Danamon executive (Director/Board of Management) is proven to have committed violations such as negligence, fraud, etc. in the previous year only discovered the following year and have received a performance bonus, then the performance bonus can be withdrawn (Claw back).

## CONSULTANT REGARDING REMUNERATION

Danamon appoints Willis Towers Watson as the consultant that conducts yearly surveys on salary. The results of the salary survey are used as a reference for determining employee salaries. Danamon also uses the services of the same consultant to assist the Bank in redesigning compensation for employees.

## POSITION AND NUMBER OF PARTIES WHO ARE MATERIAL RISK TAKERS

In implementing POJK No.45/POJK.03/2015 concerning the Implementation of Corporate Governance in Providing Remuneration for Commercial Banks, Danamon applies the remuneration precautionary principle regarding risks inherent in the executives who have the authority to make decisions that can have a significant impact on the Danamon's risk profile. Therefore, Danamon has determined that Danamon executives categorized as MRT shall be members of the Boards of Directors and Management.

## REMUNERATION OF THE NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee consists 4 members of the Board of Commissioners and 1 key executive in charge of the Human Resources division.

The total remuneration paid to all members of the Nomination and Remuneration Committee during 2024 was IDR28.3 billion.

## REMUNERATION OF DIRECTORS AND BOARD OF COMMISSIONERS

The remuneration packages and facilities packages received by the Board of Directors and Board of Commissioners include the remuneration structure and details of nominal amounts, as given below:

Types of Remuneration and Facility	Amount Received in 1 (one) Year							
	Board of Directors				Board of Commissioners			
	2024		2023		2024		2023	
	Person	Million IDR	Person	Million IDR	Person	Million IDR	Person	Million IDR
Salaries, bonuses, routine allowances, tantiem, and other facilities in the form of non nature	9	137,073	9	119,366	6	32,080	6	25,654
Other facilities in the form of nature (housing, health insurance, etc.) which:								
a. possessable	9	2,422	9	2,735	6	1,660	6	1,375
b. unpossessable	9	9,144	9	8,184	6	1,744	6	1,587
<b>Total</b>	<b>9</b>	<b>136,258</b>	<b>9</b>	<b>130,285</b>	<b>6</b>	<b>32,079</b>	<b>6</b>	<b>28,616</b>

## REMUNERATION OF BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS BASED ON INCOME LEVEL

Remuneration packages are grouped into levels of income received by members of the Boards of Directors and Commissioners in 1 (one) year, as given in the table below:

Amount of Remuneration per Person in 1 (one) year	Number of Board of Directors		Number of Board of Commissioners	
	2024	2023	2024	2023
Above IDR2 billion	9	9	6	5
Above IDR1 billion to IDR2 billion	-	-	-	1
Above IDR500 million to IDR1 billion	-	-	-	-
IDR500 million and below	-	-	-	-

## VARIABLE REMUNERATION

Besides fixed remuneration, Danamon also provides variable remuneration to employees in the form of annual performance bonuses intended as a reward for employee performance and contribution each year and as part of the Bank's retention programs or long-term compensation programs that will eventually make the employees as its key executives key companies willing to continue working at Danamon.

Annual performance bonuses are given to the Directors, Commissioners and eligible employees. The amount of bonus may change in every fiscal year depending on Danamon's overall performance, Line of Business/Segment performance and the performance of each employee.

The long-term compensation program is provided very selectively to the Board of Directors and Senior employees proven to have outstanding performance and/or hold key positions. Providing long-term compensation programs is the prerogative of the President Director and the Board of Commissioners.

The table below shows the number of the Board of Directors, the Board of Commissioners, and Employees who received variable remuneration for 1 (one) year and total amount given:

Variable Remuneration	Amount received in 1 (one) year											
	Directors				Commissioners				Employees			
	2024		2023		2024		2023		2024		2023	
	Person	Million (IDR)	Person	Million (IDR)	Person	Million (IDR)	Person	Million (IDR)	Person	Million (IDR)	Person	Million (IDR)
<b>Total</b>	<b>9</b>	<b>41,426</b>	<b>9</b>	<b>44,560</b>	<b>6</b>	<b>8,177</b>	<b>6</b>	<b>11,669</b>	<b>5,328</b>	<b>318,075</b>	<b>5,331</b>	<b>291,388</b>

## VARIABLE REMUNERATION GUARANTEED WITHOUT CONDITIONS

Danamon does not provide variable remuneration that is guaranteed without conditions to prospective members of its Board of Directors, Board of Commissioners and/or Employees for the first 1 (one) year.

## DEFERRED VARIABLE REMUNERATION

Deferred variable remuneration package consists of cash and/or shares or share-based instruments as has been implemented pursuant to FSA regulations.

## HIGHEST TO LOWEST SALARY RATIO

Salary is employee's right given and expressed in the form of money as a reward from the Company or employer to employees which is determined and paid according to a work agreement, contract or regulatory provisions, including allowances for employees and their immediate families for the work and/or services they provide. The salaries put in comparison in the salary ratio are the compensation received by members of the Board of Directors, the Board of Commissioners, and employees.

Salary Comparison Ratio	2024	2023
The highest to lowest employee	109.5 x	161.3 x
The highest to the lowest Board of Directors	2.59 x	2.5 x
The highest to lowest Board of Commissioners	1.30 x	1.28 x
The highest Board of Directors to the highest employee	1.52 x	1.5 x

## STOCK OPTIONS

Danamon did not issued a share option program for members of its the Board of Directors, the Board of Commissioners, or employees throughout 2024.

## TERMINATION OF EMPLOYMENT AND TOTAL NOMINAL SEVERANCE PAY PAID

Employees who are terminated (PHK) are entitled to severance pay. The total nominal severance pay paid is listed in the table below:

Nominal Amount of Severance Pay Paid per Person in 1 (one) Year	Total Employee	
	2024	2023
Above IDR1 billion	57	34
Above IDR500 million to IDR1 billion	65	73
IDR500 million and below	470	657

## 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. Form of Remuneration given in cash and/or shares or share-based instruments issued by the Danamon, as given in the table below:



**A. Fixed Remuneration \*)**

1. Cash	IDR90,243
2. Shares/share-based instruments issued by the Danamon	N/A

**B. Variable Remuneration\*)**

	Not Deferred	Deferred
1. Cash	IDR55,168	IDR7,076
2. Shares/share-based instruments issued by the Danamon	N/A	1,553,200 (shares)

Notes: \*) only for MRT and expressed in million rupiah

**QUANTITATIVE INFORMATION**

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

Types of Variable Remuneration	Still Deferred*	Total Deductions during the Reporting Period		
		Due to Adjustment Explicit (A)	Due to Adjustment Implicit (B)	Total (A) + (B)
1. Cash (in million rupiah)	IDR13,332	-	-	-
2. Shares/share-based instruments issued by the Danamon (in shares and with a nominal value of millions of rupiah which is a conversion of the shares)	2,928,403 shares	-	-	-

Note: \*) only for MRT and expressed in million rupiah

# BANK'S SHARES BUY BACK AND BOND BUY BACK

There was no buyback of either shares or bonds in 2024

# TRANSACTIONS WITH CONFLICTS OF INTEREST

No conflict of interest transaction was reported during 2024.

Conflict of Interest Transaction is regulated in the internal procedures for Affiliated Transaction and Conflict of Interest Transaction. In cases where such transaction is unavoidable, the involved members of the Boards of Directors or the Board of Commissioners must refrain from taking part in the transaction review and approval process.

No	Name and Position of Official involved in Conflict of Interest	Name and Position of the Decision Maker	Type of Transaction	Transaction Value (Millions of Rupiah)	Description
Nil					

## POLITICAL DONATION

Danamon has a policy that prohibits Danamon's involvement either personally or on behalf of the Company in political activities, including providing anything of value in the form of gifts, business hospitality, donations and sponsorship in any form for political purposes. During 2024, Danamon did not donate funds and any kind of supports for political activities.

## SOCIAL DONATION

Danamon's social donation during 2024 is disclosed in the Corporate Social Responsibility section of this Annual Report.

# BANK'S STRATEGIC PLAN

The Bank's Strategic Plan is described in the Strategic Review section of the Management Discussion & Analysis Chapter in this Annual Report.

# IMPLEMENTATION OF SUSTAINABLE FINANCE

Sustainable Finance Danamon implementation in Danamon refers to POJK No. 51/2017 regarding Sustainable Finance Implementation for Financial Institutions, Issuers, and Public Companies and is reflected in the Sustainable Finance Action Plan (SFAP). The Bank continues the five priority programs in SFAP through Governance and Process, Awareness and Internal Capacity Building, Sustainable Financing, Responsible Workplace Management, and Corporate Social Responsibility.

In addition, the Bank has social and environmental responsibility (CSR) programs related to sustainable finance, continued according to Law No. 22 year 2022 regarding Job Creation with its changes.

More detail on Sustainable Finance and CSR implementation is available on chapter Sustainability Report in this report.

# COMPANY INFORMATION ACCESS

Danamon provides easy access and information to stakeholders about Danamon through communication media such as Press Releases and Analyst Briefing Booklets. In addition, Danamon provides information about products and services, investor information, office networks, financial reports, annual reports, reports and implementation of governance and social activities, corporate actions and others made available on its official website at <http://www.danamon.co.id> both in Indonesian and English.

In order to improve consumer service and protection, fulfill the need for products and service information, as well as handle complaints from customers and/or potential customers, Danamon has established communication channels through Hello Danamon. Hello Danamon can be accessed 24/7 via phone number 1-500-090, X @HelloDanamon, e-mail: [hellodanamon@danamon.co.id](mailto:hellodanamon@danamon.co.id), and live chat information services via Whatsapp: 08581 1500 090.

The public can also contact:

Unit	Phone Number	E-mail
Corporate Secretary	(021) 80645000 Ext. 8706; 8794	<a href="mailto:corporate.secretary@danamon.co.id">corporate.secretary@danamon.co.id</a>
Investor Relations	(021) 80645000 Ext. 8621; 8611	<a href="mailto:investor.relations@danamon.co.id">investor.relations@danamon.co.id</a>
Corporate Communications	(021) 80645000 Ext.8301; 8328	<a href="mailto:corporate.communications@danamon.co.id">corporate.communications@danamon.co.id</a>

## INVESTOR RELATIONS [IDX G-08]

The Bank continues to be committed to building strong communication and meaningful relationships with investors, while ensuring fair treatment for all investors through various interaction platforms, including:

- Regular updates on financial performance, business strategies, and work plans to investors, analysts, and other stakeholders (rating agencies, lenders, regulators) through quarterly performance presentations, meetings, conferences, and etc.
- Face-to-face meetings (group discussions, one-on-one, or conference calls).
- Participation in Danamon's strategic projects, including those involving independent consultants.

Throughout 2024, the Investor Relations Unit successfully conducted 11 meetings and conference calls with investors and analysts (including Investor & Analyst Briefing Event), reaffirming our commitment to open and proactive dialogue.

# CORPORATE COMMUNICATIONS

Corporate Communications Unit is responsible for managing communication between Bank and public, through mass media. Corporate Communications contributes to the development of effective, accurate, concise, and reliable communications with the following scope of objectives and responsibilities:

- Building and maintaining Bank's image in society through the function of public relations.
- Carry out the communication function of Bank's management to public through mass media, both printed and electronic media.
- Perform the external communication function, including creating messages, determining the form of communication, and providing information to third parties.
- Act as the initial point of contact for public who need information about Bank.

## SOCIAL MEDIA

Danamon's official social media and website are:

- X : @danamon, @HelloDanamon (customer service)
- Facebook : Bank Danamon
- Instagram : @mydanamon
- LinkedIn : PT Bank Danamon Indonesia, Tbk.
- YouTube : Bank Danamon
- Website : [www.danamon.co.id](http://www.danamon.co.id)

# SERVICE EXCELLENCE & CUSTOMER CARE

In a hyper-competitive industry like Banking, Customer Experience is a business strategy that can be built on trust and the belief in the importance of a Customer Centricity Culture within an organization. This culture influences behavior, where all activities within the organization are centered around the customer, not only in product or program development but also as one of the strategic pillars in creating a memorable service experience from start to finish—becoming the top-of-mind for customers. Implementing Customer Centricity aims to drive business growth and sustainability by building strong positive branding and maintaining good relationships with customers, encouraging them to make repeat purchases and even spread word of mouth to those around them.

The transformation of services with a Customer Centricity mindset drives Danamon to continuously innovate across all products and services, in line with the growing needs and expectations of customers, amidst the challenges and changes that occur, which impact customer behavior. With the service behavior of “I-STAR” (Initiative, Service Oriented, Trusty, Accountable & Reliable), it is expected to achieve a Customer Centricity level that advances towards Loyalty & Engagement, serving as the foundation for Danamon’s business pillars.

## Channel Experience Management

As a commitment to building a Customer Centricity culture in order to win customers’ hearts and enhance business opportunities, several initiatives have been undertaken, including:

- Creating special moments for customers through the organization of the Customer Month program in September 2024 with the theme “Healthy and Fit.” This program involves branch teams welcoming customers with special themed attire, warm greetings, gift-giving, light refreshments, and beneficial health education sessions. In addition, several members of the Board of Directors also participated in the event, engaging directly with customers in the Banking Hall, strengthening relationships, and gathering feedback to improve service quality at the branches.

- I-STAR (Initiative, Service Oriented, Trusty, Accountable, Reliable), which is derived from the BISA Values (Quick to Serve), serves as the foundation for service behavior. Along with this, a series of activities to introduce I-STAR to Danamon employees have been carried out. A socialization video featuring a special message from top management and examples of I-STAR implementation in daily work, as well as a campaign in the form of an LED video about I-STAR service behavior, have been successfully launched.

Furthermore, as part of the awareness initiative, all employees were invited to participate in a competition to suggest name ideas for the I-STAR mascot. “Hoshi,” meaning “star,” was chosen as the mascot’s name. Additionally, a Meet & Greet with Hoshi was held at the Menara Bank Danamon and BDI Jakarta Usman Harun.

As part of employee development, particularly for frontliners at the branches, we organized the I-STAR Bootcamp in 12 regions, with more than 800 branch team members participating. The program aims to deepen the understanding and introduce a customer-focused service culture, as well as provide engaging training on the application of I-STAR behavioral principles in daily operational activities.

- The implementation of Service Training by the Service Excellence & Customer Care Division for all branch frontliners, Hello Danamon agents, and Danamoners involves applying the I-STAR - Omotenashi service behaviors. This initiative aims to foster a customer-centric service culture and create the best possible experience for customers. The development of a new standard greeting and grooming standards for frontliners are some of Danamon’s commitments to applying I-STAR - Omotenashi in everyday service behaviors.

### Channel Improvement

In order to enhance the effectiveness and efficiency of the CRM (Customer Relationship Management) application used by frontliners at Branches, the Contact Center, and the Head Office, an improvement has been made with a more user-friendly design. This update aims to facilitate frontliners in entering customer information, requests, and complaints, as well as simplifying the follow-up process for the back office on these requests and complaints.

In addition, the integration process of several systems used by frontliners into the CRM application has been carried out. This aims to help frontliners better understand customer profiles and needs, allowing them to provide the right services to customers. We have also added additional applications to be integrated into the CRM, so that almost all systems required by the frontliners are now accessible through the CRM. This will enable frontliners to serve customers more effectively and efficiently in the future.

### Service Achievement

In 2024, Danamon has received several awards in the field of Service, including the following:

No.	Organizer	Award	Award Category	Rank
1	Marketing Research Indonesia & Infobank	Satisfaction Loyalty and Engagement Award 2024	SLE Index 2024	8
			Most Satisfying KBMI 3 Bank in Teller Service	3
2	Marketing Research Indonesia & Infobank	Banking Service Excellence Recognition 2024	20 consecutive years in Service Excellence on Conventional Category	Diamond
			5 consecutive years in Digital Channel on Conventional Category	Golden
			The Best Teller on Conventional Category	1
			The Best Opening Account Via Mobile Application/Mobile Browser on Conventional Category	2
			10 consecutive years in Service Excellence on Sharia Business Unit Category	Platinum
			The Best Overall in Service Excellence on Sharia Business Unit Category	2
			The Best ATM Branch on Sharia Business Unit Category	1
			The Best Teller on Sharia Business Unit Category	1
			The Best Overall Walk in Channel on Sharia Business Unit Category	2
			The Best Customer Service on Sharia Business Unit Category	2
3	The Economics	The Economics Indonesia Best Financial Awards 2024	Best Customer Service Reputation Bank KBMI 3	Best Customer Service

### HELLO DANAMON SERVICE UNIT

As an information service center, Hello Danamon operates 24/7, consistently meeting the needs of every customer and managing interactions through the phone number 1-500-090, X @HelloDanamon, email: [hellodanamon@danamon.co.id](mailto:hellodanamon@danamon.co.id), and live chat information service via WhatsApp: 08581 1500 090.

Hello Danamon is one of the channels for customers to obtain information about products and services, as well as to file complaints. To maintain system stability and ensure customer satisfaction when contacting Hello Danamon, regular system upgrades are performed to streamline operations when serving customers. To enhance service quality and provide the best solutions to customers, continuous training is provided to Hello Danamon Agents. In addition, to inspire and motivate, the "Star of the Month" is selected each month for the Agent or Team Leader who achieves the best performance, which is displayed on the Wallboard every month.

The Video Banking service, which assists customers in verifying account openings online through D-Bank PRO, has undergone significant improvements with a customer verification process that utilizes Face Recognition and Liveness Detection features. This aims to meet customer expectations by combining speed, security, and convenience in the service.

Furthermore, Hello Danamon has improved the Autocorrect feature to provide optimal support to Correspondence Agents, making it easier to type words correctly, thus improving email writing accuracy. This initiative reflects Danamon's commitment to continuously enhancing Agent tools, making correspondence processes more efficient.

Throughout 2024, Danamon recorded 24,373 customer complaints, with 96.27% of those complaints being resolved in accordance with established procedural standards.

No	Type of Financial Transaction	Resolved		In Progress		Total of Complaints
		Total	Percentage	Total	Percentage	
1	Fund Product	4,023	16.51%	1	0.00%	4,024
2	Lending Product	106	0.43%	0	0.00%	106
3	Cooperation Product	184	0.75%	1	0.00%	185
4	Payment System	19,150	78.57%	908	3.73%	20,058
Total		23,463	96.27%	910	3.73%	24,373

#### Sum of Complaints and Percentage of Complaints Resolved

Year	Sum of Complaints	Sum of Complaints Resolved	Percentage of Complaints Resolved
2024	24,373	23,463	96.27%



# CORPORATE CULTURE

Corporate culture is a set of beliefs, behaviors and attitude guidelines for all employees and members of the Boards of Directors and Commissioners of Danamon in discharging their respective duties and responsibilities to realize Danamon's stated Vision and Mission. It influences how employees within the Company interact with each other, how decisions are made, and how the organization as a whole approaches challenges, opportunities, and growth.

In Corporate Culture, "Corporate Values" refer to the principles that are highly upheld by the Company as it moves forward on a journey towards realizing its stated vision and mission. Danamon's corporate values are listed in the Corporate Profile chapter of this Annual Report.

Danamon has communicated its corporate values internally through a designated series of outreach programs, from raising employee awareness, through explanation of the expected behaviors and attitude from each of the values, organizing appreciation program for employees who have lived up to the corporate values and become a role model for their fellow employees, incorporating the values into training programs, and onto making the alignments of the Code of Conduct, internal Human Capital provisions on recruitment, performance appraisals, work culture programs, training and development, etc.

To support the outreach programs, The Company hosts various activities to strengthen the implementation of Corporate Values such as Danamon Innovation Race, a thematic internal innovation contest to support in achieving Company's target. In bringing the value of Customer Centricity to life, the Company implements the Voice of Internal Customer program, where each unit provides feedback to one another in order to continuously improve. Another corporate culture agenda is the BISA Medal Program that appraises employees who have demonstrated BISA attitudes and behavior in their day-to-day work.

Not just internally, Danamon also strengthens its corporate branding with a unique Employee Values Proposition (EVP), which has been specifically developed to manifest its commitment to the employees by giving back values as a reward for their shown contribution to the Company.

The Company's EVP is known as GROW, which simply means "Growing" and stands for:

## 1. Global Exposure

Danamon is committed to offer me global exposure and experiences through business collaboration and knowledge sharing on best business practices. With my expertise and skills, I will take this opportunities to drive innovations for Bank's sustainable growth.

## 2. Rise to Excellence

Danamon aspires to build a supportive and collaborative working environment that inspires me to bring out new ideas and make a significant contribution through outstanding performance.

## 3. Own Your Future

Danamon encourages me to grow personally and professionally by providing development opportunities that support my commitment to build my own future career.

## 4. Wellness & Wellbeing (Reach Prosperity)

Danamon genuinely cares for my wellness and well-being whereby as part of the Danamon's family and take care of our social communities in a responsible manners.

With these corporate values and EVP commitment, it is hoped that it can strengthen employee engagement and increase their productivity while attracting external talents, consistent with Danamon's stated mission of becoming the Top Employer of Choice.

# CODE OF CONDUCT [IDX G-07]

Danamon's Code of Conduct (previously known as the "Code of Ethics") is an ethical value that refers to the vision, mission, and values of the corporate culture, Code of Conduct becomes a guideline of conduct for all management (Board of Directors, Board of Commissioners, Sharia Supervisory Board, including but not limited to parties outside of Danamon who are members of the Audit committee or Risk Management Committee) and employees in conducting daily tasks and establishing relationship with customers, colleagues and third parties. The code of conduct is expected to support the business continuity and reputation of Danamon.

The Code of Conduct includes behavioral guidelines regarding Anti-Fraud, Conflict of Interest, Information Management, Anti-Money Laundering and Terrorism Financing Prevention, and the Company's Business Ethics. The Code of Conduct is also the basis for the Company in formulating internal provisions and policies.

To ensure the enforcement of the Code of Conduct at all levels, Management and Employees, without exception, are required to know, understand, comply with, and implement Danamon's Code of Conduct. Every year, Management and Employees convey their commitment to the Code of Conduct by filling out an annual statement. Updating the content and implementation of the Code of Conduct is carried out continuously by the Company, both through socialization and periodic review of the contents of the Code of Conduct.

The Code of Conduct is binding and therefore violations of the Code of Conduct may be subject to sanctions either administrative, civil or criminal in accordance with applicable provisions and procedures. In the context of employment, violations of the Code of Conduct have the consequence of sanctions up to termination of employment.

## SANCTIONS IMPOSED DURING 2024

Type of Sanctions	Number of Employees
Termination of Employment	36
Warning Letter I	385
Warning Letter II	13
Warning Letter III	77
Reprimand letter	185
<b>Total</b>	<b>698</b>

# ANTI-BRIBERY AND ANTI-CORRUPTION POLICY [GRI 3-3] [IDX G-07]

As a member of the MUFG Financial Group, Danamon has commitment to conduct business in a transparent and responsible manner based on ethical business practices and in accordance with applicable laws. Danamon has a principle and policy of zero tolerance for bribery and corruption including any attempt to utilize gifts, entertainment, hospitality or otherwise to obtain or to retain inappropriate business advantages or benefits.

