OPERATIONAL REVIEW

RISK MANAGEMENT

RISK MANAGEMENT

"The implementation of risk management and internal controls is an important part of the Bank's operational and activities in ensuring the realization of healthy and sustainable business growth of the bank."

The implementation of risk management within PT Bank Danamon Indonesia Tbk (Danamon) and its Subsidiary continues to be improved in line with the changes in regulations, risks, and business complexity. The implementation of risk management is aimed to identify, measure, monitor, as well as control various potential risks in all working units, both in the line of business and supporting working units.

Danamon considers risk management as an integral part of its business strategies, thereby, promoting a strong and well-embedded risk culture in the overall day-to-day decision-making, operational activities, and employee conduct.

In implementing risk management, the risk management team take the following approaches:
1. To be a trusted partner for the line of business by ensuring transparent and appropriate risk appetite, resulting in positive outcomes for customers, employees, regulators, and shareholders.
2. To be a strong advocate of Corporate values and principles, supported by a robust risk framework that is well-defined, well-communicated, and pre-emptive in nature.
3. To provide the best policies, models, tools, and frameworks that assist in measured and sound risk-taking.
4. To sponsor a strong and proactive risk culture and control throughout Danamon and its Subsidiary.

IMPLEMENTATION OF RISK MANAGEMENT IN DANAMON

In accordance with the Financial Services Authority (OJK) regulations regarding risk management implementation, the key elements that support Danamon's risk management governance structure are:

1. Active Oversight of the Board of Directors, the Board of Commissioners, and Sharia Supervisory Board

The implementation of Risk Management in Danamon involves the active oversight and supervision of Board of Directors (BOD), Board of Commissioners (BOC), and Sharia Supervisory Board (DPS) (for the Sharia Business Unit). Recognizing the strategic role of these three boards, Danamon has determined the supervisory duties for each board are as follows:

Board of Commissioners

The BOC exercises overall oversight of Danamon's operational activities, which involve overseeing the implementation of risk management. The BOC has delegated its risk oversight duty to the Risk Oversight Committee. However, in this oversight function, the BOC still bears the ultimate responsibility.

The BOC has the following authorities and responsibilities:

1) Approve the risk management policies, strategies, and frameworks that are aligned with the risk appetite and risk tolerance, also conduct periodically evaluation.
2) Perform the risk oversight and evaluate the accountability of the BOD for the implementation of the risk management policies and strategies as well as risk exposures through periodic reviews with the BOD.
3) Approve business activities that require the BOC approval if required by prevailing laws and/or stipulated in Danamon's Article of Association.
4) Approve the policies that require BOC approval as required by Bank Indonesia (BI)/OJK regulations or other external regulations.
5) Carry out the risk management function as regulated in the regulations.
6) Conduct supervision on the implementation of non-performing assets management, allowances and provisions for the impairment losses carried out by Danamon in credit risk management.
7) Ensure that risk management implementation has covers country risk and transfer risk.
8) Ensure that BOD has follows up on the recommendations from DPS monitoring results.

Sharia Supervisory Board

Danamon appoints the DPS in the Sharia Business Unit in accordance with the recommendation from the National Sharia Board (*Majelis Ulama Indonesia*) and *OJK* approval. The DPS has duties and functions in supervising the conformity of Sharia activities to Sharia Principles.

The following are the main functions and duties of the DPS:

1) Evaluating the Risk Management Policies and Procedures related to the fulfilment of the Sharia Principles at least once a year or at any time in the event of changes that significantly affect business activities.
2) Evaluating the accountability of the BOD and provide direction to improve the implementation of the Risk Management Policies related to the fulfilment of the Sharia Principles at least quarterly.
3) Acting as an advisor and provide recommendations to the BOD and Sharia business management (officers that are related to implementation of Sharia business) regarding matters related to the Sharia Principles, including provide Sharia opinions on Danamon activities.
4) Coordinate with the National Sharia Board to discuss Danamon's proposals and recommendations for product and service development, which require review and decision from National Sharia Board.
5) Direct, monitor, and evaluate sharia risk management implementation.

Board of Directors

As the party responsible for the implementation of operational activities, including overseeing the implementation of risk management, the BOD has a role in comprehensively setting the direction of risk management policies and strategies, including its implementation.

The BOD has established the Risk Management Committee to assist in carrying out its functions and responsibilities related to risk management implementation.