To support its commitment to anti-bribery and corruption, Danamon has Anti-Bribery and Corruption Policy. This policy is established in accordance with Danamon's values and code of ethics, laws and regulations as well as MUFG Financial Group's global practices. Periodically, Management and Employees sign a code of conduct declaration.

Danamon's Anti-Bribery and Corruption Policy principally prohibits:

- a. Offering, promising, and/or giving anything of value directly or indirectly to anyone with the intention of obtaining or retaining inappropriate business advantages or benefits.
- b. Requesting and/or receiving anything of value directly or indirectly from anyone intended to improperly influence Danamon's Management and/or employees in conducting their activities on behalf of Danamon.
- c. Falsifying or concealing books, records or other data relating to Danamon's business activities, customers, service providers, vendors, suppliers or other business partners. Every expense must be recorded, transparent and equipped with adequate evidence so that financial records are not misused to support or hide bribery and corrupt acts.
- d. Make political contributions personally or on behalf of Danamon.
- e. Providing job offers or employment opportunities to prospective employees with the intention that Danamon obtain or retain inappropriate business advantages or benefits.

Danamon has also established a compliance program for the implementation of the Anti-Bribery and Corruption Policy through the following control processes:

- Periodic risk assessment and risk control for acts of bribery and corruption;
- Assessment review of gifts, hospitality, job offers, donations, sponsorships, honorariums, and third-party service providers acting on behalf of Danamon.

On continuous basis, Danamon provides anti-bribery and corruption socialization to Management and Employees. The Anti-Bribery and Corruption Policy can also be accessed through Danamon's website. Danamon has Whistleblowing System as a reporting channel for any alleged violation, including anti-bribery and corruption. [GRI 205-2]

# ANTI-FRAUD POLICY

Danamon is committed to upholding a “Zero Tolerance for Fraud” principles. Strict sanctions are administered to perpetrators of fraud in accordance with applicable regulations. Danamon actively participates in upholding an anti-fraud culture with the following principles:

- Management actively watches out for risks of fraud by setting a maximum tolerance threshold for fraud losses in its Risk Appetite Statement parameters, through escalation of information on fraud incidents to the Directors and Commissioners, then the Directors and Commissioners provide direction for handling, mitigation, control and corrective steps followed by regular monitoring through existing committees, namely the Risk Management Committee, Audit Committee, and Risk Oversight Committee, by intensifying anti-fraud awareness campaigns, and by intensifying any strict sanctions for those that have perpetrated fraud.
- All Danamon employees (FTE) and members of management are required to sign an Anti-Fraud Integrity Pact that is part of an Anti-Fraud Awareness electronic learning module that all Danamon employees (FTE) must partake in.
- Danamon utilizes a Whistleblowing System (WBS) channel provided by an independent party. The identity of the reporter is guaranteed confidentiality. This channel is disseminated every month via e-mail blasts to all Danamon employees.
- All Danamon employees are encouraged to make use of a “Speak-Up” culture and to immediately speak up if they find evidence, indications, or suspect any kind of fraud, including violations of Danamon’s code of conduct, procedures, rules, and regulations.
- Implementing four pillars of anti-fraud strategy, namely:
  - 1) Prevention;
  - 2) Detection;
  - 3) Investigation, reporting, and sanctions;
  - 4) Monitoring, evaluation, and follow-up.
- Strengthening aspects of risk management that focus on fraud control including fraud identification, escalation, mitigation, and handling fraudsters.

## INTERNAL FRAUD

Internal fraud is the fraud carried out by the management, permanent employees, and non-permanent employees (honorary and outsourced personnel) related to work processes and operational activities. The table below is the number of internal fraud cases with financial impact of more than IDR100,000,000,- (one hundred million rupiah):

Internal Fraud	Total Cases Involving								
	Management			Permanent Employees			Non-Permanent Employees		
	2024	2023	2022	2024	2023	2022	2024	2023	2022
Total internal fraud	-	-	-	9	6	7	-	-	-
Completed	-	-	-	1	6	3	-	-	-
In Internal Process	-	-	-	6	-	-	-	-	-
Pending Process	-	-	-	-	-	-	-	-	-
Followed up through Legal action	-	-	-	2*	-	4*	-	-	-

\*Completed

# WHISTLEBLOWING SYSTEM

[GRI 2-25] [GRI 2-26] [SASB FN-CB-510a.2]

To maintain independence, transparency, convenience, confidential, monitoring, and protection for whistleblowers, Danamon cooperates with partners using third parties in handling complaints through the Whistleblowing System (WBS).

The Whistleblowing System is a communication channel that facilitates whistleblowers to report events or allegations related to fraud, policy violations, bribery/ borrowing money with customers, sexual harassment, theft/embezzlement, financial statement fraud, illegal activities and other violations of the code of ethics involving Danamon employees and/or related parties while maintaining the confidentiality of the whistleblower's identity.

## WHISTLEBLOWING POLICY

Danamon has a whistleblowing policy that is socialized to all employees through various media such as: e-mail blasts, Danamon Portal, and Bank's website (www.danamon.co.id).

### Procedure for Submitting Violation Reports

Reporting facilities are easily accessible through several communication channels, as follows:

- E-mail address: danamon-wbs.info@kpmg.com.sg
- Website: <https://danamon-wbs.info/>
- SMS/Whatsapp: 0811-825-2662
- Postal Address: KPMG Siddharta Advisory – EthicsLine BDI Menara Astra Lantai 21, Jl. Jend. Sudirman 5-6, Jakarta 10220

## PROTECTION FOR WHISTLEBLOWERS

Danamon guarantees to maintain the confidentiality of Whistleblowers who report fraud and provide legal protection to the Whistleblower for all possible actions that can harm or harm the Whistleblower from the reported party or other third parties whose implementation is regulated in internal regulations.

## HANDLING COMPLAINT, PARTIES MANAGING COMPLAINTS, AND IMPOSING SANCTIONS

Danamon appoints an independent third party to manage Danamon's WBS, including the management of complaint follow-up and administration. The third party WBS manager will forward the reports received to the Danamon's WBS team to be evaluated whether to be processed further to the investigation stage or forwarded to the appropriate parties.

Investigation of potential violations is conducted by an independent Internal Investigation Team, based on the presumption of innocence and objectivity. The results of the investigation become the basis for decisions to take action and/or impose sanctions on the parties or perpetrators proven to have committed violations in accordance with applicable laws and regulations and/ or in accordance with internal regulations.

A summary of fraud cases with potential losses exceeding a nominal value of Rp100,000,000, - will be reported to the Bank's Management periodically.

[SASB FN-CB-510a.1]

## COMPLAINT HANDLING RESULT IN 2024 [GRI 205-3]

Total complaints received	Report Status			
	Total Settled	Settled		Under Process
		Proven as fraud/violation of Procedures/ Code of Conduct	Not proven as Fraud/ Violation of Procedures/ Code of Conduct	
24	17	8	9	7

# IMPLEMENTATION OF GCG GUIDELINES FOR PUBLIC COMPANIES

The Bank continues to implement the Public Company Governance Guidelines, as regulated in POJK No.21/POJK.04/2015 concerning The Implementation of Public Company Governance Guidelines and SEOJK No.32/SEOJK.04/2015 concerning Public Company Governance Guidelines which includes 5 (five) aspects, 8 (eight) principles and 25 (twenty-five) recommendations for the implementation of good corporate governance aspects and principles as follows:

IMPLEMENTATION OF 25 RECOMMENDATIONS FOR PUBLIC COMPANY GOVERNANCE GUIDELINES			
No	Principle	Recommendation	Explanation
<b>A</b>	<b>Public Company Relations with Shareholders in Guaranteeing Shareholder Rights</b>		
1	Increasing the Value of holding a General Meeting of Shareholders (GMS)	1.1	<p>The Public Company has a method or technical procedure for collecting votes, both openly and privately, that promotes independence and shareholder interests.</p> <p>Danamon has in place GMS Rules and Regulations that govern the convention of GMS including voting mechanism, decision making and vote counting that prioritize independency and the interests of shareholders.</p> <p>All GMS procedures and rules are available and can be accessed via the Danamon website (<a href="http://www.danamon.co.id">www.danamon.co.id</a>).</p> <p>Status: comply</p>
		1.2	<p>All members of the Board of Directors and members of the Board of Commissioners of The Public Company attend the Annual GMS (AGMS).</p> <p>The AGMS held on March 22, 2024 complied with applicable guidelines and procedures.</p> <p>The AGMS was attended by members of the Board of Directors and Board of Commissioners who attended online and offline.</p> <p>Status: comply</p>
		1.3	<p>A summary of the minutes of the GMS is available on the Public Company Website for at least 1 (one) year.</p> <p>Danamon uploaded the Summary of the GMS Minutes on the 2nd (second) working day after the GMS was held.</p> <p>A summary of the GMS Minutes from 2010 is still available on the Danamon website, both in Indonesian and English.</p> <p>Status; comply</p>
2	Improving Public Company Communication Quality with Shareholders or Investors	2.1	<p>The Public Company should have a communication policy with shareholders or investors.</p> <p>Danamon has a communications policy that governs the process of providing information to shareholders and the investment community in a reasonable and timely manner that allow them to assess Danamon's strategy, development, operations and financial performance, and enable shareholders and the investment community to be actively involved with Danamon.</p> <p>Status: comply</p>
		2.2	<p>The Public Company should disclose their communication policy with shareholders or investors on the Website</p> <p>The Communication Policy is available to the public, including Danamon Shareholders or Investors, and can be accessed via the Danamon website.</p> <p>Status: comply</p>

**IMPLEMENTATION OF 25 RECOMMENDATIONS FOR PUBLIC COMPANY GOVERNANCE GUIDELINES**

No	Principle	Recommendation	Explanation
<b>B Functions and Roles of the Board of Commissioners</b>			
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 state of the Public Company.	<p>The number, composition and structure of the Board of Commissioners have met the provisions and are in accordance with the size and complexity of Danamon's business with due consideration on the provisions of POJK No.33/POJK.04/2014 concerning Directors and Board of Commissioners of Issuers or Public Companies and POJK No.34/POJK.04/2014 concerning Nomination and Remuneration Committees for Issuers or Public Companies.</p> <p>As of 31 December 2024, Danamon's Board of Commissioners had of 6 (six) members with 50% of the Board of Commissioners being Independent Commissioners. The number of members of the Board of Commissioners did not exceed the number of members of the Board of Directors, which was 9 (nine).</p> <p>Status: comply</p>
		3.2 The diversity of skills, knowledge, and experience required is considered when determining the composition of the Board of Commissioners.	<p>Danamon has a diversity composition policy for members of its Board of Commissioners. The composition and structure of Danamon's Board of Commissioners have been set with due consideration on the diversity of knowledge, expertise and experience required to optimize the implementation of the Board of Commissioners' oversight function.</p> <p>Status: comply</p>
4	Improving the Quality of the Implementation of Duties and Responsibilities of the Board of Commissioners	4.1 The Board of Commissioners should have a self-assessment policy to assess the performance of the Board of Commissioners.	<p>Danamon has a Policy on Performance Assessment that offers guidance for assessing the Board of Commissioners in carrying out its duties and responsibilities.</p> <p>Status: comply</p>
		4.2 The self-assessment policy to assess the performance of the Board of Commissioners is disclosed in the Public Company Annual Report.	<p>Danamon has a policy for performance assessment of the Board of Commissioners. The performance appraisal policy is disclosed in the Annual Report and made available on the Danamon website.</p> <p>Status: comply</p>
		4.3 The Board of Commissioners should have a policy for the resignation of its members if they are involved in financial crimes.	<p>Members of Danamon's Board of Commissioners who are involved in financial crimes shall resign from their positions. This obligation to resign is governed in the Board of Commissioners' Charter.</p> <p>Status: comply</p>
		4.4 The Board of Commissioners or the Committee that carries out the Nomination and Remuneration function should develop a succession policy in the process of nominating members of the Board of Directors.	<p>Danamon's Board of Commissioners has a Nomination and Remuneration Committee who assist it in carrying out its duties related to the nomination and remuneration of members of the Board of Commissioners and members of the Board of Directors of Danamon.</p> <p>Danamon has a Directors Succession Policy to maintain leadership succession in the future.</p> <p>Status: comply</p>



**IMPLEMENTATION OF 25 RECOMMENDATIONS FOR PUBLIC COMPANY GOVERNANCE GUIDELINES**

No	Principle		Recommendation		Explanation
C	Functions and Roles of the Board of Directors				
5	Strengthening the Membership and Composition of the Board of Directors		5.1	The condition of the public Company and decision making effectiveness is taken into consideration when determining the number of members of the Board of Directors.	<p>The number, composition and structure of the Board of Directors has met the provisions and are in accordance with the size and complexity of Danamon's business.</p> <p>As of 31 December 2024, Danamon's Board of Directors had 9 (nine) members. The number of members of the Board of Directors is greater than the number of members of the Board of Commissioners.</p> <p>Status: comply</p>
			5.2	The diversity of skills, knowledge, and experience required is taken into consideration when determining the composition of the Board of Directors.	<p>Danamon has a diversity policy for members of the Board of Directors.</p> <p>The composition and structure of the members of the Board of Directors have been determined with due consideration on the knowledge, expertise and experience in accordance with the Company's needs to optimize decision making and improve performance.</p> <p>Status: comply</p>
			5.3	Members of the Board of Directors who are in charge of accounting or finance should have expertise and/or knowledge in accounting.	<p>Danamon's Finance Director has a Bachelor's Degree in Accounting and is a Certified Public Accountant - Indonesia.</p> <p>Status: comply</p>
6	Improving the Quality of the Implementation of Duties and Responsibilities of Board of Directors		6.1	The Board of Directors should have a self-assessment policy to assess its own performance.	<p>Danamon has a performance assessment policy for the Board of Directors as a guideline for assessing the effectiveness of the implementation of its duties and responsibilities.</p> <p>Status: comply</p>
			6.2	The self-assessment policy to assess the performance of the Board of Directors is disclosed in the Public Company's annual report.	<p>Danamon has a Policy on Performance Assessment of the Board of Directors. The performance assessment policy is disclosed in the Annual Report and available on the Danamon website.</p> <p>Status: comply</p>
			6.3	The Board of Directors should have a policy for the resignation of members of its Board of Directors if they are involved in financial crimes.	<p>Members of the Board of Directors who are involved in financial crimes are required to resign. This obligation to resign is govern in the Board of Directors Charter.</p> <p>Status: comply</p>

**IMPLEMENTATION OF 25 RECOMMENDATIONS FOR PUBLIC COMPANY GOVERNANCE GUIDELINES**

No	Principle	Recommendation		Explanation
<b>D</b>	<b>Stakeholder Participation</b>			
7	Improving Corporate Governance Aspects through Stakeholder Participation	7.1	The Public Company should have policy for insider trading prevention.	In an effort to prevent Insider Trading from occurring, Danamon has a Private Securities Trading Management (PEP) and Material Non-Public Information (IMNP) Policy.  Status: comply
		7.2	The Public Company should have anti-corruption and anti-fraud policies.	Danamon has a Code of Conduct that prohibits its management and employees from committing bribery and corruption of any form. Besides, Danamon also has and continually updates its Anti-Bribery and Corruption Policy that governs the prohibition of bribery and corruption for all management and employees.  Bank Danamon has an Anti-Fraud Management Policy which sets out fraud risk management strategies.  Status: comply
		7.3	The Public Company should have a policy for the selection and capacity building of suppliers or vendors.	Danamon has a Procurement Policy which governs restrictions and ethics in dealing with business partners or vendors in the procurement of goods and services. This policy is available and disclosed on the Danamon website.  Status: comply
		7.4	The Public Company should have a policy for fulfilling creditor rights.	The fulfillment of the rights of creditors in the form of depositors (customers who have their fund invested in the Company) is regulated through customer protection policy and customer service code of conduct which govern: <ul style="list-style-type: none"> <li>• The right to have adequate explanation of the product characteristics.</li> <li>• The right to access the terms and conditions of fund products.</li> <li>• The convenience of making transactions through branches, e-banking services or other means determined by the Bank.</li> <li>• Entitlement to profits/interest in accordance with applicable regulations.</li> <li>• Procedures for handling and resolving customer complaints</li> </ul> Status: comply
		7.5	The Public Company should have a policy for whistleblowing system.	Danamon has an Anti-Fraud Management Policy and Framework as well as a Fraud Handling Policy which govern the whistleblowing system. Danamon's whistleblowing system is managed by a trustworthy third party to ensure independency in its implementation.  Status: comply
		7.6	The Public Company should have a policy for the provision of long-term incentives for its Board of Directors and employees.	Danamon has a Remuneration Policy. Details on the Remuneration policy are disclosed in this Annual Report.  Status: comply

## IMPLEMENTATION OF 25 RECOMMENDATIONS FOR PUBLIC COMPANY GOVERNANCE GUIDELINES

No	Principle	Recommendation		Explanation
<b>E</b>	<b>Information Disclosure</b>			
8	Improving the Implementation of Information Disclosure	8.1	Aside from the Website as a medium for information disclosure, public companies benefit from the broader use of information technology.	Danamon continues to improve information disclosure media, including on the website, to provide opportunities for shareholders and other stakeholders to easily access information about Danamon.  Status: comply
		8.2	The Public Company Annual Report discloses the ultimate beneficial owner in public company share ownership of at least 5% (five percent), other than disclosure of the ultimate beneficial owner in public Company share ownership through a major or controlling shareholder.	The Annual Report discloses the main and controlling shareholders, the 20 largest shareholders, as well as the profile of shareholder groups with more than 5% (five percent).  Status: comply

## STATEMENT OF IMPLEMENTATION OF GOOD GOVERNANCE PRINCIPLES

In conducting its business activities, Danamon has implemented the principles of good corporate governance and is committed to continue implementing good corporate governance practices in transparent manner, accountability, responsibility, independence, attention to equality and fairness, and sustainable to achieve the Bank's business plan. During 2024, there were no material violations of applicable laws and regulations.



# INTEGRATED CORPORATE GOVERNANCE

# INTEGRATED CORPORATE GOVERNANCE IMPLEMENTATION REPORT

The implementation of the Danamon's Integrated Corporate Governance (ICG) refers to POJK No. 18/POJK.03/2014 and SEOJK No. 15/SEOJK.03/2015 on the Implementation of Integrated Corporate Governance for Financial Conglomerates and POJK No. 45/POJK.03/2020 on Financial Conglomerates. These provisions regulate the establishment of Financial Conglomeration, the appointment of the Main Entity in the Financial Conglomeration and the implementation of Integrated Corporate Governance in a comprehensive and effective manner, also the mandatory preparation of the Corporate Governance Charter by the Main Entity and submit it to FSA.

## PRINCIPLES OF INTEGRATED CORPORATE GOVERNANCE OF IMPLEMENTATION OF THE MUFG GROUP FINANCIAL CONGLOMERATION

### Transparency Principle

- a. Entities within MUFG Group Financial Conglomeration shall disclose adequate, clear, accurate and timely information, as well as easily comparable and accessible to Shareholders and Stakeholders.
- b. The transparency principle adopted by MUFG Group Financial Conglomeration does not lessen the obligation to comply with confidential provisions of Bank and/or Company in accordance with the prevailing laws and regulations, professional secrecy, and personal rights.

### Principle of Accountability

- a. Entities within MUFG Group Financial Conglomeration must determine clear responsibilities for each organ in the organization in line with the vision, mission, business objectives and corporate strategy, as well as ensure that all members of the organs in the organization of the MUFG Group Financial Conglomeration have competencies in line with their responsibilities and understanding of their roles in the implementation of GCG.

- b. Entities within the MUFG Group Financial Conglomeration must ensure the availability of check and balance system in the management of Company. Having performance measure from all levels of the MUFG Group Financial Conglomeration based on the agreed measures consistent with the corporate values, business objective and corporate strategy.

### Principle of Responsibility

- a. To maintain the continuity of its business, the MUFG Group Financial Conglomeration must adhere to prudential principles and ensure compliance with laws and regulations as well as internal policies.
- b. Entities within the MUFG Group Financial Conglomeration shall act as good corporate citizens (good Company), care for the environment and implement social responsibility.

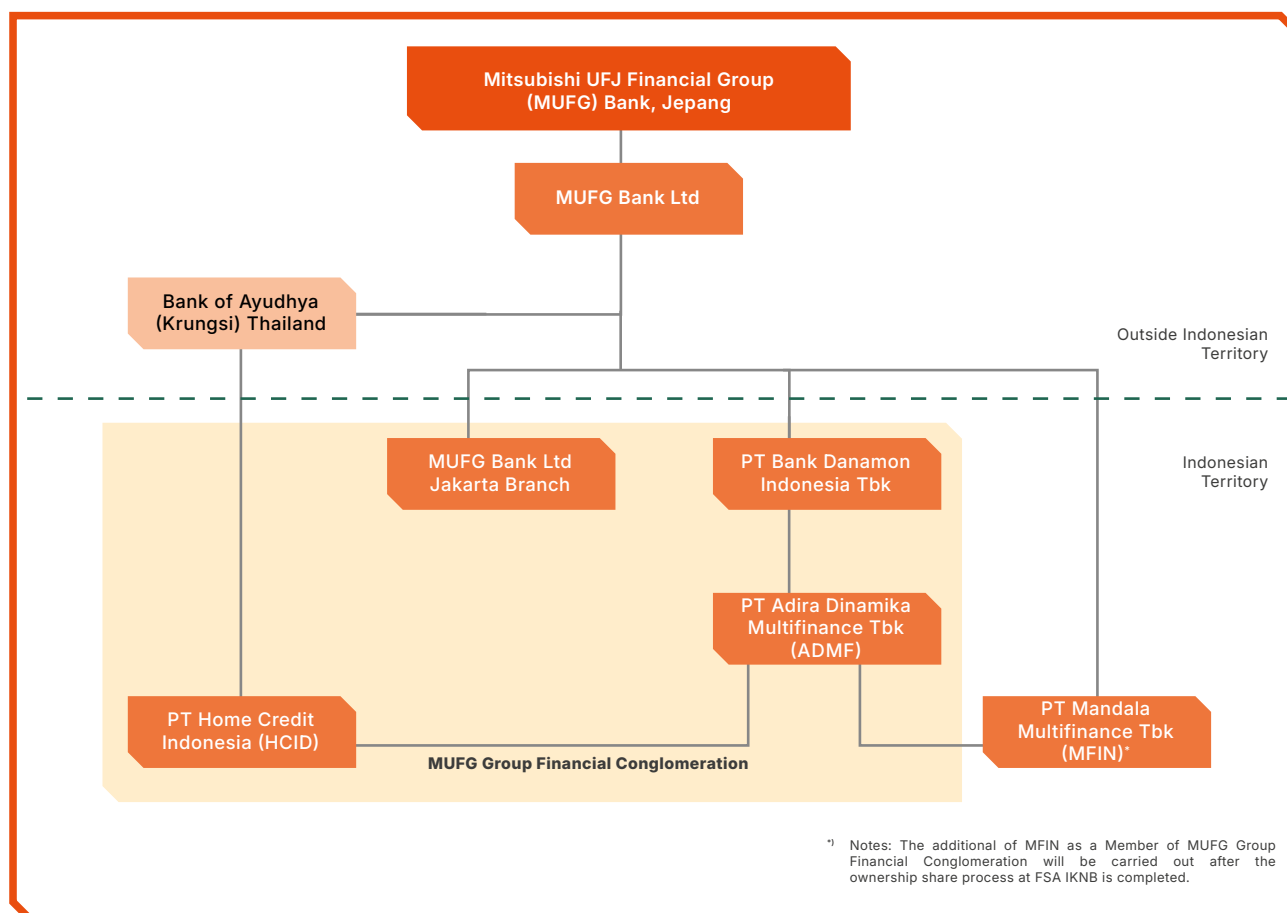
### Principle of Independency

- a. MUFG Group Financial Conglomeration must avoid uncommon domination by any Stakeholders, be not affected by the unilateral interests and free from conflicts of interests. [IDX G-09]
- b. Decisions must be taken objectively and free from any parties' pressures and committed to conduct businesses with professionalism.

### Fairness Principle

- a. Entities within the MUFG Group Financial Conglomeration must always consider the interests of all Stakeholders based on the principles of equality and fairness (equal treatment).
- b. The MUFG Group Financial Conglomeration must provide an opportunity to all Stakeholders to provide inputs and opinions in the interests of the Company as well as provide access to information in accordance with the principle of transparency.

## STRUCTURE OF THE MUFG GROUP FINANCIAL CONGLOMERATION

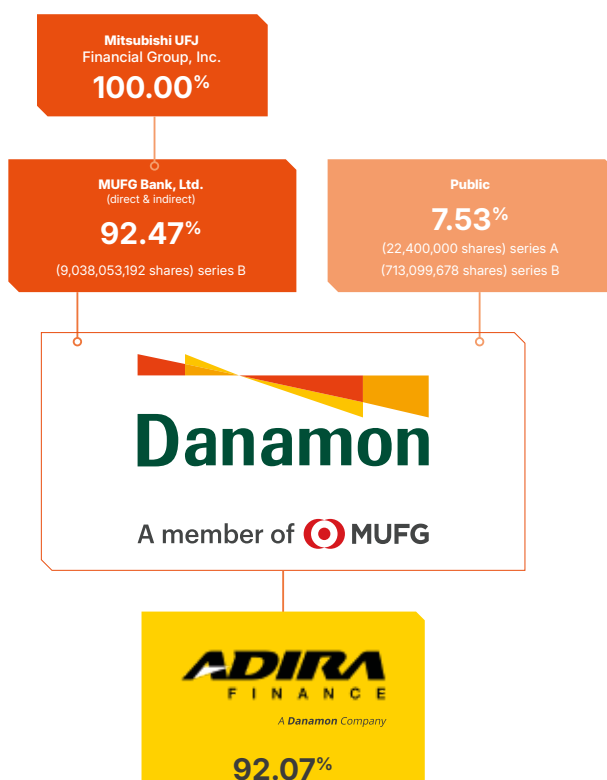


## MEMBERSHIP COMPOSITION OF THE MUFG GROUP FINANCIAL CONGLOMERATION

No.	Company	Type of Business	Position of Financial Conglomeration Members	Relationship with Danamon
1	PT Bank Danamon Indonesia Tbk	Bank	Main Entity	-
2	PT Adira Dinamika Multi Finance, Tbk.	Financing Company	Member	Subsidiary
3	MUFG Bank Jakarta Branch	Bank	Member	Sister Company
4	PT Home Credit Indonesia	Financing Company	Member	Sister Company

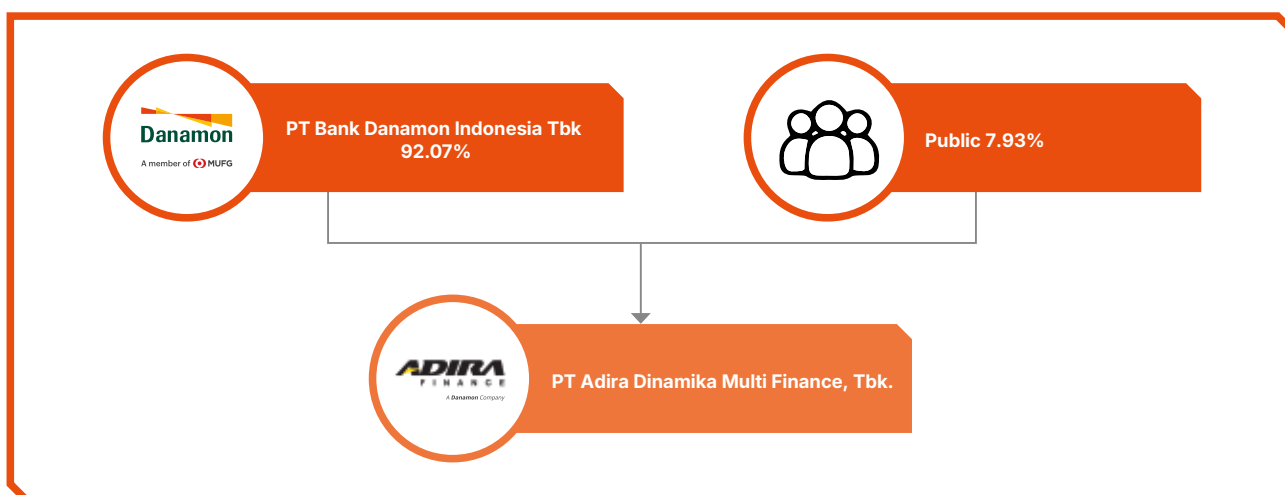
## OWNERSHIP STRUCTURE OF THE MUFG GROUP FINANCIAL CONGLOMERATION

### Main Entity – PT Bank Danamon Indonesia Tbk



Details of the shareholder composition is as stated in the Company Profile chapter of this Annual Report.

### Subsidiary – PT Adira Dinamika Multi Finance, Tbk.



### Sister Company – MUFG Bank Jakarta Branch

The Bank is a branch office of MUFG Bank, Ltd. Japan (Head Office) and Mitsubishi UFJ Financial Group, Inc. (MUFG) is the parent entity and main shareholder of the Bank Head Office and subsidiaries.

### Sister Company – PT Home Credit Indonesia

PT Home Credit Indonesia (HCID) is a technology-based financing Company. HCID became a member of the MUFG Group Financial Conglomeration as MUFG Bank Ltd has acquired 75.01% of HCID shares through Bank of Ayudha (Kungsri) and 9.82% of HCID shares through ADMF.



## MANAGEMENT STRUCTURE OF THE MUFG GROUP FINANCIAL CONGLOMERATION

### Main Entity Management Structure - PT Bank Danamon Indonesia Tbk

Board of Commissioners		
No	Name	Position
1	Yasushi Itagaki	President Commissioner
2	Halim Alamsyah	Vice President Commissioner (Independent)
3	Peter Benyamin Stok	Independent Commissioner
4	Nobuya Kawasaki	Commissioner
5	Hedy Maria Helena Lopian	Independent Commissioner
6	Dan Harsono	Commissioner

Board of Directors		
No	Name	Position
1	Daisuke Ejima	President Director
2	Honggo Widjojo Kangmasto	Vice President Director
3	Hafid Hadeli	Vice President Director
4	Herry Hykmanto	Director
5	Rita Mirasari	Director
6	Dadi Budiana	Director
7	Muljono Tjandra	Director
8	Thomas Sudarma	Director
9	Jin Yoshida*)	Director

\*) Effective July 11, 2024

The composition of the Board of Commissioners, Sharia Supervisory Board and the Board of Directors of Danamon as the Main Entity is as stated in the Company Profile Chapter of this Annual Report.

### Management Structure of FSI in the MUFG Group Financial Conglomeration

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

Board of Commissioners		
No	Name	Position
1	Daisuke Ejima	President Commissioner
2	Krisna Wijaya	Independent Commissioner
3	Manggi Taruna Habir	Independent Commissioner
4	Eng Heng Nee Philip	Commissioner
5	Congsin Congcar	Commissioner

6	Hafid Hadeli	Commissioner
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Board of Directors		
No	Name	Position
1	I Dewa Made Susila	President Director
2	Swandajani Gunadi	Director
3	Niko Kurniawan Bonggowarsito	Director
4	Harry Latif	Director
5	Denny Riza Farib	Director
6	Sylvanus Gani Kukuh Mendrofa*)	Director
7	Takanori Mizuno*)	Director
8	Sigit Hendra Gunawan*)	Director

\*) Effective July 03, 2024

#### MUFG Bank Jakarta branch (Sister Company)

Supervisory Board		
No	Name	Position
1	Christopher Mark Davies	Managing Director (GM), Regional Chief Compliance Officer for Asia and Head of Compliance Office for Asia (ACO)
2	Andre S Painchaud	Managing Director of Asia Internal Audit Office (AIAO)
3	Yasuhiko Togo	Managing Director, Head of Risk Management Office for Asia, Chief Risk Office for Asia (ARMO)
4	Yutaka Fujishiro	Managing Director, Head of Planning Office for Asia (POA)

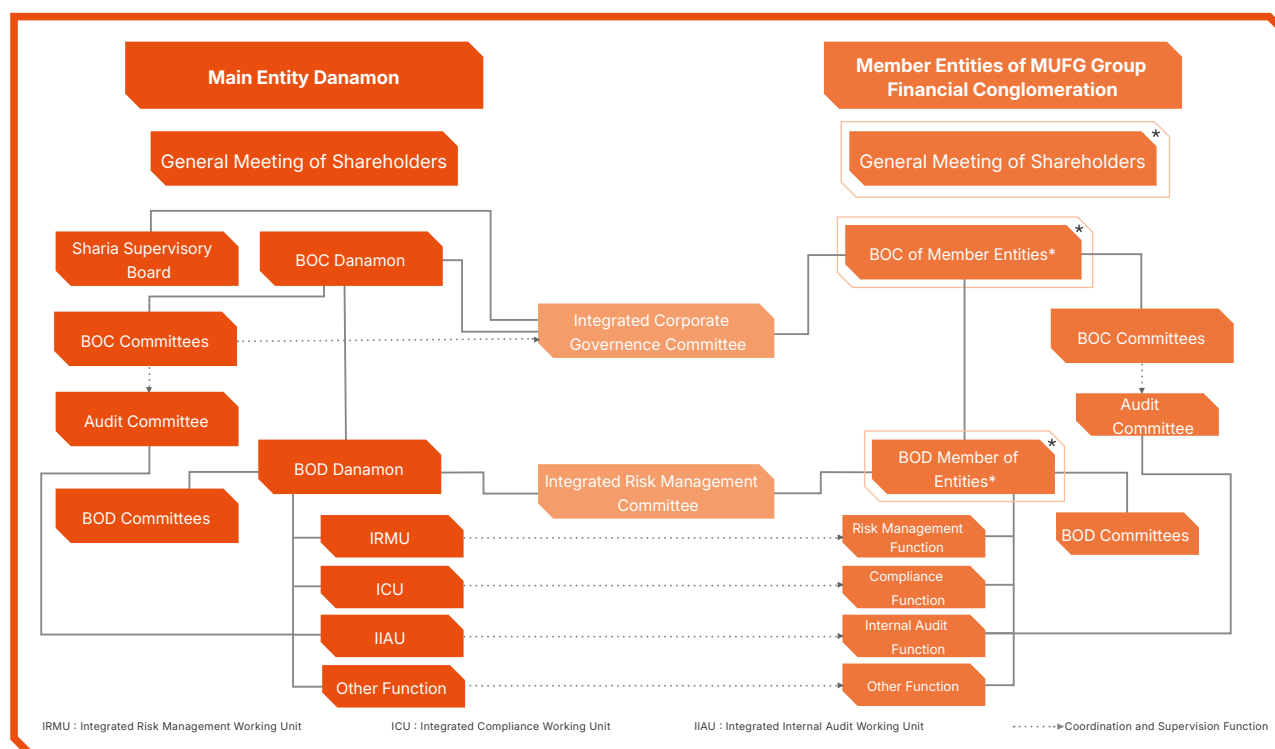
Management		
No	Name	Position
1	Kazushige Nakajima	Executive Officer, Country Head of Indonesia
2	Michiyasu Yatabe	Managing Director, Head of Internal Control for Indonesia
3	Tadanobu Hirano	Managing Director, Deputy Head of Japanese Corporate Banking for Indonesia
4	Michael Sugirin*)	Managing Director, Head of Global Corporate & Institutional Banking for Indonesia
5	Dadi Arief Darmawan	Managing Director, Head of HR & Banking Operations for Indonesia
6	Yuki Hayashi	Managing Director, Head of Corporate Investment Banking & Products for Indonesia
7	Mahendra Rendiantama	Managing Director, Head of Risk Management for Indonesia
8	Myreshka	Head of Treasury for Indonesia
9	Yansen Darmaputra	Managing Director, Head of Systems for Indonesia (Senior Management Officer)
10.	Indro Tri Sutanto	Managing Director, Head of Compliance for Indonesia

\*) Effective since 15 July 2024

## PT Home Credit Indonesia (Sister Company)

Board of Commissioners			Board of Directors		
No	Name	Position	No	Name	Position
1	Chandrashekar Subramanian Krishoolndmangalam	President Commissioner	1	Animesh Narang	President Director
2	Dan Harsono	Commissioner	2	Volker Giebitz	Director
3	I Dewa Made Susila	Commissioner	3	Aditya Kesuma	Director
4	I Nyoman Tjager	Independent Commissioner	4	Yusron Anas	Director
			5	Manu Pal	Director
			6	Epivania Caroline Galag	Director
			7	Sylvia Lazuardi	Director
			8	Dolly Susanto	Director
			9	Cahyadi Poernomo	Director
			10	Ghayatri Shima	Director

## INTEGRATED CORPORATE GOVERNANCE STRUCTURE OF MUFG GROUP FINANCIAL CONGLOMERATION



\* can be adjusted to the internal organs of Member Entities of MUFG Group Financial Conglomeration in consideration of the type of FSI, Company's needs, Articles of Association and prevailing laws and regulations according to each business sector.

The corporate governance implementation of each FSI within the MUFG Group Financial Conglomeration, including the Board of Commissioners and Board of Directors Committees, is disclosed in each FSI's annual report.

## INTEGRATED CORPORATE GOVERNANCE POLICY

MUFG Group Financial Conglomeration has established and updated the Integrated Corporate Governance Guidelines approved by the Board of Commissioners of the Main Entity and obtained recommendations from the Corporate Governance Committee, Integrated Corporate Governance Committee, and the Board of Commissioners of the Main Entity. This guideline is the Terms of Reference for the implementation of Corporate Governance for Bank as the Main Entity as well as for Subsidiaries and Sister Company within the MUFG Group Financial Conglomeration.

## DUTIES AND RESPONSIBILITIES OF THE BOC AND THE BOD OF THE MAIN ENTITY

### 1. The Duties and responsibilities of the Main Entity Board of Commissioners

- a. Overseeing the implementation of Integrated Corporate Governance with duties and responsibilities of at least:
  - 1) Overseeing the implementation of Corporate Governance at each Entity to ensure that it is in accordance with the Integrated Corporate Governance Policy;
  - 2) Overseeing the duties and responsibilities of the Board of Directors of the Main Entity as well as providing guidance or advice to the Board of Directors of the Main Entity on the implementation of Integrated Corporate Governance Policy; and
  - 3) Evaluating Integrated Corporate Governance Policy and providing recommendations for policy improvements.
- b. Establish an Integrated Corporate Governance Committee in order to support the effectiveness of the implementation of its duties.
- c. Hold periodic meetings at least 1 (one) time per semester with the following provisions:
  - 1) The Main Entity's Board of Commissioners meetings can be held via video conference.
  - 2) The Main Entity's Board of Commissioners meetings are recorded in the minutes of the meetings and are documented.
  - 3) Dissenting opinions that occur in the meetings of the Main Entity's Board of Commissioners are noted clearly stated in the minutes of the meeting along with the reasons for dissent.

### 2. The Duties and responsibilities of the Main Entity Board of Directors

- a. Ensuring the implementation of Integrated Corporate Governance in the Financial Conglomeration with the following duties and responsibilities:
  - 1) Prepare the Integrated Corporate Governance Policy;
  - 2) Direct, monitor and evaluate implementation of the Integrated Corporate Governance Policy; and
  - 3) Follow up on the recommendations or advice from the Board of Commissioners of the Main Entity to enhance the Integrated Corporate Governance Policy.
- b. Ensuring that audit findings and recommendations of the Integrated Internal Audit Working Unit, External Auditor, results of supervision by the FSA and/or other authorities have been followed up by Entities in the Financial Conglomeration.
- c. Taking the responsibility to oversee functions of Entities in the Financial Conglomeration.

## DUTIES AND RESPONSIBILITIES OF THE MAIN ENTITY'S SHARIA SUPERVISORY BOARD

1. Ensuring that the implementation of integrated corporate governance does not conflict with sharia principles.
2. Overseeing the activities of financial service institutions to keep them in adherence to sharia principles.

## IMPLEMENTATION OF DUTIES AND RESPONSIBILITIES IN 2024

### 1. Implementation of Duties and responsibilities of the Main Entity Board of Commissioners

The implementation of the duties of the Main Entity's Board of Commissioners in overseeing the implementation of Integrated Corporate Governance is assisted by the Integrated Corporate Governance Committee. The Integrated Corporate Governance Committee evaluates the implementation of the Integrated Corporate Governance and reports it to the Board of Commissioners.

During 2024, the Board of Commissioners of the Main Entity held 6 (six) internal meetings and 4 (four) meetings joint meetings the Board of Directors of the Main Entity. There were 2 (two) Main Entity Board of Commissioners meetings with agenda to discuss the report of the Corporate Governance Committee.

## 2. Implementation of Duties and responsibilities of the Main Entity Board of Directors

The Board of Directors of the Main Entity with input, recommendations and direction from the Board of Commissioners and the ICG Committee updated the Integrated Corporate Governance Policy MUFG Group Financial Conglomerate. The Board of Directors of the Main Entity oversaw functions of entities in the financial conglomerate through reports and meetings held during of year 2024.

The Board of Directors, through reports and meetings held, also ensured follow-ups on and improvements to audit findings and recommendations from the Integrated Internal Audit Working Unit, External Auditors, and results of oversight by the FSA and/or other Authorities.

In the fourth quarter of 2024, an examination was conducted by FSA Supervisor of Financial Conglomerate on MUFG Group Financial Conglomerate. Based on the FSA Supervisor of Financial Conglomerate examination, there are commitments that must be followed up with a maximum deadline of March 31, 2026. During 2024, none of the follows up on audit results from the Regulator exceeded the agreed deadline.

To support the effectiveness of its oversight duties, the Board of Directors of the Main Entity also sit as members of the Board of Commissioners in subsidiaries, as given below:

Name	Position in Main Entity (Danamon)	Position in Subsidiary of Financial Conglomeration
Daisuke Ejima	President Director	President Commissioner of PT Adira Dinamika Multi Finance, Tbk.
Hafid Hadeli	Vice President Director	Commissioner of PT Adira Dinamika Multi Finance, Tbk.

### INTEGRATED CORPORATE GOVERNANCE COMMITTEE (ICG COMMITTEE)

In accordance with POJK No. 18/POJK.03/2014 and SEOJK No. 15/SEOJK.03/2015 on the Implementation of Integrated Corporate Governance for Financial Conglomerates and POJK No. 45/POJK.03/2020 on Financial Conglomerates, Danamon as the Main Entity has established an Integrated Corporate Governance Committee. The Integrated Corporate Governance Committee was established to support the effectiveness of the duties of the Board of Commissioners of the Main Entity and to assist the Board of Commissioners of the Main Entity in its supervisory function related to the implementation of integrated corporate governance within the MUFG Group Financial Conglomerate.

Further details on the Integrated Corporate Governance Committee's Charter, Duties, Responsibilities, Authority, Structure, Membership, Expertise and Legal Basis for Appointment, Member Independency, Term of Office, Policies and Convention of Integrated Corporate Governance Committee Meetings, and Implementation of Duties of the Integrated Corporate Governance Committee in 2024 can be seen in the Corporate Governance Implementation Report in the Integrated Corporate Governance Committee section.

### CORPORATE CHARTER

Danamon as the Main Entity has the Financial Conglomerate Corporate Charter for MUFG Group as regulated in POJK No.45/POJK.03/2020 concerning Financial Conglomerates which has been updated in May 2024 and has been submitted to FSA Supervisor of Financial Conglomerate.

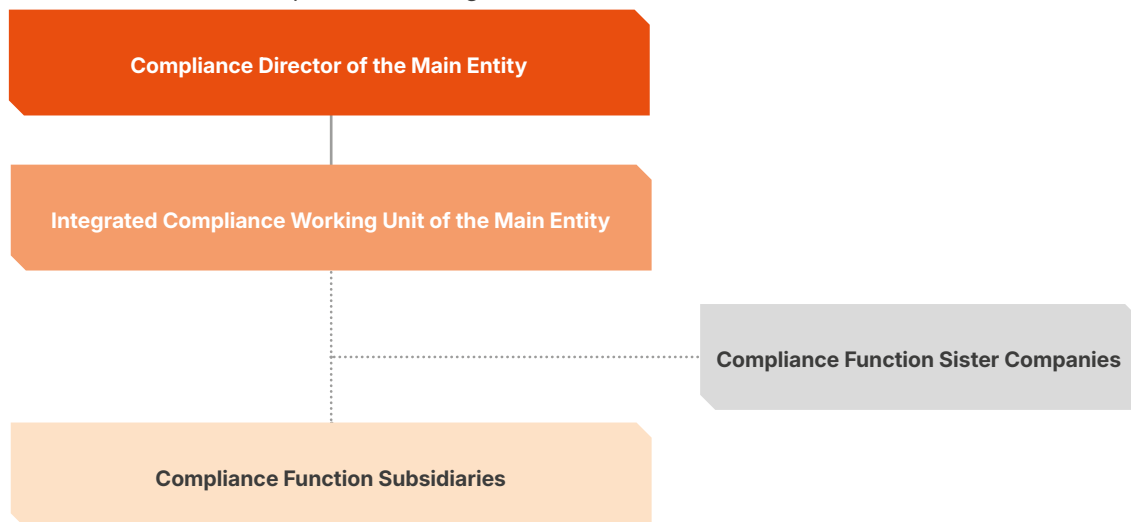
# INTEGRATED COMPLIANCE WORK UNIT

Based on POJK No. 18/POJK.03/2014 on the Implementation of Integrated Corporate Governance for Financial Conglomerates, Danamon's Compliance Working Unit also acts as an Integrated Compliance Working Unit that oversees the implementation of the compliance function in the MUFG Group Financial Conglomerate through regular and intensive coordination with the Compliance Working Unit of subsidiaries and sister companies. Danamon's Compliance Working Unit is an independent work unit or separate from the operational work unit at the Main Entity.

The change of MUFG Group Financial Conglomeration member with the addition of PT Home Credit Indonesia (HCID) has received approval from FSA Supervisor of Financial Conglomeration based on the approval letter of MUFG Group Financial Conglomeration Member Change dated March 15, 2024.