The BOD has the following authorities and responsibilities:

1) Develop the written and comprehensive risk management policies, strategies, and frameworks, as well as responsible for its implementations including develop policies and procedures to identify and manage non-performing assets, asset classification, calculations related to allowances and provisions for the impairment losses and assets write-off.
2) Conduct periodically reviews on the risk assessment methodologies, implementation of risk management information systems and risk management policies and procedures, as well as determination of risk limit.
3) Approve business activities that require BOD approval.
4) Develop the risk management culture on all levels of the organization.
5) Oversee risk quality compared to the prevailing levels of fairness.
6) Ensure Management (the Board of Management and executive officers) adopts a prudent and conservative approach in developing its business.
7) Determine the risk appetite and risk tolerance.
8) Ensure the corrective action for findings that reported by Internal Audit Working Unit (IAU).
9) Ensure the effectiveness of management and enhancement of human capital competency related to the implementation of risk management.
10) Assign competent officers in the working units based on nature, quantity, and its complexity.
11) Develop and put in place the mechanism of transactions approval, including those which exceed authority limit for each level of the position.
12) Ensure that the risk management function has independently operated.
13) Conduct regular reviews of asset classification and provisions for non-performing loan and/or financing, as well as identifying and managing non-performing assets adequately, including provisioning that are in line with the risks that occur.
14) Conduct regular reviews on the provisioning to aligned with current conditions.
15) Ensure that risk management implementation covers country risk and transfer risk.
16) Evaluate the risk management policies and strategies.

In supporting the implementation of effective risk management, Danamon implements the concept of the Three Lines of Defense approach by dividing the roles and responsibilities of each working unit, elaborated as 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 are responsible to conduct daily risk management in each working unit.	The Risk Management Directorate and Compliance Working Unit have a role in carrying out risk and compliance monitoring functions independently.	The Internal Audit Working Unit (IAU) have a role in evaluating the implementation of risk management, internal control and governance carried out by the First and Second Lines of Defense.

2. Adequacy of Risk Management Policies and Procedures, as well as Risk Limit Determination

Danamon has risk management policies for the Bank and consolidated as well as financial conglomeration which is using two documents as below:

1. Risk Management Policy – Bank and Consolidated, which includes the framework and implementation of risk management in individual and consolidated basis for Danamon and its Subsidiary.
2. Integrated Risk Management Policy of the MUFG Group Financial Conglomeration, which includes the framework and implementation of integrated risk management for the Financial Conglomeration.

Risk Management Policy – Bank and Consolidated is the main policy for the implementation of risk management in Danamon and its Subsidiary, and serves as a reference for developing risk management policies, procedures, and guidelines in each Company according to the prevailing regulations. However, since the Subsidiary is a separate entity from Danamon, the implementation of risk management shall take into account the Laws of Limited Liability Companies and Capital Market, as well as other related external regulations.

The referred Integrated Risk Management Policy of the MUFG Group Financial Conglomeration is available in the "Implementation of Integrated Risk Management" subchapter page 431.

Danamon has various risk management policies, i.e., Credit Risk Policy, Operational Risk Management Policy, Market and Liquidity Risk Management Policy, Cyber Risk Management Policy, Business Continuity Management Policy, and other policies, which have been developed separately and refer to the Risk Management Policy – Bank and Consolidated.

Risk management establishes risk appetite that reflects the type and amount of risk that Danamon's Management is willing to accept in order to achieve its strategic and business objectives. The objective of establish a risk appetite is not to limit risk-taking, but aims to provide transparency and ensure that the risk profile is aligned with its business strategy. Risk appetite shall be in line with Danamon's strategy business growth aspirations, capital and liquidity position, as well as the operational plans.