MUFG Bank Ltd in collaboration with PT Adira Dinamika Multi Finance, Tbk has acquired shares of PT Mandala Multifinance Tbk amounting to 70.61% and 10.00% respectively. On May 06, 2024, Danamon has submitted the MUFG Group Financial Conglomeration Member Change Report to FSA Supervisor of Financial Conglomeration. Danamon has received a letter from FSA Supervisor of Financial Conglomeration dated May 30, 2024 in which the change of MUFG Group Financial Conglomeration member (PT Mandala Multifinance Tbk) will be processed after the ownership change is recorded at FSA. Danamon will continue to coordinate and monitor the process of changing the shareholders of PT Mandala Multifinance Tbk.

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



## MEMBERSHIP STRUCTURE

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

No.	Company	Type of Business	Position of Financial Conglomeration Members	Relationship with Danamon
1	PT Bank Danamon Indonesia Tbk	Bank	Main Entity	-
2	PT Adira Dinamika Multi Finance, Tbk.	Financing Company	Member	Subsidiary
3	MUFG Bank Jakarta Branch	Bank	Member	Sister Company
4	PT Home Credit Indonesia	Financing Company	Member	Sister Company

## INTEGRATED COMPLIANCE WORKING UNIT DUTIES AND RESPONSIBILITIES

Duties and Responsibilities is as follows:

1. Monitor and evaluate the implementation of the compliance function at each Entity in the MUFG Group Financial Conglomeration;
2. Coordinate within each Compliance Working Unit of MUFG Group Financial Conglomeration members in accordance with their functions;
3. Monitor corrective actions on compliance issues submitted by each member of the MUFG Group Financial Conglomeration, including the fulfillment of follow-up on Regulatory audit findings; and
4. Conduct self-assessment on the implementation of integrated compliance risk management in accordance with regulations and internal methodologies.

7. Informed all new relevant regulations to Subsidiaries.
8. Periodically monitored the implementation of the Sister Companies' compliance functions based on reports submitted to the Main Entity Compliance Working Unit.
9. Monitored follow-up/commitment to improve the results of audit conducted by the FSA.
10. Conducted an integrated compliance risk assessment and prepared an integrated compliance risk profile report.
11. Coordinated assessments and compiled the results of integrated corporate governance self-assessments on a semi-annual basis.

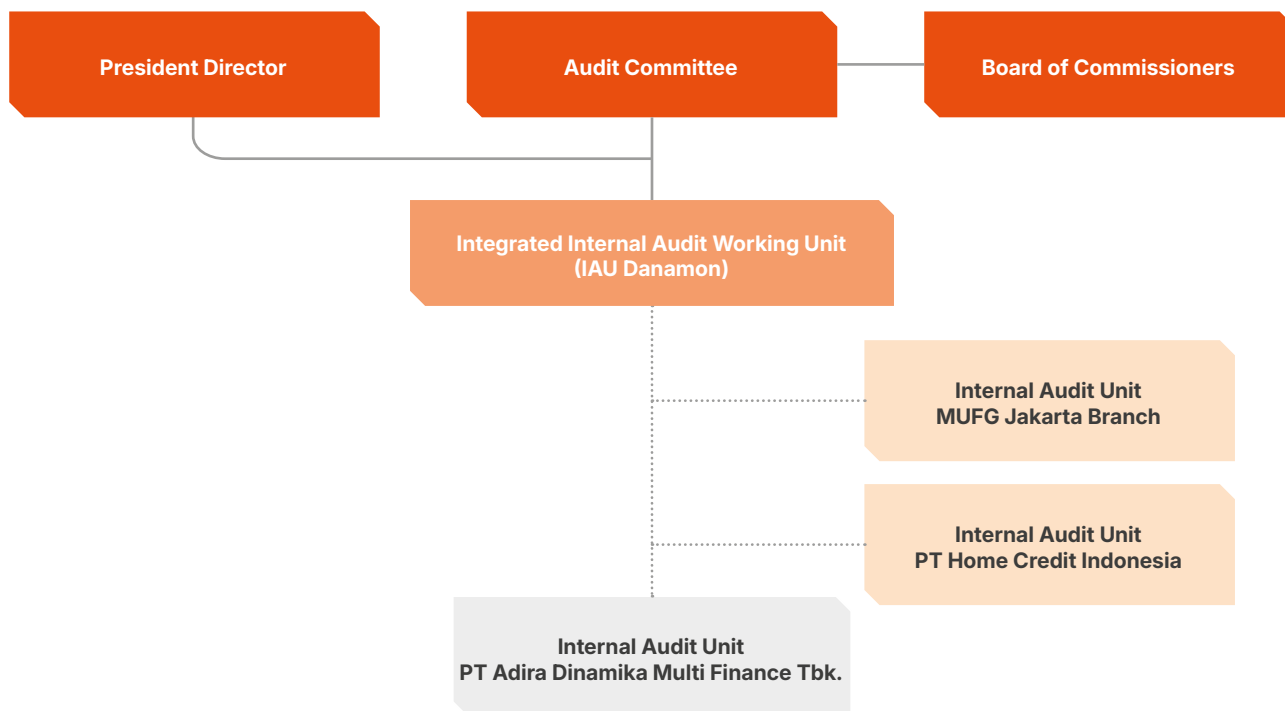
## IMPLEMENTATION OF INTEGRATED COMPLIANCE WORKING UNIT DUTIES AND RESPONSIBILITIES IN 2024

The Integrated Compliance Working Unit has carried out its duties and responsibilities, among others:

1. Prepare an update to the corporate charter related the addition of HCID as a member of the MUFG Group Financial Conglomeration and submit it to FSA Supervisor of Financial Conglomeration.
2. Ensured that the compliance function in each FSIs in the MUFG Group Financial Conglomeration had been set independently and supported by adequate compliance policies or guidelines.
3. Coordinated and monitored the implementation of Subsidiaries' compliance function, including serving as consultative function on compliance.
4. Periodically ensured the Subsidiaries' compliance with regulatory parameters.
5. Reviewed reports on the implementation of compliance functions submitted by Subsidiaries on a quarterly basis.
6. Coordinated and reported changes in financial conglomeration members to the FSA.

# INTEGRATED INTERNAL AUDIT WORKING UNIT

## Structure and Position of Integrated Internal Audit Working Unit (IIAU)



Danamon as the main entity in MUFG Group Financial Conglomeration has an Integrated Internal Audit Working Unit (IIAU), an independent unit from other operating units, which the implementation of its duties and responsibilities carried out by IIAU Danamon. IIAU reports to Danamon President Director and Board of Commissioner via Audit Committee, and monitors the implementation of internal audit of each entity in Financial Conglomeration.

Since August 12, 2019, Integrated Internal Audit Working Unit (IIAU) has been led by Yenny Linardi as Chief Internal Auditor (Head of IAU) replacing Nathan Tanuwidjaja as an acting Head of IAU, based on appointment letter No.

B.194/HCKP/0819. This appointment has been reported to FSA based on Director Letter No. B.748 – DIR dated August 15, 2019 regarding Report on Dismissal of the Acting Head of IAU and Appointment of the Head of IAU PT Bank Danamon Indonesia Tbk (Company).

Further details of IIAU including duties and responsibilities, 2024 internal audit priorities as well as plans and realization of audits as of December 31, 2024 can be seen in the Corporate Governance Report in the part Internal Audit Unit (IAU).



# IMPLEMENTATION OF INTEGRATED RISK MANAGEMENT

## MUFG GROUP FINANCIAL CONGLOMERATION INTEGRATED RISK MANAGEMENT POLICY AND ITS IMPLEMENTATION

Danamon, as the Main Entity, has an Integrated Risk Management Policy for the MUFG Group Financial Conglomeration, which has been prepared and reviewed periodically based on the applicable provisions of the FSA. Integrated Risk Management policy of MUFG Group Financial Conglomeration serves as the umbrella policy covering a risk management framework and as a guideline for integrated risk management within the MUFG Group Financial Conglomeration. Danamon's Risk Management Directorate is responsible for developing an overall risk management strategy that includes policies, methodologies, frameworks, limits, procedures and controls on a regular basis. In 2024, a review of this Integrated Risk Management policy of MUFG Group Financial Conglomeration has been conducted.

Implementation of Integrated Risk Management is carried out as follows:

a. Active Oversight of the Main Entity's Boards of Directors and Commissioners

Implementation of Integrated Risk Management involves active supervision and oversight of the Board of Directors (BOD) and Board of Commissioners (BOC) of Danamon as the Main Entity. In supporting the effective integrated risk management implementation, the Main Entity's BOD and BOC should understand the risks in the Financial Conglomeration, develop a risk culture, and ensure each FSI in MUFG Group Financial Conglomeration implements the risk management. In its implementation, an Integrated Risk Management Committee was established.

b. Integrated Risk Management Organization

In order to have a more comprehensive and effective Integrated Risk Management, the Main Entity has set up an Integrated Risk Management Committee and an Integrated Risk Management Working Unit.

1) Integrated Risk Management Committee

The membership of the MUFG Group Financial Conglomeration Integrated Risk Management Committee consists of the Main Entity's Risk Management Director, Main Entity's Compliance Director, Main Entity's SME Credit Director, appointed Directors of Subsidiaries and Sister Companies, and appointed Executive Officers of the relevant Main Entities. The Chairman of the Committee is the Main Entity Risk Management Director.

The Integrated Risk Management Committee holds meetings periodically and at least once every 6 months. Each member as an individual or group can request other meetings to discuss very important topics/issues with a 1x24 hour prior notice to the committee. The Integrated Risk Management Committee meeting shall be chaired by the Chairman of the Committee. Should the Chairman be unable to attend, then the meeting shall be chaired by an Alternate Chairman.

2) Integrated Risk Management Working Unit

Danamon as the Main Entity formed Risk Management Directorate which has role and responsibility as Integrated Risk Management Working Unit in the implementation of integrated risk management within MUFG Group Financial Conglomeration.

The Risk Management Directorate is a separate and independent working unit from risk taking unit and the internal control working unit.

In carrying out its function as a Risk Monitoring Working Unit, the Danamon Risk Management Directorate coordinates with the risk management working unit in each entity in the MUFG Group Financial Conglomeration, with the following authorities and responsibilities:

- Give the input to Main Entity's Board of Directors and Integrated Risk Management Committee in the preparation and improvement of Integrated Risk Management Policy.
- Monitoring the implementation of the Integrated Risk Management Policy, including developing procedures and tools for risk identification, measurement, monitoring, and control.
- Conduct risk monitoring in the MUFG Group Financial Conglomeration by monitoring the risk profile of each entity in the Financial Conglomeration, both individually and integratedly, including the level of risk for each type of risk in an integrated manner.
- Conducting individual stress testing on the Main Entity and coordinating the implementation of consolidated stress testing with Subsidiaries that are consolidated in the Main Entity (Vertical Financial Conglomeration/ Controlling shareholder).
- Periodically reviewing risk measurement methods, the adequacy of management information system, and the accuracy of integrated policies, procedures and risk limits.
- Review the proposals of new line of business that are strategic and significantly affect Financial Conglomeration's risk exposures. New line of business can be in the form of and entity that is part of Financial Conglomeration enter in a new market segment that can increase the risk exposure Financial Conglomeration.
- Providing information to Integrated Risk Management Committee about matters that need to be followed up regarding the evaluation of the implementation of Integrated Risk Management.
- Prepare and deliver the integrated risk profile reports to Risk Management Director and the Integrated Risk Management Committee.

Further details on the Implementation of Risk Management can be seen in the chapter Operational Review with Sub chapter Risk Management in this Annual Report.

## INTRA-GROUP TRANSACTION POLICY

Intra-Group Transaction Risk is the risk due to the dependence of an entity either directly or indirectly to other entities in Financial Conglomeration in order to fulfill a contractual obligation of written or unwritten agreement which followed by either transfer the funds or not.

Intra-Group Transaction Risk Management is implemented with due consideration of transactions between entities within the MUFG Group Financial Conglomeration. Danamon, as the Main Entity, has governed the implementation of intra-group transaction risk management in the Intra-Group Transaction Policy and reviews it periodically. Intra-group transaction limits are set through coordination between Danamon as the Main Entity and Subsidiaries and Sister Company Companies as Members of the MUFG Group Financial Conglomeration.

The implementation of Intra-Group Transaction Risk Management involves identifying, measuring, monitoring and controlling risks, and management information systems. Intra-Group Transaction Risk can arise from, among others:

- Cross-ownership between entities within the Financial Conglomeration.
- Centralization of short-term liquidity management.
- The guarantee, loans, and commitments provided or obtained by an entity from other entities within the Financial Conglomeration.
- Exposure to major shareholders, including loan and off-balance sheet exposures such as guarantees and commitments.
- Purchase or sale of assets to other entities within a Financial Conglomeration.
- Transfer of risk through reinsurance.
- Transactions to shift third-party risk exposure between entities within a Financial Conglomeration.

# SELF-ASSESSMENT OF THE IMPLEMENTATION OF INTEGRATED CORPORATE GOVERNANCE IN 2024

Based on SEOJK No.15/SEOJK.03/2015 on the Implementation of Integrated Corporate Governance for Financial Conglomerates, self-assessment of the implementation of Integrated Corporate Governance is carried out every semester which includes an assessment of 3 (three) aspects of Integrated Corporate Governance, namely:

1. Integrated Corporate Governance Structure  
Assessment of the Integrated Corporate Governance structure aims to assess the adequacy of the structure and infrastructure so that the Integrated Corporate Governance implementation process produces outcome in accordance with the expectations of Stakeholders.
2. Integrated Corporate Governance Process  
Assessment of the Integrated Corporate Governance process aims to assess the effectiveness of the Integrated Corporate Governance implementation process supported by the adequacy of structures and infrastructure that produce outcome in accordance with Stakeholder expectations.
3. Integrated Corporate Governance Outcome  
Assessment of Integrated Corporate Governance outcomes aims to assess the quality that meets Stakeholder expectations.

## SELF-ASSESSMENT CRITERIA

7 (seven) assessment factors of Integrated Corporate Governance implementation, namely:

1. The implementation of the duties and responsibilities of the Main Entity's Board of Directors.
2. The implementation of the duties and responsibilities of the Main Entity's Board of Commissioners.
3. The duties and responsibilities of the Integrated Corporate Governance Committee.
4. The duties and responsibilities of the Integrated Compliance Working Unit.
5. The duties and responsibilities of the Integrated Internal Audit Working Unit.
6. The implementation of Integrated Risk Management.
7. The preparation and implementation of Integrated Corporate Governance Guidelines.

## PARTIES CONDUCTING SELF-ASSESSMENT

The process of self-assessment of the implementation of Integrated Corporate Governance was conducted by members of the Integrated Corporate Governance Committee by evaluating the adequacy of the structure, process, and outcome of Integrated Corporate Governance in each assessment factor and considering other information that is significant and relevant in the implementation of Integrated Corporate Governance.

## RESULTS OF SELF-ASSESSMENT OF THE IMPLEMENTATION OF INTEGRATED CORPORATE GOVERNANCE IN 2024

The following are the results of the self-assessment of Integrated Corporate Governance implementation in the 1<sup>st</sup> and 2<sup>nd</sup> semesters of 2024:

Rating	Rating Definition
2 (Good)	The Financial Conglomeration was assessed to have implemented Integrated Corporate Governance which was generally <b>Good</b> . This was reflected in the adequate fulfillment of the implementation of Integrated Corporate Governance principles. If there were weaknesses in the implementation of Integrated Corporate Governance, in general the weaknesses were less significant and could be resolved with normal actions by the Main Entity and/or FSI.

Based on the assessment results of 7 (seven) assessment factors of the implementation of Integrated Corporate Governance, MUFG Group Financial Conglomeration has adequate governance structure and infrastructure that supports the effectiveness of the process of implementing good Integrated Corporate Governance principles and the quality of the implementation of Integrated Corporate Governance principles that can meet the expectations of Stakeholders, resulting in generally good Integrated Corporate Governance implementation results in MUFG Group Financial Conglomeration.

# IMPLEMENTATION OF THE ASEAN CORPORATE GOVERNANCE SCORECARD

No.	Principles and Recommendations	Page
<b>A</b>	<b>RIGHTS AND EQUITABLE TREATMENT OF SHAREHOLDERS</b>	
<b>A.1</b>	<b>BASIC SHAREHOLDER RIGHTS</b>	
A.1.1	Does the Company pay (interim and final/annual) dividends in an equitable and timely manner; that is, all shareholders are treated equally and paid within 30 days after being (i) declared for interim dividends and (ii) approved by shareholders at general meetings for final dividends? In case the Company has offered Scrip dividend, did the Company paid the dividend within 60 days.	130
<b>A.2</b>	<b>RIGHT TO PARTICIPATE EFFECTIVELY IN AND VOTE IN GENERAL SHAREHOLDER MEETINGS AND SHOULD BE INFORMED OF THE RULES, INCLUDING VOTING PROCEDURES, THAT GOVERN GENERAL SHAREHOLDER MEETINGS.</b>	
A.2.1	Do shareholders have the opportunity, evidenced by an agenda item, to approve remuneration (fees, allowances, benefit-in-kind and other emoluments) or any increases in remuneration for the non-executive directors/commissioners?	300, 312-313, 348-349, 399-403
A.2.2	Does the Company provide non-controlling shareholders a right to nominate candidates for board of directors/commissioners?	296, 300
A.2.3	Does the Company allow shareholders to elect directors/commissioners individually?	296
A.2.4	Does the Company disclose the voting procedures used before the start of meeting?	296, 297 <a href="https://www.danamon.co.id/-/media/ALL-CONTENT-ABOUT-DANAMON/RUPS/2024/INDO/Tata-Tertib-AGMS-22-Maret-2024_bilingual-final.pdf">https://www.danamon.co.id/-/media/ALL-CONTENT-ABOUT-DANAMON/RUPS/2024/INDO/Tata-Tertib-AGMS-22-Maret-2024_bilingual-final.pdf</a>
A.2.5	Do the minutes of the most recent AGM record that the shareholders were given the opportunity to ask questions and the questions raised by shareholders and answers given recorded?	298 <a href="https://www.danamon.co.id/-/media/ALL-CONTENT-ABOUT-DANAMON/RUPS/2024/EN/v4/Ringkasan-Risalah_eng.pdf">https://www.danamon.co.id/-/media/ALL-CONTENT-ABOUT-DANAMON/RUPS/2024/EN/v4/Ringkasan-Risalah_eng.pdf</a>
A.2.6	Does the Company disclose the voting results including approving, dissenting, and abstaining votes for all resolutions/each agenda item for the most recent AGM?	299-301
A.2.7	Does the Company disclose the list of board members who attended the most recent AGM?	298
A.2.8	Does the Company disclose that all board members and the CEO (if he is not a board member) attended the most recent AGM?	298
A.2.9	Does the Company allow voting in absentia?	<a href="https://www.danamon.co.id/-/media/ALL-CONTENT-ABOUT-DANAMON/RUPS/2024/INDO/Tata-Tertib-AGMS-22-Maret-2024_bilingual-final.pdf">https://www.danamon.co.id/-/media/ALL-CONTENT-ABOUT-DANAMON/RUPS/2024/INDO/Tata-Tertib-AGMS-22-Maret-2024_bilingual-final.pdf</a>
A.2.10	Did the Company vote by poll (as opposed to by show of hands) for all resolutions at the most recent AGM?	297
A.2.11	Does the Company disclose that it has appointed an independent party (scrutineers/inspectors) to count and/or validate the votes at the AGM?	298
A.2.12	Does the Company make publicly available by the next working day the result of the votes taken during the most recent AGM/EGM for all resolutions?	299 <a href="https://www.danamon.co.id/-/media/ALL-CONTENT-ABOUT-DANAMON/RUPS/2024/EN/v4/Ringkasan-Risalah_eng.pdf">https://www.danamon.co.id/-/media/ALL-CONTENT-ABOUT-DANAMON/RUPS/2024/EN/v4/Ringkasan-Risalah_eng.pdf</a>
A.2.13	Does the Company provide at least 21 days notice for all AGMs and EGMs?	299 <a href="https://www.danamon.co.id/-/media/ALL-CONTENT-ABOUT-DANAMON/RUPS/2024/EN/v4/Ringkasan-Risalah_eng.pdf">https://www.danamon.co.id/-/media/ALL-CONTENT-ABOUT-DANAMON/RUPS/2024/EN/v4/Ringkasan-Risalah_eng.pdf</a>
A.2.14	Does the Company provide the rationale and explanation for each agenda item which require shareholders' approval in the notice of AGM/circulars and/or the accompanying statement?	296,297
A.2.15	Does the Company give the opportunity for shareholders to place item/s on the agenda of general meetings and/or to request for general meetings subject to a certain percentage?	296,297
<b>A.3</b>	<b>MARKETS FOR CORPORATE CONTROL SHOULD BE ALLOWED TO FUNCTION IN AN EFFICIENT AND TRANSPARENT MANNER.</b>	
A.3.1	In cases of mergers, acquisitions and/or takeovers requiring shareholders' approval, does the board of directors/commissioners of the Company appoint an independent party to evaluate the fairness of the transaction price?	Yes. However, there were no acquisitions process conducted by Danamon in 2024.
<b>A.4</b>	<b>THE EXERCISE OF OWNERSHIP RIGHTS BY ALL SHAREHOLDERS, INCLUDING INSTITUTIONAL INVESTORS, SHOULD BE FACILITATED.</b>	
A.4.1	Does the Company disclose its practices to encourage shareholders to engage with the Company beyond general meetings?	297,405,398
<b>A.5</b>	<b>SHARES AND VOTING RIGHTS</b>	
A.5.1	Where the Company has more than one class of shares, does the Company publicise the voting rights attached to each class of shares (e.g. through the Company website/reports/ the stock exchange/ the regulator's website)?	296 <a href="https://www.danamon.co.id/-/media/ALL-CONTENT-ABOUT-DANAMON/RUPS/2024/INDO/Tata-Tertib-AGMS-22-Maret-2024_bilingual-final.pdf">https://www.danamon.co.id/-/media/ALL-CONTENT-ABOUT-DANAMON/RUPS/2024/INDO/Tata-Tertib-AGMS-22-Maret-2024_bilingual-final.pdf</a>

No.	Principles and Recommendations	Page
<b>A.6</b>	<b>NOTICE OF AGMS</b>	
A.6.1	Does each of the resolutions tabled at the most recent annual general meeting deal with only one item, i.e., there is no bundling of several items into the same resolution?	299-301
A.6.2	Are the Company's notice of the most recent AGMS/circulars fully translated into English and published on the same date as the local-language version?	299 <a href="https://www.danamon.co.id/-/media/ALL-CONTENT-ABOUT-DANAMON/RUPS/2024/INDO/v5/Invitation.pdf">https://www.danamon.co.id/-/media/ALL-CONTENT-ABOUT-DANAMON/RUPS/2024/INDO/v5/Invitation.pdf</a>
	Does the notice of AGM/circulars have the following details:	
A.6.3	Are the profiles of directors/commissioners (at least age, academic qualification, date of first appointment, experience, and directorships in other listed companies) in seeking election/re-election included?	<a href="https://www.danamon.co.id/-/media/ALL-CONTENT-ABOUT-DANAMON/RUPS/2024/INDO/v5/Invitation.pdf">https://www.danamon.co.id/-/media/ALL-CONTENT-ABOUT-DANAMON/RUPS/2024/INDO/v5/Invitation.pdf</a> <a href="https://www.danamon.co.id/-/media/ALL-CONTENT-ABOUT-DANAMON/RUPS/2024/EN/v2/Profil-Calon-Direktur-eng.pdf">https://www.danamon.co.id/-/media/ALL-CONTENT-ABOUT-DANAMON/RUPS/2024/EN/v2/Profil-Calon-Direktur-eng.pdf</a>
A.6.4	Are the auditors seeking appointment/re-appointment clearly identified?	93, 391-392 <a href="https://www.danamon.co.id/-/media/ALL-CONTENT-ABOUT-DANAMON/RUPS/2024/INDO/v5/Invitation.pdf">https://www.danamon.co.id/-/media/ALL-CONTENT-ABOUT-DANAMON/RUPS/2024/INDO/v5/Invitation.pdf</a> <a href="https://www.danamon.co.id/-/media/ALL-CONTENT-ABOUT-DANAMON/RUPS/2024/INDO/Profil-AP-dan-KAP.pdf">https://www.danamon.co.id/-/media/ALL-CONTENT-ABOUT-DANAMON/RUPS/2024/INDO/Profil-AP-dan-KAP.pdf</a>
A.6.5	Were the proxy documents made easily available?	<a href="https://www.danamon.co.id/-/media/ALL-CONTENT-ABOUT-DANAMON/RUPS/2024/INDO/v5/Invitation.pdf">https://www.danamon.co.id/-/media/ALL-CONTENT-ABOUT-DANAMON/RUPS/2024/INDO/v5/Invitation.pdf</a> <a href="https://www.danamon.co.id/en/Tentang-Danamon/InformasiInvestor/RUPS">https://www.danamon.co.id/en/Tentang-Danamon/InformasiInvestor/RUPS</a>
<b>A.7</b>	<b>INSIDER TRADING AND ABUSIVE SELF-DEALING SHOULD BE PROHIBITED.</b>	
A.7.1	Are the directors/commissioners required to report their dealings in Company shares within 3 business days?	305,311,343,348 Yes. Directors/Commissioners are required to report their transaction of company shares in accordance with provisions.
<b>A.8</b>	<b>RELATED PARTY TRANSACTIONS BY DIRECTORS AND KEY EXECUTIVES.</b>	
A.8.1	Does the Company have a policy requiring a committee of independent directors/commissioners to review material RPTs to determine whether they are in the best interests of the Company and shareholders?	325 Yes. The company has a policy regarding this matter.
A.8.2	Does the Company have a policy requiring board members (directors/commissioners) to abstain from participating in the board discussion on a particular agenda when they are conflicted?	292-293,372 Yes. The company has a policy regarding this matter.
A.8.3	Does the Company have policies on loans to directors and commissioners either forbidding this practice or ensuring that they are being conducted at arm's length basis and at market rates?	292,394 Yes. The company has a policy regarding this matter.
<b>A.9</b>	<b>PROTECTING MINORITY SHAREHOLDERS FROM ABUSIVE ACTIONS</b>	
A.9.1	Does the Company disclose that RPTs are conducted in such a way to ensure that they are fair and at arms' length?	394
A.9.2	In case of related party transactions requiring shareholders' approval, is the decision made by disinterested shareholders?	Yes
<b>C</b>	<b>SUSTAINABILITY AND RESILIENCE</b>	
<b>C.1</b>	<b>SUSTAINABILITY-RELATED DISCLOSURE SHOULD BE CONSISTENT, COMPARABLE AND RELIABLE, AND INCLUDE RETROSPECTIVE AND FORWARD-LOOKING MATERIAL INFORMATION THAT A REASONABLE INVESTOR WOULD CONSIDER IMPORTANT IN MAKING AN INVESTMENT OR VOTING DECISION</b>	
	Material Sustainability-related information should be specified	
C.1.1	Does the Company identify/report ESG topics that are material to the organization's strategy?	473
C.1.2	Does the Company identify climate change as an issue?	473 Note: Climate change as one of the SR BDI material issues under the topic/pillar Responsible Workplace Management.
C.1.3	Does the Company adopt an internationally recognized reporting framework or standard for sustainability (i.e. GRI, Integrated Reporting, SASB, IFRS Sustainability Disclosure Standards)?	503
	If A Company Publicly Sets A Sustainability-Related Goal Or Target, The Disclosure Framework Should Provide That Reliable Metrics Are Regularly Disclosed In An Easily Accessible Form	
C.1.4	Does the Company disclose quantitative sustainability target?	470,477
C.1.5	Does the Company disclose sustainability-related performance progress in relation to its previously set targets?	477
C.1.6	Does the Company confirm that its Sustainability Report/Reporting is reviewed and /or approved by the Board or Board Committee?	38-39
<b>C.2</b>	<b>Corporate Governance Frameworks Should Allow For Dialogue Between A Company, Its Shareholders And Stakeholders To Exchange Views On Sustainability Matters</b>	
C.2.1	Does the Company engage internal stakeholders to exchange views and gather feedback on sustainability matters that are material to the business of the Company?	471-472
C.2.2	Does the Company engage external stakeholders to exchange views and gather feedback on sustainability matters that are material to the business of the Company?	471-472,542

No.	Principles and Recommendations	Page
<b>C.3</b>	<b>The Corporate Governance Framework Should Ensure That Boards Adequately Consider Material Sustainability Risks And Opportunities When Fulfilling Their Key Functions In Reviewing, Monitoring And Guiding Governance Practices, Disclosure, Strategy, Risk Management And Internal Control Systems, Including With Respect To Climate-Related Physical And Transition Risks</b>	
	Boards should assess whether the Company's capital structure is compatible with its strategic goals and its associated risk appetite to ensure it is resilient to different scenarios	
C.3.1	Does the Company disclose that the board reviews on an annual basis that the Company's capital and debt structure is compatible with its strategic goals and its associated risk appetite?	128,314,364
<b>C.4</b>	<b>The Corporate Governance Framework Should Recognize The Rights Of Stakeholders Established By Law Or Through Mutual Agreements And Encourage Active Cooperation Between Corporations And Stakeholders In Creating Wealth, Jobs, And The Sustainability Of Financially Sound Enterprises.</b>	
	Does the Company disclose a policy and practices that address :	
C.4.1	The existence and scope of the Company's efforts to address customers' welfare?	473 Note: Financial Access/Financial Inclusion and Community Development as one of the material issues of SR BDI under the topic/pillar of Responsible Workplace Management.
C.4.2	Supplier/contractor selection procedures?	480-481
C.4.3	The Company's efforts to ensure that its value chain is environmentally friendly or is consistent with promoting sustainable development?	480-481
C.4.4	The Company's efforts to interact with the communities in which they operate?	489-491
C.4.5	The Company's anti-corruption programmes and procedures?	412
C.4.6	How creditors' rights are safeguarded?	418
C.4.7	Does the Company have a separate report/section that discusses its efforts on environment/economy and social issues?	463-504
<b>C.5</b>	<b>Where Stakeholder Interests Are Protected By Law, Stakeholders Should Have The Opportunity To Obtain Effective Redress For Violation Of Their Rights.</b>	
C.5.1	Does the Company provide contact details via the Company's website or Annual Report which stakeholders (e.g. customers, suppliers, general public etc.) can use to voice their concerns and/or complaints for possible violation of their rights?	405,414 492,502
<b>C.6</b>	<b>Mechanisms For Employee Participation Should Be Permitted To Develop.</b>	
C.6.1	Does the Company explicitly disclose the policies and practices on health, safety and welfare for its employees?	276,278 495
C.6.2	Does the Company explicitly disclose the policies and practices on training and development programmes for its employees?	285,493
C.6.3	Does the Company have a reward/compensation policy that accounts for the performance of the Company beyond short-term financial measures?	278 494
<b>C.7</b>	<b>Stakeholders Including Individual Employee And Their Representative Bodies, Should Be Able To Freely Communicate Their Concerns About Illegal Or Unethical Practices To The Board And Their Rights Should Not Be Compromised For Doing This.</b>	
C.7.1	Does the Company have a whistle blowing policy which includes procedures for complaints by employees and other stakeholders concerning alleged illegal and unethical behavior and provide contact details via the Company's website or annual report?	414
C.7.2	Does the Company have a policy or procedures to protect an employee/person who reveals alleged illegal/unethical behavior from retaliation?	414
<b>D</b>	<b>DISCLOSURE AND TRANSPARENCY</b>	
<b>D.1</b>	<b>TRANSPARENT OWNERSHIP STRUCTURE</b>	
D.1.1	Does the information on shareholdings reveal the identity of beneficial owners, holding 5% shareholding or more?	86,87
D.1.2	Does the Company disclose the direct and indirect (deemed) shareholdings of major and/or substantial shareholders?	87
D.1.3	Does the Company disclose the direct and indirect (deemed) shareholdings of directors (commissioners)?	86
D.1.4	Does the Company disclose the direct and indirect (deemed) shareholdings of senior management?	86
D.1.5	Does the Company disclose details of the parent/holding Company, subsidiaries, associates, joint ventures and special purpose enterprises/ vehicles (SPEs)/ (SPVs)?	90-92
<b>D.2</b>	<b>QUALITY OF ANNUAL REPORT</b>	
	Does the Company's annual report disclose the following items:	
D.2.1	Corporate objectives	47
D.2.2	Financial performance indicators	8
D.2.3	Non-financial performance indicators	102
D.2.4	Dividend policy	130
D.2.5	Biographical details (at least age, academic qualifications, date of first appointment, relevant experience, and any other directorships of listed companies) of all directors/commissioners	62-76
	Corporate Governance Confirmation Statement	
D.2.6	Does the Annual Report contain a statement confirming the Company's full compliance with the code of corporate governance and where there is noncompliance, identify and explain reasons for each such issue?	291-294,381,396-397
<b>D.3</b>	<b>Remuneration Of Members Of The Board And Key Executives</b>	
D.3.1	Is there disclosure of the fee structure for non-executive directors/commissioners?	312-313,401-403
D.3.2	Does the Company publicly disclose [i.e. annual report or other publicly disclosed documents] details of remuneration of each non-executive director/commissioner?	312-313,401-403



No.	Principles and Recommendations	Page
D.3.3	Does the Company disclose its remuneration (fees, allowances, benefit-in-kind and other emoluments) policy/practices (i.e. the use of short term and long term incentives and performance measures) for its executive directors and CEO?	348-349, 399-403
D.3.4	Does the Company publicly disclose [i.e. annual report or other publicly disclosed documents] the details of remuneration of each of the executive directors and CEO [if he/she is not a member of the Board]?	348-349, 399-403
<b>D.4</b>	<b>DISCLOSURE OF RELATED PARTY TRANSACTIONS (RPT)</b>	
D.4.1	Does the Company disclose its policy covering the review and approval of material RPTs?	130-131,404
D.4.2	Does the Company disclose the name, relationship, nature and value for each material RPTs?	130-131,404
<b>D.5</b>	<b>DIRECTORS AND COMMISSIONERS DEALINGS IN SHARES OF THE COMPANY</b>	
D.5.1	Does the Company disclose trading in the Company's shares by insiders?	418
<b>D.6</b>	<b>EXTERNAL AUDITOR AND AUDITOR REPORT</b>	
	Where the same audit firm is engaged for both audit and non-audit services	
D.6.1	Are the audit and non-audit fees disclosed?	391-392
D.6.2	Does the non-audit fee exceed the audit fees?	391-392
<b>D.7</b>	<b>MEDIUM OF COMMUNICATIONS</b>	
	Does the Company use the following modes of communication?	
D.7.1	Quarterly reporting	375,398
D.7.2	Company website	45,405,406
D.7.3	Analyst briefing	398,405
D.7.4	Media briefings	45,405,406
<b>D.8</b>	<b>Timely Filing/Release Of Annual/Financial Reports</b>	
D.8.1	Are the audited annual financial report/statement released within 120 days from the financial year end?	547-555
D.8.2	Is the annual report released within 120 days from the financial year end?	38-39
D.8.3	Is the true and fairness/fair representation of the annual financial statement/reports affirmed by the board of directors/ commissioners and/or the relevant officers of the Company?	38-39
<b>D.9</b>	<b>Company Website</b>	
	Does the Company have a website disclosing up-to-date information on the following:	
D.9.1	Financial statements/reports (latest quarterly)	<a href="https://www.danamon.co.id/en/Tentang-Danamon/InformasiInvestor/Informasi-Kuangan/Laporan-Triwulanan">https://www.danamon.co.id/en/Tentang-Danamon/InformasiInvestor/Informasi-Kuangan/Laporan-Triwulanan</a>
D.9.2	Materials provided in briefings to analysts and media	<a href="https://www.danamon.co.id/en/Tentang-Danamon/InformasiInvestor/Materi-Investor">https://www.danamon.co.id/en/Tentang-Danamon/InformasiInvestor/Materi-Investor</a>
D.9.3	Downloadable annual report	<a href="https://www.danamon.co.id/en/Tentang-Danamon/InformasiInvestor/Informasi-Kuangan/Laporan-Tahunan">https://www.danamon.co.id/en/Tentang-Danamon/InformasiInvestor/Informasi-Kuangan/Laporan-Tahunan</a>
D.9.4	Notice of AGM and/or EGM	<a href="https://www.danamon.co.id/en/Tentang-Danamon/InformasiInvestor/RUPS">https://www.danamon.co.id/en/Tentang-Danamon/InformasiInvestor/RUPS</a>
D.9.5	Minutes of AGM and/or EGM	<a href="https://www.danamon.co.id/en/Tentang-Danamon/InformasiInvestor/RUPS">https://www.danamon.co.id/en/Tentang-Danamon/InformasiInvestor/RUPS</a>
D.9.6	Company's constitution (Company's by-laws, memorandum and articles of association)	<a href="https://www.danamon.co.id/en/Tentang-Danamon/TataKelola/Anggaran-Dasar">https://www.danamon.co.id/en/Tentang-Danamon/TataKelola/Anggaran-Dasar</a>
<b>D.10</b>	<b>Investor Relations</b>	
D.10.1	Does the Company disclose the contact details (e.g. telephone, fax, and e-mail) of the officer/office responsible for investor relations?	45,405
<b>E</b>	<b>Responsibilities Of The Board</b>	
<b>E.1</b>	<b>Board Duties And Responsibilities</b>	
	Clearly defined board responsibilities and corporate governance policy	
E.1.1	Does the Company disclose its corporate governance policy/board charter?	304,341 <a href="https://www.danamon.co.id/en/Tentang-Danamon/TataKelola/Pedoman-Kerja-Pelatihan-Dewan-Komisaris-dan-Direksi">https://www.danamon.co.id/en/Tentang-Danamon/TataKelola/Pedoman-Kerja-Pelatihan-Dewan-Komisaris-dan-Direksi</a>
E.1.2	Are the types of decisions requiring board of directors/commissioners' approval disclosed ?	305-307, 343-344
E.1.3	Are the roles and responsibilities of the board of directors/commissioners clearly stated ?	305-307,343-344
	Corporate Vision/Mission	
E.1.4	Does the Company have an updated vision and mission statement?	47-48
E.1.5	Does the board of directors play a leading role in the process of developing and reviewing the Company's strategy at least annually?	31-33,343-344,353-354
E.1.6	Does the board of directors have a process to review, monitor and oversee the implementation of the corporate strategy?	31-33



No.	Principles and Recommendations	Page
<b>E.2</b>	<b>Board Structure</b>	
	Code of Ethics or Conduct	
E.2.1	Are the details of the code of ethics or conduct disclosed?	411
E.2.2	Are all directors/commissioners, senior management and employees required to comply with the code/s?	411
E.2.3	Does the Company have a process to implement and monitor compliance with the code/s of ethics or conduct?	411
	<b>Board Structure &amp; Composition</b>	
E.2.4	Do independent directors/commissioners make up at least 50% of the board of directors/commissioners?	307,308,345
E.2.5	Does the Company have a term limit of nine years or less or 2 terms of five years 1 each for its independent directors/commissioners?	308,346
E.2.6	Has the Company set a limit of five board seats that an individual independent/non-executive director/commissioner may hold simultaneously?	310,311,348
E.2.7	Does the Company have any executive directors who serve on more than two boards of listed companies outside of the group?	310,311,348
	<b>Nominating Committee</b>	
E.2.8	Does the Company have a Nominating Committee?	332-335
E.2.9	Is the Nominating Committee comprised of a majority of independent directors/commissioners?	333,334
E.2.10	Is the chairman of the Nominating Committee an independent director/commissioner?	334
E.2.11	Does the Company disclose the terms of reference/ governance structure/charter of the Nominating Committee?	332 <a href="https://www.danamon.co.id/en/Tentang-Danamon/TataKelola/Pedoman-Kerja-Pelatihan-Dewan-Komisaris-dan-Direksi">https://www.danamon.co.id/en/Tentang-Danamon/TataKelola/Pedoman-Kerja-Pelatihan-Dewan-Komisaris-dan-Direksi</a>
E.2.12	Is the meeting attendance of the Nominating Committee disclosed and if so, did the Nominating Committee meet at least twice during the year?	335
	<b>Remuneration Committee/Compensation Committee</b>	
E.2.13	Does the Company have a Remuneration Committee?	332-335
E.2.14	Is the Remuneration Committee comprised entirely of non-executive directors/commissioners with a majority of independent directors/commissioners ?	333-334
E.2.15	Is the chairman of the Remuneration Committee an independent director/commissioner?	334
E.2.16	Does the Company disclose the terms of reference/ governance structure/ charter of the Remuneration Committee?	332 <a href="https://www.danamon.co.id/en/Tentang-Danamon/TataKelola/Pedoman-Kerja-Pelatihan-Dewan-Komisaris-dan-Direksi">https://www.danamon.co.id/en/Tentang-Danamon/TataKelola/Pedoman-Kerja-Pelatihan-Dewan-Komisaris-dan-Direksi</a>
E.2.17	Is the meeting attendance of the Remuneration Committee disclosed and, if so, did the Remuneration Committee meet at least twice during the year?	335
	<b>Audit Committee</b>	
E.2.18	Does the Company have an Audit Committee?	323-327
E.2.19	Is the Audit Committee comprised entirely of non-executive directors/commissioners with a majority of independent directors/commissioners?	325
E.2.20	Is the chairman of the Audit Committee an independent director/commissioner?	325
E.2.21	Does the Company disclose the terms of reference/governance structure/charter of the Audit Committee?	323 <a href="https://www.danamon.co.id/en/Tentang-Danamon/TataKelola/Pedoman-Kerja-Pelatihan-Dewan-Komisaris-dan-Direksi">https://www.danamon.co.id/en/Tentang-Danamon/TataKelola/Pedoman-Kerja-Pelatihan-Dewan-Komisaris-dan-Direksi</a>
E.2.22	Does at least one of the independent directors/commissioners of the committee have accounting expertise (accounting qualification or experience)?	325
E.2.23	Is the meeting attendance of the Audit Committee disclosed and, if so, did the Audit Committee meet at least four times during the year?	326-327
E.2.24	Does the Audit Committee have primary responsibility for recommendation on the appointment, and removal of the external auditor?	323-325
<b>E.3</b>	<b>BOARD PROCESSES</b>	
	<b>Board meetings and attendance</b>	
E.3.1	Are the board of directors meeting scheduled before the start of financial year?	315,353
E.3.2	Does the board of directors/commissioners meet at least six times during the year?	313-315,350-353
E.3.3	Has each of the directors/commissioners attended at least 75% of all the board meetings held during the year?	315,353
E.3.4	Does the Company require a minimum quorum of at least 2/3 for board decisions?	313,349-350
E.3.5	Did the non-executive directors/commissioners of the Company meet separately at least once during the year without any executives present?	313-315,350-353
	<b>Access to information</b>	
E.3.6	Are board papers for board of directors/commissioners meetings provided to the board at least five business days in advance of the board meeting?	373 <a href="https://www.danamon.co.id/en/Tentang-Danamon/TataKelola/Pedoman-Kerja-Pelatihan-Dewan-Komisaris-dan-Direksi">https://www.danamon.co.id/en/Tentang-Danamon/TataKelola/Pedoman-Kerja-Pelatihan-Dewan-Komisaris-dan-Direksi</a>
E.3.7	Does the Company secretary play a significant role in supporting the board in discharging its responsibilities?	373

No.	Principles and Recommendations	Page
E.3.8	Is the Company secretary trained in legal, accountancy or Company secretarial practices and has kept abreast on relevant developments?	373-374
	Board Appointments and Re-Election	
E.3.9	Does the Company disclose the criteria used in selecting new directors/commissioners?	304,309,341,345
E.3.10	Did the Company describe the process followed in appointing new directors/commissioners?	304,332,341,345
E.3.11	Are all directors/commissioners subject to re-election every 3 years; or 5 years for listed companies in countries whose legislation prescribes a term of 5 years each?	308,346
	Remuneration Matters	
E.3.12	Do the shareholders or the Board of Directors approve the remuneration of the executive directors and/or the senior executives?	300,312,313,348,349,399-403
E.3.13	Does the Company have measurable standards to align the performance-based remuneration of the executive directors and senior executives with long-term interests of the Company, such as claw back provision and deferred bonuses?	312,313,348,349,399-403
	Internal Audit	
E.3.14	Does the Company have a separate internal audit function?	386-390
E.3.15	Is the head of internal audit identified or, if outsourced, is the name of the external firm disclosed?	386-390
E.3.16	Does the appointment and removal of the internal auditor require the approval of the Audit Committee?	386-390
	Risk Oversight	
E.3.17	Does the Company establish a sound internal control procedures/risk management framework and periodically review the effectiveness of that framework?	393,395
E.3.18	Does the Annual Report/Annual CG Report disclose that the board of directors/commissioners has conducted a review of the Company's material controls (including operational, financial and compliance controls) and risk management systems?	393,395
E.3.19	Does the Company disclose the key risks to which the Company is materially exposed to (i.e. financial, operational including IT, environmental, social, economic)?	393,395
E.3.20	Does the Annual Report/Annual CG Report contain a statement from the board of directors/commissioners or Audit Committee commenting on the adequacy of the Company's internal controls/risk management systems?	393,395
<b>E.4</b>	<b>PEOPLE ON THE BOARD</b>	
	Board Chairman	
E.4.1	Do different persons assume the roles of chairman and CEO?	62,68,307,345
E.4.2	Is the chairman an independent director/commissioner?	307
E.4.3	Is any of the directors a former CEO of the Company in the past 2 years?	68-76
E.4.4	Are the roles and responsibilities of the chairman disclosed?	307
	Lead Independent Director	
E.4.5	If the Chairman is not independent, has the Board appointed a Lead/Senior Independent Director and has his/her role been defined?	308-310
	Skills and Competencies	
E.4.6	Does at least one non-executive director/commissioner have prior working experience in the major sector that the Company is operating in?	62-76
<b>E.5</b>	<b>Board Performance</b>	
	Directors Development	
E.5.1	Does the Company have orientation programmes for new directors/commissioners?	315,355
E.5.2	Does the Company have a policy and actual practice and programs that encourages directors/commissioners to attend on-going or continuous professional education programmes?	316,355
	CEO/Executive Management Appointments and Performance	
E.5.3	Does the Company disclose the process on how the board of directors/commissioners plans for the succession of the CEO/Managing Director/President and key management?	345
E.5.4	Does the board of directors/commissioners conduct an annual performance assessment of the CEO/Managing Director/President?	315, 354
	Board Appraisal	
E.5.5	Did the Company conduct an annual performance assessment of the board of directors/commissioners and disclose the criteria and process followed for the assessment?	315, 354
	Director Appraisal	
E.5.6	Did the Company conduct an annual performance assessment of the individual directors/commissioners and disclose the criteria and process followed for the assessment?	315, 354
	Committee Appraisal	
E.5.7	Did the Company conduct an annual performance assessment of the board committees and disclose the criteria and process followed for the assessment?	317