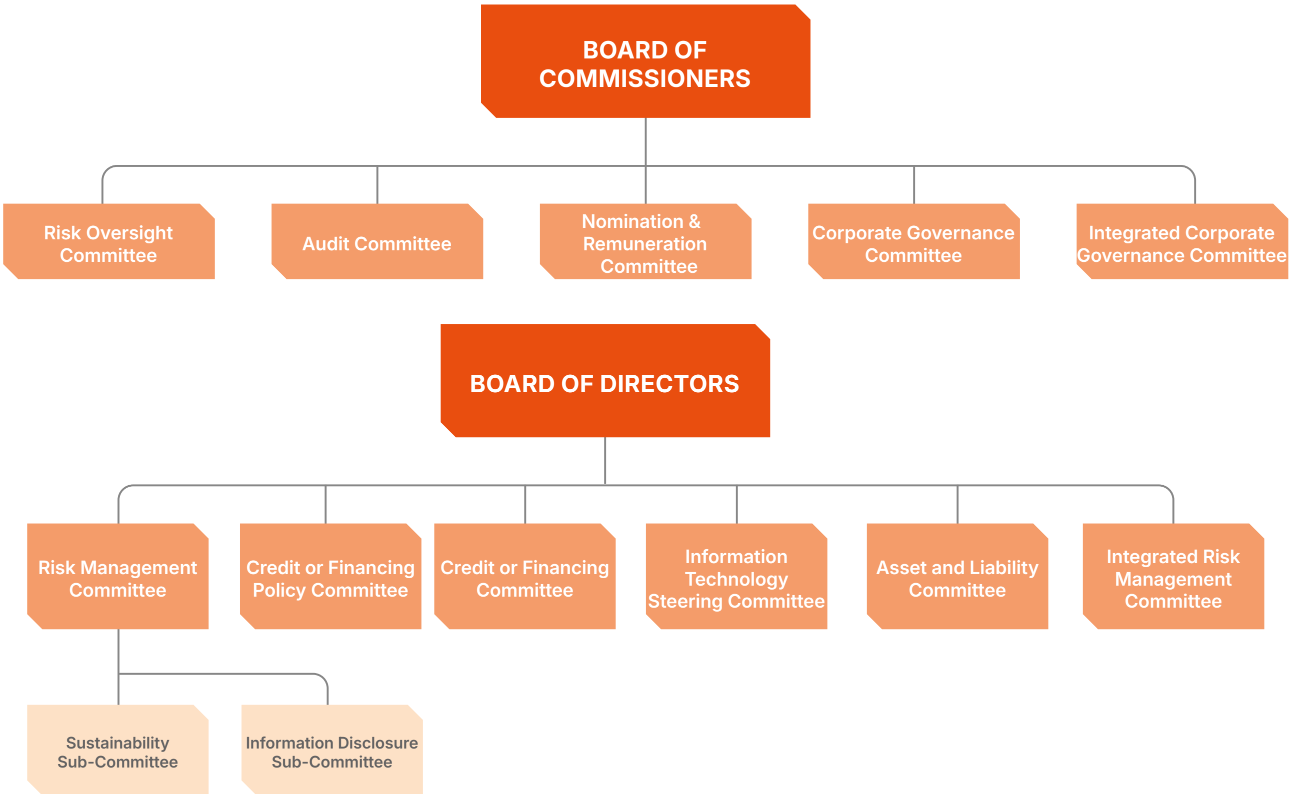
Danamon and its Subsidiary, both individually and consolidated, has established risk limits in accordance with risk appetite, risk tolerance, and business strategies. The risk appetite parameters is determined based on the main risks assessed for Danamon, which cover credit risk, liquidity risk, operational risk, and cyber risk. Risk limit is established at the group and management level, then cascaded to the line of business and its Subsidiary.

The policies, procedures, risk limits, and risk management systems are reviewed periodically in accordance with changes in market conditions, products and services, as well as prevailing regulations.

The Governance Structure of Risk Management

In the implementation and supervision of effective risk management, the BOD and BOC are assisted by relevant committees.

The overall Governance Structure of Risk Management is described in the following chart:



The membership, obligations and responsibilities as well as the frequency of meetings in each committee are outlined in detail in the Corporate Governance section pages 317-340 and 360-371.

3. Adequacy of Risk Management Identification, Measurement, Monitoring and Control Processes and Risk Management Information Systems

Periodically, Danamon conducts the process of identifying, measuring, monitoring, and controlling all risk exposures, both individually and consolidated with its Subsidiary. This process is specified under the policies and guidelines in all working units of Danamon and its Subsidiary.

The overview of risk management process is as follows:

Risk identification process determine the scope and scale of phases in the risk measurement, monitoring and control. **Identification is conducted by analyzing all types and characteristics of the risks that contained in every Danamon's business activity** which also cover the products and other services.

Risk control is carried out, among others, by **providing the follow up on the moderate and high risk which exceed the limits, control improvement (immediate supervisory), capital addition to absorb the potential loss and periodic internal audit.**

Risk measurement is used to measure Danamon's risk exposure as the basis to perform the control. The measurement approach and methodology can be in form of qualitative, quantitative or a combination of the both. The risk measurement is performed regularly for the product and portfolio as well as all Danamon's business activities.