## Level 2 BONUS ITEMS

No.	Principles and Recommendations	Page
<b>(B)A.</b>	<b>Rights of shareholders</b>	
<b>(B)A.1</b>	<b>Right to participate effectively in and vote in general shareholders meeting and should be informed of the rules, including voting procedures, that govern general shareholders meeting.</b>	
(B)A.1.1	Does the Company practice real time secure electronic voting in absentia at general meetings of shareholders?	<a href="https://www.danamon.co.id/-/media/ALL-CONTENT-ABOUT-DANAMON/RUPS/2024/INDO/Tata-Tertib-AGMS-22-Maret-2024_bilingual-final.pdf">https://www.danamon.co.id/-/media/ALL-CONTENT-ABOUT-DANAMON/RUPS/2024/INDO/Tata-Tertib-AGMS-22-Maret-2024_bilingual-final.pdf</a>
<b>(B)B.</b>	<b>Equitable treatment of shareholders</b>	
<b>(B)B.1</b>	<b>Notice of AGMS</b>	
(B)B.1.1	Does the Company release its notice of AGMS (with detailed agendas and explanatory circulars), as announced to the Exchange, at least 28 days before the date of the meeting?	299
<b>(B)C.</b>	<b>SUSTAINABILITY AND RESILIENCE</b>	
<b>(B)C.1</b>		
(B)C.1.1	Does the Company disclose how it manages climate-related risks and opportunities?	468
(B)C.1.2	Does the Company disclose that its Sustainability Report/Sustainability Reporting is externally assured?	504
(B)C.1.3	Does the Company disclose the engagement channel with stakeholder groups and how the Company responds to stakeholders' ESG concerns?	471-472
(B)C.1.4	Does the Company have a unit/division/committee who is specifically responsible to manage the sustainability matters?	467
(B)C.1.5	Does the Company disclose board of directors/commissioners' oversight of sustainability-related risks and opportunities?	467
(B)C.1.6	Does the Company disclose the linkage between executive directors and senior management remuneration and sustainability performance for the previous year?	348,349,399-403 494
(B)C.1.7	Is the Company's Whistle Blowing System managed by independent parties/institutions?	414 480
<b>(B)D.</b>	<b>DISCLOSURE AND TRANSPARENCY</b>	
<b>(B)D.1</b>	<b>Quality of Annual Report</b>	
(B)D.1.1	Are the audited annual financial report /statement released within 60 days from the financial year end?	299,547-555
<b>(B)E.</b>	<b>RESPONSIBILITIES OF THE BOARD</b>	
<b>(B)E.1</b>	<b>Board Competencies and Diversity</b>	
(B)E.1.1	Does the Company have at least one female independent director/commissioner?	67,307,345
(B)E.1.2	Does the Company have a policy and disclose measurable objectives for implementing its board diversity and report on progress in achieving its objectives?	312,344
<b>(B)E.2</b>	<b>Board Structure</b>	
(B)E.2.1	Is the Nominating Committee comprise entirely of independent directors/commissioners?	334
(B)E.2.2	Does the Nominating Committee undertake the process of identifying the quality of directors aligned with the Company's strategic directions?	332,333
<b>(B)E.3</b>	<b>Board Appointments and Re-Election</b>	
(B)E.3.1	Does the Company use professional search firms or other external sources of candidates (such as director databases set up by director or shareholder bodies) when searching for candidates to the board of directors/commissioners?	332,345
<b>(B)E.4</b>	<b>Board Structure &amp; Composition</b>	
(B)E.4.1	Do independent non-executive directors/commissioners make up more than 50% of the board of directors/commissioners for a Company with independent chairman?	307,345
<b>(B)E.5</b>	<b>Risk Oversight</b>	
(B)E.5.1	Does the Company disclose that its Board identified key risk in relation to information technology including disruption, cyber security, and disaster recovery, to ensure that such risks are managed and integrated into the overall risk management framework?	149,153,369,393
<b>(B)E.6</b>	<b>Board Performance</b>	
(B)E.6.1	Does the Company have a separate board level Risk Committee?	328-331,360-362,368-369,393.

No.	Principles and Recommendations	Page
<b>(P)A</b>	<b>RIGHTS OF SHAREHOLDERS</b>	
<b>(P)A.1</b>	<b>Basic shareholder rights</b>	
(P)A.1.1	Did the Company fail or neglect to offer equal treatment for share repurchases to all shareholders?	403
<b>(P)A.2</b>	<b>Shareholders, including institutional shareholders, should be allowed to consult with each other on issues concerning their basic shareholder rights as defined in the Principles, subject to exceptions to prevent abuse.</b>	
(P) A.2.1	Is there evidence of barriers that prevent shareholders from communicating or consulting with other shareholders?	No
<b>(P)A.3</b>	<b>Right to participate effectively in and vote in general shareholders meeting and should be informed of the rules, including voting procedures, that govern general shareholders meeting.</b>	
(P) A.3.1	Did the Company include any additional and unannounced agenda item into the notice of AGMS/EGMS?	No. The Company will include additional agenda items (if any) upon prior notification to the FSA.
(P) A.3.2	Was the Chairman of the Board and the Chairmen of all Board Committees and the CEO absent from the most recent General Meeting?	298
<b>(P) A.4</b>	<b>Capital structures and arrangements that enable certain shareholders to obtain a degree of control disproportionate to their equity ownership should be disclosed.</b>	
	Did the Company fail to disclose the existence of:	
(P) A.4.1	Shareholders agreement?	No
(P)A.4.2	Voting cap?	No
(P) A.4.3	Multiple voting rights?	No
<b>(P) A.5</b>	<b>Capital structures and arrangements that enable certain shareholders to obtain a degree of control disproportionate to their equity ownership should be disclosed.</b>	
(P) A.5.1	Is a pyramid ownership structure and/ or cross holding structure apparent?	90
<b>(P) B</b>	<b>EQUITABLE TREATMENT OF SHAREHOLDERS</b>	
<b>(P) B.1</b>	<b>Insider trading and abusive self-dealing should be prohibited.</b>	
(P) B.1.1	Has there been any conviction of insider trading involving directors/commissioners, management and employees in the past three years?	No 381
<b>(P) B.2</b>	<b>Protecting minority shareholders from abusive action</b>	
(P) B.2.1	Has there been any cases of non compliance with the laws, rules and regulations pertaining to material related party transactions in the past three years?	No 396-397
(P) B.2.2	Were there any RPTs that can be classified as financial assistance (i.e not conducted at arms length) to entities other than wholly-owned subsidiary companies?	No 131
<b>(P) C</b>	<b>ROLE OF STAKEHOLDERS</b>	
<b>(P) C.1</b>	<b>The rights of stakeholders that are established by law or through mutual agreements are to be respected.</b>	
(P) C.1.1	Have there been any violations of any laws pertaining to labour/employment/ consumer/insolvency/ commercial/competition or environmental issues?	396-397
<b>(P) C.2</b>	<b>Where stakeholders participate in the corporate governance process, they should have access to relevant, sufficient and reliable information on a timely and regular basis.</b>	
(P) C.2.1	Has the Company faced any sanctions by regulators for failure to make announcements within the requisite time period for material events?	No 381
(P) C.2.2	Is there any evidence that the Company is engaging in greenwashing activities?	No
<b>(P) D</b>	<b>DISCLOSURE AND TRANSPARENCY</b>	
<b>(P) D.1</b>	<b>Sanctions from regulator on financial reports</b>	
(P) D.1.1	Did the Company receive a "qualified opinion" in its external audit report?	547
(P) D.1.2	Did the Company receive an "adverse opinion" in its external audit report?	547
(P) D.1.3	Did the Company receive a "disclaimer opinion" in its external audit report?	547
(P) D.1.4	Has the Company in the past year revised its financial statements for reasons other than changes in accounting policies?	No
<b>(P) E</b>	<b>RESPONSIBILITIES OF THE BOARD</b>	
<b>(P) E.1</b>	<b>Compliance with listing rules, regulations and applicable laws</b>	
(P) E.1.1	Is there any evidence that the Company has not complied with any listing rules and regulations apart from disclosure rules over the past year?	No 381,396-397
(P)E.1.2	Have there been any instances where non-executive directors/commissioner have resigned and raised any issues of governance-related concerns?	No

No.	Principles and Recommendations	Page
<b>(P) E.2</b>	<b>Board structure</b>	
(P) E.2.1	Does the Company have any independent directors/commissioners who have served for more than nine years or two terms of five years each (which ever is higher) in the same capacity?  1 The five years term must be required by legislation which pre-existed before the introduction of the ASEAN Corporate Governance Scorecard in 2011	308,346
(P) E.2.2	Did the Company fail to correctly identify the description of all their directors as independent, non-executive, and executive?	308,346
(P) E.2.3	Does the Company have any independent directors/non- executive/commissioners who serve on a total of more than five boards of publicly-listed companies?	310,311,348
<b>(P) E.3</b>	<b>External Audit</b>	
(P) E.3.1	Is any of the directors or senior management a former employee or partner of the current external auditor (in the past 2 years)?	No 68-76
<b>(P) E.4</b>	<b>Board structure and composition</b>	
(P) E.4.1	Has the chairman been the Company CEO in the last three years?	308
(P) E.4.2	Do non-executive directors/commissioners receive options, performance shares or bonuses?	399-403



TELLER

1

2

SHARIA  
BUSINESS UNIT (UUS)  
GOVERNANCE

# CORPORATE GOVERNANCE

## SHARIAH BUSINESS UNIT (iB Unit)

### INTRODUCTION

The implementation of Corporate Governance in the Danamon iB Unit is based on 5 (five) basic principles of Good Corporate Governance (GCG), as follows:

1. Transparency, as in being transparent in disclosing material and relevant information and in revealing the decision-making process.
2. Accountability, as in clarity of function and implementation of accountability of Bank governance bodies to ensure effective management.
3. Responsibility, as in the conformity of bank management to all applicable regulatory provisions and the principles of sound bank management.
4. Professional, as in having the competence and capability to act objectively under the influence or pressure of no other party, with an unwavering commitment to developing the Sharia banking business.
5. Fairness, as in justice and equality, in fulfilling stakeholders' rights based on agreements and applicable laws and regulations.

Implementing the above GCG principles is a pledged commitment of all corporate governance bodies that help the Company improve performance while safeguarding stakeholders' interests, paying due attention to adherence to Sharia principles (Sharia Compliance) in running the business.

The Company's consistency in implementing GCG is reflected in its regulatory compliance, sound risk management, improved internal control across work units, and optimum performance of its iB Unit.

### INITIATIVES OF DANAMON IB UNIT

In line with the parent bank's strategy and commitment and consistent with the direction of the Financial Services Authority (OJK) to pursue aggressive yet quality growth in the Sharia banking industry, the Danamon iB Unit has been very consistent in improving its performance and business growth through the execution of its leveraging strategy with optimum use of infrastructure and office networks (Office Channeling) of the parent bank. Executing the parent bank's leveraging strategy for more optimum use of resources, Sharia business activities, services, and operations allows Danamon iB Unit to run more efficient and sustainable operations.

Here are some of the key measures initiated in 2024 that will continue in the upcoming 2025:

- a. Strengthening collaboration with the parent bank and the MUFG Group, including PT Adira Dinamika Multi Finance (ADMF) Syariah, through strategic partnerships and synergies in business and service development.
- b. Sales and distribution model that focused more on customer-centric approaches than on products only (product-centric).
- c. Strengthening funding structure through the development of "Granular Funding" through the Community and the development of the Hajj and Umrah business and services
- d. Collaboration of Danamon Sharia Business Unit with BPKH by continuing to carry out its 4 primary functions as a Bank that receives Hajj Pilgrimage Cost (BPS BPIH) deposits, placement Bank, investment partner Bank, and benefit value management Bank.
- e. A focus on socializing Danamon Sharia Business Unit's leading products: Sharia Leasing, TRH (Hajj Planning Savings), RTJH (Hajj Planning Savings Account), Social Banking Services, Umrah Savings, investment products and sharia insurance, and Qurban Savings in all new distribution networks including the addition of the latest services for Wealth Management, namely the sale of Sharia



Mutual Funds and Bancassurance, as well as the development of hajj services through special hajj financing, sharia financing cards and also digital hajj registration services.

- f. Alignment of information technology and operational functions with the parent bank to run a more effective and efficient process and support the development of digital banking services. To meet the growing needs of the Community, Sharia also offers comprehensive solutions through a digital platform with Sharia Planning Savings (Hajj, *Umrah*, *Qurban*, and others)
- g. Optimizing sales through the parent bank's office network including sharia services, campaign programs through events and marketing communication (marcomm) activities.
- h. Danamon Sharia Business Unit focuses on continuing digital cash *waqf* services through Social Banking, licensed as LKS-PWU (Sharia Financial Institution Receiving Cash *Waqf*) from the Ministry of Religion as a form of responsibility and concern for the Community.
- i. Development of Sustainable Finance, which is financing Solar Panels and electric vehicles through cooperation with third parties and collaboration with ADMF.
- j. Increased productivity and Human Resource Development with enhanced Sharia banking knowledge and capabilities through training, socialization, and awareness. Supporting the Danamon Bankers Trainee (DBT) program to prepare Sharia officers and intensive socialization of Sharia products.
- k. In asset quality, the principles of prudence should be increased, and the focus should be on maintaining financing quality through strict monitoring and collection criteria and relaxation of restructuring according to internal and regulatory provisions.
- l. Enhancing risk management and corporate governance by improving policies and other supporting systems.

In order to provide education to improve sharia financial literacy to consumers and the public, during the 2024 period, Danamon's Sharia Business Unit has organized as many as 29 (twenty nine) programs, both online or offline, in support of sharia financial literacy. Details of schedules and programs can be seen in Appendix 1.

## 1. SHARIAH SUPERVISORY BOARD

### 1.1 Number, Composition, and Concurrent Positions of the Sharia Supervisory Board (DPS)

In 2024, the number, composition, and concurrent positions of the DPS have complied with the provisions of Bank Indonesia Regulation (PBI) No. 11/10/PBI/2009 concerning Sharia Business Units (revoked as of July 12, 2023), Bank Indonesia Circular Letter (SEBI) No. 12/13/DPbS regarding the Implementation of Good Corporate Governance (GCG) for Sharia Commercial Banks ("BUS") and Sharia Business Units ("UUS"), Financial Services Authority Regulation (POJK) No. 2 of 2024 concerning the Implementation of Sharia Governance for BUS and UUS, Financial Services Authority Circular Letter (SEOJK) No. 15/SEOJK.03/2024 on the Implementation of Sharia Governance for BUS and UUS, Financial Services Authority Regulation (POJK) No. 12 of 2023 concerning Sharia Business Units (effective as of July 12, 2023), as well as the Guidelines and Rules of Procedure for the DPS, including the following:

- a) The number of DPS members in UUS Danamon consists of 3 (three) individuals, one of whom is appointed as the Chairman of the DPS.
- b) DPS members may hold concurrent positions in no more than 1 (one) other bank and 2 (two) non-bank financial institutions. The concurrent positions of the DPS members are as follows:

Name	Position at Other Company	Name of Company
Prof. DR. H. M. Din Syamsuddin, MA. (Chairman)	-	-
Prof. Dr. Hasanudin, M.Ag. (Member)	Chairman of SSB Chairman of SSB Chairman of SSB	Bank Syariah Indonesia (BSI) Toyota Astra Finance Services Syariah PT Sarana Multigriya Finansial (UUS)
Dr. Asep Supyadillah, M.Ag. (Member)	Member of SSB Chairman of SSB Member of SSB	PT Bank Permata (UUS) PT Asuransi Jiwa Generali Indonesia (UUS) PT Fintek Karya Nusantara (UUS Link Aja Syariah)

## 1.2 SSB Work Program 2024

Danamon iB Unit SSB in 2024 executed its work program generally summarized in the following items:

- a) Held at least 12 (twelve) routine SSB meetings a year to discuss sharia principle issues, submit new products or request opinions on several conditions that occur in the field.
- b) Held at least 1 (one) quarterly SSB meeting with the Board of Directors ("BOD"), whose objective is among other to oversee or provide instructions and/or direction to the Board of Directors regarding the implementation of Sharia Principles.
- c) Held at least 1 (one) quarterly meeting with the Board of Commissioners ("BOC"), to coordinate oversight on the implementation of Sharia Principles, including in alleged violations of Sharia Principles that might cause a situation or had the potential to cause a situation that can jeopardize the Bank's business sustainability.
- d) It was mandatory for SSB to direct, monitor, and evaluate the implementation of Sharia Governance including the implementation of sharia risk management, sharia compliance, integrated sharia internal audits, and the Bank's strategic policies related to the implementation of Sharia Principles, in accordance with the provisions of laws and regulations, articles of association, and/or decisions of the GMS.
- e) SSB evaluated the Risk Management policies and procedures related to the fulfillment of Sharia Principles at least 1 (once) a year or at any time in the event of changes that significantly affected business activities or at any time in the event of changes that significantly affect business activities in accordance with the provisions of the SEOJK concerning the implementation of BUS and iB Unit risk management.
- f) SSB evaluated the accountability of the Board of Directors and gave direction for improvements to the implementation of Risk Management policies related to the fulfillment of Sharia Principles at least quarterly in accordance with the provisions of the SEOJK concerning the implementation of BUS and iB Unit risk management.

- g) Conducting periodic reviews including oversight over the fulfillment of sharia principles for the mechanism of fund collection and distribution as well as iB Unit service by means of random testing (sampling) of several customers, both funding and financing customers.
- h) Established good cooperation with Syariah & CREM Assurance – Danamon iB Unit in the implementation of all SSB activities of Danamon iB Unit (including requests for SSB Opinions), examining and requesting explanations from its authorized officials regarding matters considered as needing explanations.
- i) Making SSB Oversight Result Reports (LHP) every 6 (six) months for the periods ended in June and December to be submitted to OJK no later than 2 (two) months after the semester period ended.
- j) Adding information/knowledge about sharia and banking by continuously optimizing SSB potential through various training and workshops for the development and progress of Danamon iB Unit.
- k) Providing advice and recommendations to the Danamon iB Unit Director in particular and Danamon management in general in order to improve, fulfill sharia principles and develop and grow Danamon iB Unit.

## 1.3 SSB Work Realization 2024

- a) Throughout 2024, the DPS has regularly conducted routine meetings at least 1 (once) and 1 (one) month, as well as, quarterly meetings, consisting of 1 (one) meeting between the DPS and the Board of Directors and 1(one) meeting between the DPS and the Board of Commissioners. Details of the time, place, and agenda of the meeting can be seen in Attachment 2. The level of attendance of SSB members is as follows:

Name	Total Attendance in Routine Meeting (Total 17 Meetings)	Total Attendance in Meeting with BoD Total 3 (three Meetings)	Total Attendance in Meeting with BoC Total 3 (three Meetings)
1. Prof. Dr. H. M. Din Syamsuddin, MA.	13/17	3/3	3/3
2. Prof. Dr. Hasanudin, M.Ag.	17/17	3/3	3/3
3. Dr. Asep Supyadillah, M.Ag.	17/17	3/3	3/3

All the SSB meeting conventions during 2024 complied with POJK. Decisions in SSB meetings were made based on consensus. The results of the meeting decisions have been recorded in the Minutes of the Meeting, fully documented, and submitted to the Director and/or Bank management for implementation.

- b) Report the results of DPS evaluation of risk management policies and procedures for 10 (ten) types of risks related to the fulfillment of sharia principles at least 1 (one) time in 1 (one) year to OJK. Which will be submitted in February 2025.
- c) Report the results of the DPS evaluation of the Board of Directors' accountability and provide direction for improving the implementation of risk management policies for 10 (ten) types of risks related to the fulfillment of sharia principles at least quarterly to OJK for the period of:
  - 1<sup>st</sup> quarter submitted in April 2024
  - 2<sup>nd</sup> quarter submitted in July 2024
  - 3<sup>rd</sup> quarter submitted in October 2024
  - 4<sup>th</sup> quarter submitted in January 2025.
- d) In order to evaluate the fulfillment of sharia principles periodically during 2024, from the data presented as many as 245 customers, DPS has conducted a sampling of 138 customers, both funding and financing customers, with the following customer criteria:

Customer Data Presented	Sampling of Customer Data
<ul style="list-style-type: none"> <li>• 162 Funding customers:</li> <li>• Financing:</li> <li>• 8 Employee Cooperative Customers;</li> <li>• 17 SME Customers;</li> <li>• 9 Enterprise Banking (EB) Customers</li> <li>• 17 Consumer Customers</li> <li>• 32 Adira Join Financing (JF) Customers</li> </ul>	<ul style="list-style-type: none"> <li>• 68 Funding Customers;</li> <li>• Financing;</li> <li>• 2 Employee Cooperative Customers;</li> <li>• 15 SME Customers;</li> <li>• 6 Enterprise Banking (EB) Customers</li> <li>• 15 Consumer Customers</li> <li>• 32 Adira Join Financing (JF) Customers</li> </ul>

- e) During 2024, SSB coordinated with Syariah & CREM Assurance of the Danamon iB Unit to support its oversight function, for instance, with the issuance of 44 (fourty-four) SSB Opinions with the following details:

- f) Submit the LHP DPS period:

- The first semester of 2024 will be submitted in August 2024.
- Second semester of 2024 will be submitted in February 2025.

A copy of the SSB LHP was submitted to the DSN-MUI, Board of Commissioners, Danamon iB Unit Director, Internal Audit Working Unit (IAU), and Compliance Division. The LHP consists of:

- Financial reports, branch or office networks, bank business activities, human resources, and routine meetings with the management of the Danamon iB Unit.
- Worksheet on the development of new bank products
- Worksheet on oversight over the bank activities, including SSB opinions.

- g) In 2024, the SSB of Danamon iB Unit participated in training/workshops to develop/optimize its potential as an oversight body, as given in the following table:

No	TRAINING/WORKSHOP
1	Workshop of Pre-Ijtima' Sanawi (Annual Meeting) DPS IX Year 2024 for Sharia Commercial Banks and Sharia Business Units on September 11, 2024 at The Bellezza Hotel Suites, Allergo Tower Jl. Arteri Permata Hijau No.N.34, RT.4/RW.2, Kebayoran Lama, South Jakarta 12210.
2	Ijtima' Sanawi (Annual Meeting) DPS XX Year 2024 on October 11-12, 2024 at Grand Mercure Kemayoran Jl. H. Benyamin Sueb Kav. 86, Superblock Mega, Kemayoran Kota Baru Bandar Kemayoran, Jakarta 10610.
3	Level 4 Risk Management Certification (SMR) Debriefing Training in March 2024 and Level 4 SMR Exam in August 2024.
4	Level 5 Risk Management Certification (SMR) Debriefing Training in September 2024 and Level 5 SMR Exam in November 2024

- h) Advices and recommendations to Danamon iB Unit Director were given during the monthly SSB meetings or on certain occasions in order to improve, fulfill sharia principles and develop and grow UUS Danamon.

#### 1.4 SSB Guidelines and Work Rules

DPS has specific guidelines and work rules that are reviewed periodically. Danamon iB Unit always aligns the DPS Guidelines and Work Rules with regulatory changes and development.

#### 1.5 DPS Remuneration

Remuneration and other facilities for SSB members of the Danamon iB Unit are proposed by the Danamon Remuneration Committee and decided at the Danamon General Meeting of Shareholders. The amount of remuneration and other facilities for 2024 are as follows:

Total Remuneration and Other Facilities	Total Received in 1 Year (gross)	
	People	IDR
Remuneration	3	1,953,110,784
Other Facilities	3	Health Insurance Program (with family)
Total Remuneration per Person in 1 Year	Total SSB	
Over IDR 2 Billion	-	
Between IDR 1 Billion to IDR 2 Billion	-	
Over IDR 500 Million	2	
Less than IDR 500 Million	1	

## 2. iB Unit DIRECTOR

Danamon iB Unit Director has carried out the following to implement GCG:

- Coordinating with all levels of the organization within the Danamon iB Unit to do all recommendations or input from the SSB from the results of routine meetings and the SSB Supervision Report.
- Coordinating with all levels of directorates in the Parent Bank for the development and improvement of the Danamon iB Unit's business, including operational coordination and marketing of sharia products through Sharia Services at the parent bank's branches.
- Ensuring that the health level of the Danamon iB Unit complies with OJK regulations.
- Coordinating with BI and OJK.
- Sitting in the Risk Management Committee as a member.
- Providing accurate, relevant, and timely data and information to SSB to discharge his duties.
- Ensuring the availability and adequacy of internal reporting supported by an adequate management information system to support the process of carrying out SSB duties.
- Providing adequate facilities and infrastructure to support the process of carrying out SSB duties.

### 3. LIST OF CONSULTANTS AND LEGAL ADVISORS

During the 2024 period, no consultant and legal advisor services was used.

### 4. INTERNAL FRAUD

In 2024, there were no cases of internal fraud at the Danamon iB Unit.

Internal Fraud in 1 Year	Jumlah Kasus yang Dilakukan oleh					
	BoD/BoC		Regular Employee		Irregular Employee	
	2023	2024	2023	2024	2023	2024
Total Frauds	Nil	Nil	Nil	Nil	Nil	Nil
Settled	Nil	Nil	Nil	Nil	Nil	Nil
In settlement process within internal iB unit	Nil	Nil	Nil	Nil	Nil	Nil
Has not been processed	Nil	Nil	Nil	Nil	Nil	Nil
Has been followed up with legal process	Nil	Nil	Nil	Nil	Nil	Nil

### 5. LEGAL ISSUES

Given below is the status of legal cases in 2024:

Legal Case	Total	
	Civil	Criminal
Settled with legal power	Nil	Nil
In settlement process	Nil	Nil
<b>Total</b>	<b>Nil</b>	<b>Nil</b>

### 6. ACTIVITIES OF DANAMON iB UNIT

Danamon iB has 2 (two) types of activities, on is the distribution of charity funds for social activities and the other is its achievements in Indonesian banking. Here is the explanation.

#### 6.1 Distribution of Charity Funds for Social Activities

Referring to Law Number 21 of 2008 concerning Sharia Banking Chapter II that govern Principles, Objectives and Functions. Sharia banks also carry out social functions as stated in Article 4 paragraph 2 which reads: "Sharia Banks and iB Units shall carry out social functions in the form of baitul mal institutions where they can receive funds from zakat, infaq, alms, grants, or other social funds and distribute them to zakat management organizations". And DSN MUI Fatwa Number 123/DSN-MUI/XI/2018 concerning the Use of Funds that May Not Be Recognized as Income for Sharia Financial Institutions, Sharia Business Institutions, and Sharia Economic Institutions. Pertaining to this function, during 2024, the Danamon iB Unit has made as many as 67 distributions to institutions, foundations, mosques/prayer rooms, and entitled individuals with a total of IDR 982,930,003.00. The details of these activities can be seen in attachment table 3.

#### 6.2 Achievements of Danamon iB Unit

The following are some of the awards received by Danamon iB Unit in 2024:

- 2<sup>nd</sup> Best Overall Sharia Business Unit in Excellent Service, Infobank Banking Service Excellence Award.
- 2<sup>nd</sup> Best Sharia Business Unit of Conventional Commercial Bank, Infobank Banking Service Excellence Award.
- 7<sup>th</sup> Most Popular Brand of The Year 2024 - Finance Category - Sharia Banking, Jawa Pos Most Popular Brand of The Year 2024
- The Best Sharia Banking Business Unit in 2024, Infobank Sharia Recognition Awards 2024.
- Best 3 - BPS BPIH Best Hajj Registrar 2024 - UUS National Bank Category, BPKH Banking Award 2024.
- Best 1 - BPS BPIH Best Hajj Registrant Growth Contribution 2024 - UUS National Bank Category, BPKH Banking Award 2024.
- Best 3 - BPS BPIH Best Young Hajj Registrar - UUS National Bank Category, BPKH Banking Award 2024.

## 7. NON-HALAL INCOME AND ITS USE

For the period of 2024, Danamon iB Unit did not generate any no non-halal income.

## 8. RESULTS OF GCG SELF-ASSESSMENT OF DANAMON iB UNIT 2024

Based on its worksheet, we herewith present the summary of the calculation of the 2023 composite scores and the results of the Danamon iB Unit's GCG self-assessment for the year 2024.

### Composite Value Calculation Summary Table 2024

No	Factor	Rating (a)	Weight (b)	Score (a) x (b)
1	The implementation of duties and responsibilities of iB Unit Director	2	35,00%	0,70
2	The implementation of SSB duties and responsibilities	2	20,00%	0,40
3	The implementation of sharia principles in fund raising and fund distribution activities as well as service provision	2	10,00%	0,20
4	Distribution of funds to core financing customers and storage 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
<b>Score</b>			<b>100%</b>	<b>1,75</b>

### Summary Table of GCG Self-Assessment Results of UUS Danamon 2024

No	Factor	(a) Rating	(b) Weight	(a) x (b) Score	Predicate
1	Implementation of duties and responsibilities of iB Unit Director a. Danamon iB Unit Director has passed BI's fit & proper test, is independent, has no conflict of interest, and his/her appointment has been reported to BI. b. Danamon iB Unit Director is responsible for managing Danamon iB unit, following up on SSB recommendations & providing data for SSB oversight.	2	35%	0,70	Good
2	Implementation of DPS duties and responsibilities a. SSB has 3 (three) members who have integrity, competence and adequate financial reputation, appointed through the GMS based on the recommendation of the Nomination Committee and the recommendation of the DSN-MUI with a term of office not exceeding the Board of Directors/Board of Commissioners. Their concurrent positions comply with Bank Indonesia regulations. b. The SSB has assessed and ensured the fulfillment of sharia principles for Danamon iB products and operational guidelines and submitted a supervisory report in accordance with Bank Indonesia regulations. c. The SSB held 15 (fifteen) meetings during 2024. Meeting decisions were based on consensus, well documented and submitted as recommendations for follow-up by Danamon iB management d. Concurrent positions as DPS members at other sharia financial institutions and other DPS remuneration/facilities have been reported in the GCG Implementation Report. SSB members do not hold concurrent positions as consultants in all Danamon iB/Business Units. In accordance with the SSB Guidelines and Work Regulations, SSB members shall not use Danamon iB Unit for personal interests.	2	20%	0,40	Good
3	Implementation of sharia principles in fundraising and fund distribution activities and service provision. Every product to be issued by Danamon iB Unit has been reviewed by the Sharia Assurance Unit, Bank Danamon Compliance Division and requested for SSB opinion to ensure the product's compliance with the DSN - MUI Fatwa. Danamon iB Unit in implementing fundraising, fund distribution and service products adheres to the DSN-MUI Fatwa and OJK/BI provisions, including by conducting periodic reviews of product policies & conducting internal audit processes.	2	10%	0,20	Baik Good

No	Factor	(a) Rating	(b) Weight	(a) x (b) Score	Predicate
4	Distribution of funds to core financing customers and storage of funds by core depositors. a. Danamon iB Unit has implemented the principle of prudence in providing funds, especially to Core Customers by always referring to the provisions of OJK/BI. b. Danamon iB Unit does not give special treatment for Core Financing Customers and Core Depositors, meaning that treatment of core customers follows its policy in general. c. Danamon iB Unit's fund provision program products have been reviewed periodically in accordance with Bank regulations. d. A detailed list of Core Financing Customers and Core Depositors has 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. a. Danamon iB Unit has prepared a Quarterly Publication Financial Report and announced it in national newspapers and websites in accordance with OJK/BI regulations. b. Danamon iB Unit has disclosed its targets, strategies and development policies in the Bank Business Plan (RBB) and disclosed information on its usiness development in the RBB Realization Report and the Bank's Annual Report. c. Danamon iB Unit has conducted a GCG Self-assessment, created a GCG Implementation Report in accordance with OJK/BI regulations. d. Danamon iB Unit has sound internal reporting and is able to present data/ information from the core system and supporting systems. The reporting system is supported by human resources who have training and experience as well as an adequate IT security system in accordance with Bank Danamon's IT Security procedures.	1	25%	0,25	Very Good
<b>Score</b>			<b>100%</b>	<b>1,75</b>	<b>Good</b>

## GENERAL CONCLUSION

Based on the results of the GCG self-assessment for the 2024 position, the Danamon iB Unit earned a composite score of 1.75 or falling under "Good" predicate.

The implementation of GCG at the Danamon iB Unit in 2024 has met several provisions governing GCG, as follows:

1. Remained regulatory compliant and in adherence to sharia principles in fundraising and fund distribution activities as well as sharia unit service services.
2. Increased third-party funds by optimizing the function of the Sharia branch office network and Sharia Services (office channeling) through the parent bank office network with consistent adherence to the principle of prudence and increasing human resource knowledge on sharia principles.
3. Kept consistent activities in fund distribution activities to financing customers and collection of third-party funds by implementing the principles of prudence and independence based on sharia principles.

4. Made periodic, transparent, and compliant reviews of transparency of financial and non-financial conditions, GCG implementation reports and internal reporting.
5. The Danamon iB Unit Director has met the criteria such as having competence in the sharia field and being fully committed to the development of Danamon iB Unit and following up on recommendations from the SSB and always providing data related to the growth and monthly condition of Danamon iB Unit through routine SSB meetings.
6. The SSB of Danamon iB Unit has carried out its duties and responsibilities in such where the SSB had a good reputation and competence, held routine meetings and provided sharia opinions, recommendations and reviews of Danamon iB products and made half yearly SSB Oversight Results Reports.



Danamon iB Unit will continuously (sustainable growth) make improvements to increase the productivity of its human resources that will involve enhancing knowledge and skills in sharia banking, providing a more effective information management system, improving work processes and procedures and optimizing all potentials in the parent bank office network (office channeling) in order to deliver target-meeting performances as a way to provide benefits to all stakeholders while safeguarding the interests of stakeholders.

The planned improvements will be pursued with due priority on both the principles of GCG and prudence and optimum SSB performance in applying Sharia Principles with more effective communication between SSB and Danamon iB Unit Director, improving compliance functions, risk management, and internal audits.

Finally, thanks to the support from Danamon with its extensive infrastructure and service network, high brand awareness, Danamon iB Unit will benefit from the positive impacts and deliver even stronger in the future and win competition in the Sharia Banking industry while maintaining a consistent application of sharia principles in running the banking business.

PT Bank Danamon Indonesia Tbk  
Shariah Business Unit

**Herry Hykmanto**  
Sharia Director

## APPENDIX 1

Table of Details of the 2024 Islamic Financial Literacy Schedule and Program

No.	Implementation Schedule	Activity Name	Form of Implementation	Material	Target	Implementation Area	Party Name
1	1 January 2024	Sharia Financial Inclusion in the Framework of the Annual Members Meeting of the Employee Cooperative	Face to face	Islamic Banking for Hajj Planning & Daily Transactions	Employee	DKI Jakarta	Employee Cooperative
2	1 February 2024	Socialization of Sharia Products to the Education Community	Face to face	Islamic Banking for Hajj Planning & Daily Transactions	Student	Throughout Indonesia	School, Islamic Boarding School
3	21 March 2024	Hajj and Umrah Expo 2024 : Danamon Syariah Travel Fair 2024	Face to face	Islamic Banking for Hajj Planning & Daily Transactions	General public	DKI Jakarta	Danamon Syariah
4	1 June 2024	Gathering of Jabodetabek Employee Cooperative Members	Face to face	Islamic Banking for Hajj Planning & Daily Transactions	Employee	DKI Jakarta	Employee Cooperative
5	1 June 2024	Financial Inclusion for Students of Mitra Industri Vocational High Schools	Face to face	Islamic Banking for Hajj Planning & Daily Transactions	Student	West Java	SMK Mitra Industri
6	8 June 2024	Financial Literacy through Youtube digital media in the "Danamon Financial Friday" program	Online/Digital	Beli Hewan Qurban Jadi Gampang	General public	DKI Jakarta	Youtube
7	12 September 2024	Young Hajj is Not Just a Dream for Students of Muhammadiyah University of Semarang	Face to face	Islamic Banking for Hajj Planning & Daily Transactions	College Student	Semarang	Universitas Muhammadiyah Semarang
8	13 September 2024	ISEF (Indonesia Syariah Economic Festival) 2024	Face to face	Islamic Banking for Hajj Planning & Daily Transactions	General public	Surabaya	Bank Indonesia
9	14 September 2024	Planning for Hajj from a Young Age for Students of Daarut Tauhid Batam	Face to face	Islamic Banking for Hajj Planning & Daily Transactions	Santri	Batam	Islamic Boarding School Daarut Tauhid Batam
10	1 October 2024	ISEF (Indonesia Syariah Economic Festival) 2024	Face to face	Islamic Banking for Hajj Planning & Daily Transactions	General public	DKI Jakarta	Bank Indonesia
11	1 October 2024	BIK (Financial Inclusion Month) 2024	Face to face	Islamic Banking for Hajj Planning & Daily Transactions	General public	DKI Jakarta	Financial Services Authority
12	2 October 2024	Gathering of Hajj Umrah Travel Association Members BERSATHU	Face to face	Islamic Banking for Hajj Planning & Daily Transactions	Hajj association member/Hajj Umrah travel owner	East Java	Bersathu Hajj Travel Association
13	5 October 2024	Sharia Financial Literacy during Festival Pasar Rakyat Adira at Pahing Market, Kediri	Face to face	Islamic Banking for Hajj Planning & Daily Transactions	General public	Central Java	Adira Syariah

No.	Implementation Schedule	Activity Name	Form of Implementation	Material	Target	Implementation Area	Party Name
14	5 October 2024	Sharia Financial Literacy during Festival Pasar Rakyat Adira at Pahing Market, Kediri	Face to face	Islamic Banking for Hajj Planning & Daily Transactions	General public	Central Java	Adira Syariah
15	12 October 2024	Financial Inclusion to Travel Mecca Tour & Travel	Face to face	Islamic Banking for Hajj Planning & Daily Transactions	Future Hajj/Umrah pilgrims	Jakarta	Mecca Tour & Travel
16	19 October 2024	Sharia Financial Inclusion during Festival Pasar Rakyat Adira at Pasar Legi, Solo City	Face to face	Islamic Banking for Hajj Planning & Daily Transactions	General public	West Java	Adira Syariah
17	19 October 2024	Sharia Financial Inclusion during Festival Pasar Rakyat Adira at Pasar Legi, Solo City	Face to face	Islamic Banking for Hajj Planning & Daily Transactions	General public	West Java	Adira Syariah
18	20 October 2024	Financial Literacy for Members of the Hajj Umrah Travel Association "HIMPUH"	Face to face	Islamic Banking for Hajj Planning & Daily Transactions	Hajj association member/Hajj Umrah travel owner	West Java	Himpun Hajj Travel Association
19	20 October 2024	Financial Literacy for Members of the Hajj Umrah Travel Association "ASPHURINDO"	Face to face	Islamic Banking for Hajj Planning & Daily Transactions	Hajj association member/Hajj Umrah travel owner	East Java	Asphurindo Hajj Travel Association
20	30 October 2024	Open booth during Indonesia Sharia Economic Festival (ISEF) 2024	Face to face	Islamic Banking for Hajj Planning & Daily Transactions	Future Hajj/Umrah pilgrims	Sumatera Barat	Bank Indonesia
21	3 November 2024	Open Booth during BPKH Hajj Run	Face to face	Islamic Banking for Hajj Planning & Daily Transactions	General public	East Java	Hajj Financial Management Agency
22	16 November 2024	Sharia Financial Inclusion during Festival Pasar Rakyat Adira at Kosambi Market Bandung	Face to face	Islamic Banking for Hajj Planning & Daily Transactions	General public	DI Yogyakarta	Adira Syariah
23	16 November 2024	Sharia Financial Inclusion during Festival Pasar Rakyat Adira at Kosambi Market Bandung	Face to face	Islamic Banking for Hajj Planning & Daily Transactions	General public	DI Yogyakarta	Adira Syariah
24	10 December 2024	Sharia Financial Inclusion at the NRA Fair event	Face to face	Islamic Banking for Hajj Planning & Daily Transactions	Future Hajj/Umrah pilgrims	DKI Jakarta	Travel NRA
25	14 December 2024	Sharia Financial Literacy during Festival Pasar Rakyat Adira at Ngasem Market Yogyakarta	Face to face	Islamic Banking for Hajj Planning & Daily Transactions	General public	East Java	Adira Syariah
26	14 December 2024	Sharia Financial Inclusion for Entrepreneurship Students of Brawijaya University	Face to face	Islamic Banking for Hajj Planning & Daily Transactions	College Student	DKI Jakarta	Universitas Brawijaya

No.	Implementation Schedule	Activity Name	Form of Implementation	Material	Target	Implementation Area	Party Name
27	14 December 2024	Sharia Financial Literacy during Festival Pasar Rakyat Adira at Ngasem Market Yogyakarta	Face to face	Islamic Banking for Hajj Planning & Daily Transactions	General public	East Java	Adira Syariah
28	14 December 2024	Sharia Financial Literacy for Entrepreneurship Students of Brawijaya University	Face to face	Islamic Banking for Hajj Planning & Daily Transactions	College Student	East Java	Universitas Brawijaya
29	17 December 2024	East Java Sharia Cooperative Forum	Face to face	Islamic Banking for Hajj Planning & Daily Transactions	Members of the East Java Sharia Cooperative Forum	Riau Islands, West Java	East Java Sharia Cooperative Forum

## APPENDIX 2

Table Agenda of DPS meeting in 2024

No	Date & Place	Agenda of Routine Meeting
1	Tuesday, 16 January 2024 Virtual Meeting by MS Teams	Sharia Opinion on Sharia Multipurpose Financing for Special Hajj Pilgrimage Registration and Other Consumptive Financing
2	Thursday, 1 February 2024 Bank Danamon Tower 7 <sup>th</sup> Floor	1. Financial Overview – YTD December 2023 2. Submission of Sharia Risk Profile Q4-2023 3. Community Platform Update with Shafa Danamon application
3	Tuesday, 6 February 2024 Virtual Meeting by MS Teams	Sharia Opinion on Separation of LBUT Trx Foreign Exchange & Adjustment of Opinion on Sharia Corporate Dirham DPS
4	Monday, 26 February 2024 Virtual Meeting by MS Teams	Sharia Opinion on Continuation of Discussion on Multi-Service Ijarah Financing
5	Wednesday, 6 March 2024 Virtual Meeting by Whatsapp Call	1. Financing Period and Special Hajj Package Service Period 2. Bank Income Recognition Period related to Ijarah Contract
6	Tuesday, 23 April 2024 Virtual Meeting by MS Teams	1. Additional Operational Process Policy - Opening & Closing of iB USD Hajj Savings Account (TRH iB USD) 2. Implementation of Danamon Savings Festive 2024 Program 3. Danamon Hadiah Beruntun 3.0 ("DHB") Program 4. Syariah Day 2024 Program (extension of the period May – December 2024) 5. Hotel Financing with IMBT Refinancing (Sale & Lease Back) 6. Financing Scheme for Home Renovation Development Improvement Financing (PPPR) Danamon IMBT (Sale & lease back) 7. Concern for OJK Pre Exit Audit Results 2024: a. Payment of Administration Fees, Insurance Fees from Customer Disbursement Limits and Employee Cooperative (Kopkar) Financing b. Standardization of contracts that have been carried out in 2020 and socialized in 2021, especially the <i>Mudharabah Muqayyadah kopkar</i> financing contract c. Re-standardization related to the installment schedule for <i>Mudharabah/Musarakah</i> Facilities, IMBT/Ijarah, <i>Murabahah</i> 8. Reference program for PIHK partners for the management and financing of special hajj packages and the use of contracts for reference cooperation ("reference program")
7	Monday, 6 May 2024 Virtual Meeting by MS Teams	1. Sharia opinion on Sharia Travel Insurance 2. Addendum to PP Employee Cooperatives (Kopkar)
8	Monday, 20 May 2024 Virtual Meeting by MS Teams	Extension of <i>Musarakah</i> Financing

No	Date & Place	Agenda of Routine Meeting
9	Wednesday, 26 June 2024 Virtual Meeting by MS Teams	<ol style="list-style-type: none"> <li>1. Danamon's action in issuing a Warning Letter ("SP") to customers</li> <li>2. Continuation of the Results of the Review of Installment Schedule Projections &amp; Grant Agreements and IMBT Sale and Purchase Agreements</li> <li>3. Insurance for Sharia Financing Customers</li> <li>4. Savings &amp; Current Account Products in Saudi Arabian Riyal (SAR) &amp; Product Alignment Updates (Danamon Lebih ("DL") Junior iB, DL Youth iB, DL Pro iB in 2024, and the Addition of Global Debit Card Features (Global Debit Card ("GDC"))</li> <li>5. Transaction Banking ("TB") Program for Danamon's 68th Anniversary ("HUT"), Danamon Liabilities Anniversary, Community Acquisition NTP Deal, Cashback D-Save DL/DL Pro, Cashback Privilege Debit Card, Indosat Partnership</li> </ol>
10	Thursday, 18 July 2024 Virtual Meeting by MS Teams	<ol style="list-style-type: none"> <li>1. Working Paper of DPS Evaluation on the Implementation of Risk Management Policy Related to Fulfillment of Sharia Principles Q2 2024</li> <li>2. Application for Sharia Opinion, as follows: <ol style="list-style-type: none"> <li>a. New Sharia Hedging Products (Sharia Forward Agreement)</li> <li>b. Gold Savings</li> <li>c. Cooperation of Danamon Syariah Cash <i>Waqf</i> Receipt Services with the Kanjeng Sepuh Sidayu Gresik Association as Bank Danamon's Partner Nazhir</li> </ol> </li> </ol>
11	Wednesday, 24 July 2024 Virtual Meeting by MS Teams	<ol style="list-style-type: none"> <li>1. Productive Asset Quality Provisions for Ijarah Financing in accordance with BDI Internal Provisions and POJK</li> <li>2. Provisions related to compensation (ta'widh) for accelerated repayment of Sharia Home Ownership Financing</li> <li>3. Mitigation of Exchange Rate Risk by Customers with CCS hedging products at BDI-Konven</li> <li>4. Danamon Optima Education Program</li> </ol>
12	Friday, 30 August 2024 Virtual Meeting by MS Teams	<ol style="list-style-type: none"> <li>1. Prize <i>waqf</i> program</li> <li>2. DL PRO iB Admin Fee cashback program</li> <li>3. Unavailability of insurance products in accordance with sharia principles and use of conventional insurance companies</li> <li>4. Provisions for debt takeover/transfer (take over) from Conventional Financial Institutions/Sharia Financial Institutions</li> <li>5. Hierarchy Policy and Standard Provisions Version 4.0 No No. 1.1.0.0/RM/CERM/2/2024</li> </ol>
13	Tuesday, 10 September 2024 Virtual Meeting by MS Teams	<ol style="list-style-type: none"> <li>1. Ta'widh and Ta'zir Treatment in Sharia Joint Financing BDI – Adira Finance</li> <li>2. Recovery Plan Policy NO: 2.21.0.0/RM/CERM/2/2024</li> <li>3. Sharia Financing to PT Shambhala Payangan Indah Hotel</li> </ol>
14	Monday, 30 September 2024 Menara Bank Danamon Lantai 7	Financial Highlights – YTD August 2024
15	Tuesday, 15 October 2024 Virtual Meeting by MS Teams	<ol style="list-style-type: none"> <li>1. Cash Management and Remittance Subsidy Program of PT VFS and Cooperative/BTM Subsidy Program for Provision of Services with Vendors</li> <li>2. Registration of Nazhir of the Mariyam Fatimah Azzahra Foundation</li> <li>3. Addition of Products/Channels: <ul style="list-style-type: none"> <li>- Sharia Savings, Current Accounts, DHE (Export Proceeds) Deposits</li> <li>- Sharia Multi Currency Account Current Account Products, and</li> <li>- Addition of Digital Account Opening Channels</li> </ul> </li> <li>4. BPRS Deposit Collateral</li> <li>5. Sharia Mortgage Financing Disbursement and Debit Accounts</li> <li>6. Review of Bank Danamon's Recovery Plan 2024-2025</li> <li>7. Referral Fee for Associations - Armuzna Financing Products for Travel</li> <li>8. Change of Name of Debtor of Secondary Cooperative of Indomobil Suzuki International (KSISI) to KKSWS</li> <li>9. DPS Evaluation Working Paper Q3/2024</li> <li>10. Wadiah Product Acquisition Program for Arafah, Muzdalifah and Mina Financing (Armuzna)</li> </ol>
16	Tuesday, 19 November 2024 Virtual Meeting by MS Teams	<ol style="list-style-type: none"> <li>1. Silence Takeover Mechanism for Sharia Financing</li> <li>2. Standard Operational Procedure (SOP) for BPRS Working Capital Financing Executing Scheme</li> <li>3. SOP for <i>Mudharabah &amp; Musyarakah</i> Profit Sharing</li> <li>4. SOP for Non-Installment <i>Musyarakah</i></li> <li>5. SOP for Sharia Savings and Loan Financing for Kopkar Executing Scheme</li> <li>6. Development of Cash <i>Waqf</i> Linked Deposit (CWLD)</li> <li>7. Mark to Market Calculation Feature for Sharia Hedging (Sharia Forward Agreement)</li> <li>8. Admin fee for accelerated repayment</li> <li>9. Draft of Corporate Guarantee &amp; Personal Guarantee Agreement</li> <li>10. Financing for Special Hajj Packages for Danamon Syariah Danamon BISA Hajj Program AVALIS</li> <li>11. Changes to the Application Form for Danamon BISA Hajj (DBH) Employee</li> </ol>
17	Friday, 13 December 2024 Virtual Meeting by MS Teams	<p>Sharia Mortgage Financing related to:</p> <ol style="list-style-type: none"> <li>1. Use of Sharia Home Ownership Financing (PPRS) agreement using Ciputra Life Conventional Credit Life Insurance (AJK).</li> <li>2. Alignment of Mortgage Program Products (PP) with Mortgage Credit Guidelines (CG) for the period of 2025.</li> </ol>

No	Date & Place	Agenda of Meeting with BoD
1	Monday, 24 June 2024 Hybrid Meeting by MS Teams & 12 <sup>th</sup> Floor BOC Meeting Room	1. DPS Evaluation Working Paper Q1 2024 2. Update on Cooperation with Muhammadiyah
2	Monday, 30 September 2024 Hybrid Meeting by MS Teams & 12 <sup>th</sup> Floor BOC Meeting Room	1. DPS Evaluation Working Paper Q2-2024 2. Update: - Results of the Ulama Ijtima' Decision regarding Hajj Regulations - Government Regulations regarding Halal Products - Fatwa of the National Sharia Council - Indonesian Ulema Council (DSN-MUI) 3. Update on Muhammadiyah and the Hajj Financial Management Agency (BPKH)
3	Monday, 16 December 2024 Hybrid Meeting by MS Teams & 12 <sup>th</sup> Floor BOC Meeting Room	1. DPS Evaluation Working Paper Q3-2024 2. Update on Sharia Banking Product Guidelines: - Mudarabah Financing - Shariah Restricted Investment Account (SRIA) with <i>Mudharabah</i> Muqayyadah Contract - Cash <i>Waqf</i> Linked Deposit (CWLD) 3. Bank Strategy Update

No	Date & Place	Agenda of Meeting with BoC
1	Friday, 28 June 2024 Hybrid Meeting by MS Teams & 12 <sup>th</sup> Floor BOC Meeting Room	1. Background & Objectives (Update POJK No. 2 of 2024) 2. DPS Evaluation Working Paper Q1 2024 3. New Segment Target (Hajj and Umrah) & Update on Cooperation with Muhammadiyah
2	Thursday, 17 October 2024 Hybrid Meeting by MS Teams & 12 <sup>th</sup> Floor BOC Meeting Room	1. DPS Evaluation Working Paper Q2-2024 2. Update: - Results of the Ulama Ijtima' Decision regarding Hajj Regulations - Government Regulations regarding Halal Products - Fatwa of the National Sharia Council - Indonesian Ulema Council (DSN-MUI) 3. Update on Muhammadiyah and the Hajj Financial Management Agency (BPKH)
3	Thursday, 17 December 2024 Hybrid Meeting by MS Teams & 12 <sup>th</sup> Floor BOC Meeting Room	1. DPS Evaluation Working Paper Q3-2024 2. Update of Sharia Banking Product Guidelines: - Mudarabah Financing - Shariah Restricted Investment Account (SRIA) with <i>Mudharabah</i> Muqayyadah Contract - Cash <i>Waqf</i> Linked Deposit (CWLD) 3. Update of Bank Strategy

## APPENDIX 3

### DPS Opinion in 2024 Table

No	ISSUES/SUBJECTS
1	Realization Agreement of Open Account Financing (OAF) Buyer of Sharia Notes Based on the Principle of Kafalah Bil Ujrah and Realization Agreement of Open Account Financing (OAF) Seller of Sharia Notes Based on the Principle of Wakalah Bil Ujrah
2	Sales Agent of Mutual Fund Products Manulife Saham Syariah Global Dividend US Dollar Class A3 with Investment Manager Manulife Aset Manajemen Indonesia and Selling Agent of Mutual Fund Products BNP Paribas DJIM Global Technology Titans 50 Syariah USD with Investment Manager BNP Paribas Asset Management by PT Bank Danamon Indonesia Tbk
3	Multi-service ijarah financing for special hajj packages Danamon Syariah - UUS Bank Danamon
4	Documentation of Special Hajj Package Financing Products Danamon Syariah 1. PP & CG Addendum Memo 2. Summary of Product Information 3. Product Terms and Conditions 4. Financing Application and Contract 5. Standard Operational Procedure (SOP) 6. Marketing Program Memorandum 7. Cooperation Agreement with PIHK Partners
5	Sharia Corporate Dirham Card - UUS Bank Danamon
6	Cashback Program to Celebrate Religious Holidays
7	IMBT Refinancing Scheme and Sale & Purchase Promise (Wa'd)
8	Addition of Operational Process Policy - Opening & Closing of iB USD Hajj Savings Account (TRH iB USD)

No	ISSUES/SUBJECTS
9	Implementation of Danamon Savings Festive 2024 Program
10	Danamon Hadiah Beruntung 3.0 Program
11	Syariah Day 2024 Program
12	Sharia-Based Travel Insurance
13	Installment Schedule Projection Format and Sale and Purchase Agreement & Grant Agreement in IMBT Agreement
14	Savings & Current Account Products in Saudi Arabian Riyal (SAR)
15	Privilege Debit Card Cashback Program
16	Community Acquisition Program
17	New To Product (NTP) Deal Program
18	Cashback Program for Danamon Save Danamon Lebih Debit Card Users ("D-Save DL") or D-Save DL Ib, DL/DL Ib, DL Pro/DL Pro Ib
19	Indosat Partnership Program
20	Transaction Banking ("TB") Program for Danamon's 68th Anniversary ("HUT") in 2024
21	Danamon Liabilities Anniversary ("HUT") Program
22	Addendum to the TRH iB Reward Program h1 2024 (Addition of TRH iB USD product)
23	Cooperation of Danamon Syariah Cash <i>Waqf</i> Receipt Services with the Kanjeng Sepuh Sidayu Gresik Association as Bank Danamon's Partner Nazhir
24	1st Amendment to the Credit Risk Policy (CRP)/ Credit Risk Policy 2024 in the context of Alignment of the Latest Regulations and Current Business Practices
25	Review of Bank Danamon's Recovery Plan 2024-2025
26	Documentation of Working Capital Financing (Bridging Financing) for Special Hajj and Umrah Travel Bureau: 1. Special Hajj and Umrah Financing Agreement Document 2. OAF-Umrah Trade Financing Realization Agreement 3. OAF-Special Hajj Trade Financing Realization Agreement 4. Special Hajj & Umrah Offering Letter and Terms & Conditions (refer to the technical instructions memo for bridging financing)
27	Provisions for Takeover/Transfer of Debt (Take Over) from Conventional Financial Institutions (LKK)/Sharia Financial Institutions (LKS)
28	Market Risk Management Policy and Liquidity 2024
29	Recovery Plan Action Plan Policy No: 2.21.0.0/RM/CERM/2/2024
30	Allocation of Ta'widh and Ta'dzir Costs in Joint Financing BDI-UUS with Adira Multi Finance (ADMF) Sharia
31	Allocation of Admin Fee for Disbursement of Cooperatives
32	Extension of Danamon Ib Hajj Savings Program Product & Special Hajj Services
33	Use of Joint Limit between Sharia Financing Facility ( <i>Musyarakah</i> ) and Conventional Credit Facility (Social Loan)
34	Use of Conventional Insurance to Cover Risk of Losses on Collateral/Sharia Financing Objects
35	Draft of Financial Institution Credit Guide Document for 2025
36	2024 Prize <i>Waqf</i> Program
37	Danamon Lebih (DL) Pro/ DL Pro iB Admin Fee Cashback Program
38	PT Visa Facilitating Service (VFS) Tasheel Cash Management and Remittance Service Subsidy Program and Subsidy Program for Provision of Services with Vendors for Cooperatives/Baitut Tamwil Muhammadiyah (BTM)
39	Sharia Mortgage Financing related to the Use of Sharia Home Ownership Financing (PPRS) agreements using Ciputra Life Conventional Credit Life Insurance (AJK) and Alignment of Program Products (PP) Mortgage with Credit Guideline (CG) Mortgage for the period of 2025
40	SOP for Non-Installment <i>Musyarakah</i> in 2024
41	SOP for <i>Mudharabah</i> & <i>Musyarakah</i> Profit Sharing in 2024
42	SOP for BPR/BPRS Credit/Working Capital Financing Executing Scheme in 2024
43	Draft of Corporate Guarantee/Guarantee Agreement in 2024
44	SOP for Sharia Savings and Loan Financing for Cooperatives Executing Scheme in 2024



## APPENDIX 4

Table of Distribution of UUS Danamon Charity Funds 2024

No	Date	Beneficiaries of Charity Fund	Purpose	Nominal (IDR)
1	15-Jan-2024	PMD Abdul Muis	Financial support for preacher fees for Taklim activities and the procurement of supporting facilities for the Al Muhajirin Musholla.	13,000,000
2	15-Jan-2024	Nahdlatul Ulama Land and Waqf Institution (LWPNU)	Financial assistance for literacy and waqf inclusion to Nahdlatul Ulama Waqf Cadres (KAWAN)	20,000,000
3	29-Jan-2024	Semen Gresik Residents' Cooperative (KWSG)	Donation for Orphans & the Needy	10,000,000
4	13-Feb-2024	Darus Syifa Foundation Jakarta	Donation for Classroom Building Rehabilitation	5,000,000
5	12-Feb-2024	Jamie Nurul Huda Mosque	Donation for Mosque Expansion Construction	10,000,000
6	12-Feb-2024	DKM Jami' Al Ikhlas Mosque	Donation for the Construction of the Al-Qur'an Education Park (TPQ) Jami' Al Ikhlas	15,000,000
7	4-Mar-2024	Al Barokah Musholla (Danamon Bank Tower)	Donation for the Orphan for Ramadhan 1445 H Activities	10,000,000
8	1-Mar-2024	Al Mujahidin Mosque	Donation for Mosque Construction	10,000,000
9	4-Mar-2024	BDS Lapangan Ros	Distribution of Basic Necessities to the Needy Around the Sharia Branch Office of Lapangan Ros	15,000,000
10	4-Mar-2024	Insan Indonesia Bertaawun Foundation	Donation for Operational Fund for the Management of 50 Mosques (Electricity Fees) Tabung Amal Shaleh, Cleaning Facilities, Marbot Welfare)	20,000,000
11	4-Mar-2024	Sulaimaniyah Islamic Boarding School Semarang	Distribution of Basic Necessities Fund Assistance for the Needy Community of 25 People @ Rp200,000,-	20,000,000
12	20-Mar-2024	Masyarakat Ekonomi Syariah (MES)	Donation for Financial Literacy Program- Economic & Sharia Finance through the Ramadhan Blessing Program MES 1445 H	20,000,000
13	20-Mar-2024	Yayasan Jannatul Firdaus	Donation for Orphan & Dhuafa	3,000,003
14	25-Mar-2024	UUS Kantor Pusat	Donation for Orphan	15,000,000
15	25-Mar-2024	UUS Kantor Pusat	Donation for Preacher	15,000,000
16	25-Mar-2024	BDS Ciracas	Donation for Distributing Basic Necessities to the Dhuafa around Bank Danamon Ciracas	15,000,000
17	26-Mar-2024	Yayasan Sumberdaya Masyarakat Indonesia	Donation for Orphan and Dhuafa	5,000,000
18	25-Mar-2024	LAZ Persis	Donation for Orphan and Dhuafa	5,000,000
19	28-Mar-2024	Masjid Al Ikhlas Bank Danamon Gubernur Suryo Surabaya	Donation for Orphan	5,050,000
20	28-Mar-2024	Masjid Al Ikhlas Bank Danamon Gubernur Suryo Surabaya	Donation for Providing Ta'jil & Breaking Fast for Ramadhan 1445 H	15,875,000
21	1-Apr-2024	Masjid Al Mu'minin	Donation for Mosque Construction	10,000,000
22	1-Apr-2024	DKM Al Ishlah	Donation for Orphan	10,000,000
23	1-Apr-2024	UUS Kantor Pusat	Donation for Providing Ta'jil & Breaking Fast for Ramadhan 1445 H	100,000,000
24	29-Apr-2024	Ponpes Ishlahul Ummah	Donation for Renovating the Ablution Place for Akhwat Students (2nd Floor)	10,000,000
25	29-Apr-2024	Mesjid An Nur	Donation for Mosque Construction	10,000,000
26	15-May-2024	Mesjid Jami Sunanul Huda	Donation for Mosque Renovation	15,000,000
27	21-May-2024	Jaringan Pengelola Zakat Infaq dan Shadaqah BPR Masyarakat Sejahtera Abadi Peduli (JPZID BPR MSA Peduli)	Donation for Productive Farmers Fostered by JPZIS MSA Peduli	15,000,000
28	7-Jun-2024	UUS Kantor Pusat	Donation for Orphan and Preacher	17,000,000

No	Date	Beneficiaries of Charity Fund	Purpose	Nominal (IDR)
29	11-Jun-2024	Ahmad Chairul Syah	Donation for Orphan and Dhuafa school needs of orphans/Dhuafa for Odd and Even Semesters of the 2022-2023 Academic Year for Ahmad Chairul Syah's Foster Children (Second Phase)	15,005,000
30	12-Jun-2024	UUS Kantor Pusat	Donation for Orphan	3,000,000
31	24-Jun-2024	Masjid Jami' Makkah Bogor	Donation for Mosque Dome Construction	20,000,000
32	24-Jun-2024	Pimpinan Daerah Muhammadiyah Gresik	Donation for Sharia Financial Literacy	5,000,000
33	16-Jul-2024	UUS Kantor Pusat	Donation for Orphan from the Khairo Assembly	3,000,000
34	22-Jul-2024	Rumah Tahfifzh Majelis Halaqoh Al Quran	Donation for House Rental Fees/Study Places for Students of the Tahfifzh House of the Al Quran Halaqoh Assembly	20,000,000
35	1-Aug-2024	UUS Kantor Pusat	Donation for Orphan	3,000,000
36	5-Aug-2024	Musholla Al Barokah (Menara Bank Danamon)	Donation for Preacher for Taklim and Tahsin Activities	20,000,000
37	5-Aug-2024	Yayasan Babussalam Jatiwarna Indah (JWI)	Donation for Building Houses for Imams and Marbobs of the Babussalam Jatiwarna Indah Mosque	20,000,000
38	21-Aug-2024	Lazis Darul Hikam	Donation for Procuring Blessing Carts for the Elderly and the Poor	10,000,000
39	8-Aug-2024	UUS Kantor Pusat	Donation for Orphan at the Bank Danamon Sukabumi A. Yani branch	3,000,000
40	23-Aug-2024	Koperasi Karyawan (Kopkar) PT Kayaba Indonesia	Donation Sharia Financial Literacy	5,000,000
41	3-Sep-2024	Lembaga Amil Zakat Al Bahjah	Donation for Literacy & Preaching related to Zakat, Infaq, Alms	10,000,000
42	2-Oct-2024	Unit Kegiatan Mahasiswa (UKM) Wirausaha Universitas Brawijaya	Assistance for Blood Donation for Student Entrepreneurship UKM Universitas Brawijaya	8,000,000
43	2-Oct-2024	Masjid Jami' Al Amin	Al Amin Jami Mosque Carpet Replacement Fund	20,000,000
44	2-Oct-2024	Mesjid Jami Sunanul Huda	Donation for Mosque Renovation	20,000,000
45	27-Sep-2024	Kesatuan Tour Travel Haji Umrah Republik Indonesia (Kesthuri)	Donation for Sharia Financial Literacy	20,000,000
46	15-Oct-2024	UUS Kantor Pusat	Literacy assistance for Islamic Economic Principles Preaching	1,000,000
47	15-Oct-2024	Majelis Dikdasmen PDM Kab Bogor	Sharia Financial Literacy assistance	10,000,000
48	28-Oct-2024	Musholla Al Muhajirin	Donation for Dzuhur Study Preacher	12,000,000
49	28-Oct-2024	Yayasan Mitra Arofah Surabaya	Donation for Orphan	10,000,000
50	29-Oct-2024	Koperasi Jasa Syariah Khairu Ummah	Donation for Sharia Financial Literacy	20,000,000
51	6-Nov-2024	Komunitas Pecinta Kemakmuran Masjid (KOTAMMAS)	Donation for Mass Circumcision for Orphans & the Needy	15,000,000
52	6-Nov-2024	Mesjid Al Hikmah	Donation for Mosque Renovation	20,000,000
53	1-Nov-2024	UUS Kantor Pusat	Donation for Preacher	10,000,000
54	1-Nov-2024	Kebersamaan Pengusaha Travel Haji Umrah (BERSATHU)	Donation for Sharia Financial Literacy Activity	20,000,000
55	13-Nov-2024	Lembaga Dakwah Komunitas Pimpinan Pusat Muhammadiyah	Donation for for Muhammadiyah Da'I Provision to Remote Areas & Sharia Financial Literacy Activities	10,000,000
56	15-Nov-2024	Universitas Muhammadiyah Maumere	Donation for for School Construction	100,000,000
57	20-Nov-2024	Yayasan Tahfidz Sulaimaniyah DKI Jakarta	Donation for Mass Circumcision	20,000,000
58	4-Dec-2024	Kebersamaan Pengusaha Travel Haji Umrah (BERSATHU)	Donation for Sharia Financial Literacy Activities	10,000,000
59	10-Dec-2024	Yayasan Amal Saya Peduli	Donation for Tahfidz Program Support for Orphans and the Needy	20,000,000
60	5-Dec-2024	Musholla Muara Ukhuwah	Donation for for Mosque Renovation	5,000,000
61	5-Dec-2024	Masjid Markazul Ukhuwah	Donation for for Mosque Construction	5,000,000

No	Date	Beneficiaries of Charity Fund	Purpose	Nominal (IDR)
62	11-Dec-2024	Yayasan Darul Fawwaz - Taman Asuh Anak Muslim Ummi (TAAM Ummi)	Donation for for Ummi Muslim Children's Foster Park (TAAM Ummi) Building	10,000,000
63	10-Dec-2024	PT Siar Haramain International Wisata	Donation for Sharia Financial Literacy	3,000,000
64	17-Dec-2024	Forum Koperasi Syariah (FKS) Jawa Timur	Donation for Sharia Financial Literacy	3,000,000
65	19-Dec-2025	Yayasan Babussalam Jatiwarna Indah (JWI)	Donation for Continuing Construction of the House of Imam and Marbot of Babussalam Jatiwarna Indah Mosque	15,000,000
66	19-Dec-2025	DKM Baitusaalam PT Bridgestone Tire Indonesia	Donation for Mass Circumcision for the Underprivileged Community in the Surrounding Area	15,000,000
67	19-Dec-2025	Majelis Taklim At Taqwa	Donation for Mass Circumcision for Underprivileged Muslim Children	10,000,000
Total				982,930,003,00