The risk monitoring activity is conducted by **evaluating the risk exposure that contained in all product portfolios and Danamon's business activities as well as the effectiveness of risk management process.**

In the risk management structure implemented by Danamon, the Risk Management Directorate consolidates all Danamon's risk exposures managed by each risk owner.

Lines of business, supporting working units, and Subsidiary are operational working units (risk taking unit) that responsible for end-to-end risk management within the scope of their responsibilities. Prior entering a risk-bearing activities, all risks shall be clearly identified, measured, monitored, and controlled, as well as risk mitigation efforts shall be properly weighed.

In performing its role as a risk monitoring and controller in operational working units, the Risk Management Directorate will evaluate business strategies, policies, and product programs.

In carrying out risk control and monitoring, Danamon has adequate risk management information system, including Internal Credit Rating System, Asset & Liabilty Management (ALM) System, Operational Risk Management System (ORMS), etc. These systems are used to detect, at an early stage, potential risks or losses to which Danamon is exposed, in order to enable Danamon to take corrective actions to keep the losses at minimum.

4. Internal Control System

Implementation of internal control in risk management includes:

1. Management supervision and culture of risk control. The BOD and BOC are responsible for improving work ethics and high integrity, as well as creating an organizational culture that emphasizes the importance of the internal controls that apply in Danamon. To support control process, all policies, standards and procedures shall be documented in writing and made available to relevant employees.
2. Risk identification and assessment are conducted for all types of risks, covering quantitative and qualitative assessments.
3. The control activities that are applied at all functional levels and involve all employees is to manage and control risks that may affect performance or potentially result in losses. The segregation of duties is also implemented in operational activities to prevent anyone in their respective positions from having the opportunity to commit and conceal errors or deviations in day-to-day tasks at all levels of organization and operational activities.
4. Having adequate accounting system, information system, and communication flow that can produce reports and information needed to support the BOD and BOC with their respective duties.

5. Monitoring of inherent risk shall be prioritized and serves as part of day-to-day activities including periodic evaluations, both by the operational working units (risk taking units) and Quality Assurance (QA) function in each line of business. Review of the effectiveness of risk management implementation, including the adequacy of policies, procedures, and management information systems, is conducted periodically, including conducting internal audits on the risk management process and monitoring corrective actions on audit findings.

In addition, Danamon continues to ensures the fulfillment of various key points in the control process, covering conformity of internal control system and relevant risks, such as: establishment of authority, monitoring the implementation of policies, procedures, and limits; as well as clear organization structure; and the adequacy of procedures for regulatory compliance.

The implementation of risk management in Danamon is supported by adequate and competent human resources at all levels. Capabilities and skills of its human resources related to risk management were improved continuously through internal and external training and having risk management certification in accordance with prevailing regulations.

A strong risk management culture is created when all employees are aware and understanding the risk exposures that they are facing, as well as carrying out adequate risk management processes in their day-to-day activities. In this context, Danamon is committed to establishing a combination of unique values, i.e., trust, implementation, and Management supervision, to ensure that all organizational levels in Danamon conduct their business and operational activities in a prudent manner and based on best practices.

Risk culture is determined through:
- Oversee and supervision from the BOC and the BOD of Danamon and its Subsidiary.
- Introduction of risk management as an integral part of business practices.
- Compliance with all prevailing policies, procedures, laws, and regulations as well as fulfillment of the sharia principle (for the sharia business unit).

Risk culture and awareness at all organization levels shall be established through:
- Communicating on the importance of risk management.
- Communicating on the risk tolerance level and the expected risk profile through various limits and portfolio management.
- Empowering employees to prudently manage the risk in their activities, including preparing adequate risk mitigation.
- Monitoring the effectiveness of risk management implementation in all areas.

RISK MANAGEMENT FOR PARTICULAR AREAS

a. **Risk Management for New Products**
   In accordance with its business plan, Danamon has formulated a policy that governs the procedures for product issuance and monitoring. This includes the implementation of risk management for new products in accordance with prevailing regulations.

   New products are prepared and reviewed by relevant parties, including compliance review prior to issuance.

   Approval authority is differentiated according to the risk level, whilst still taking into account the prevailing regulations.

   Assessment and evaluation of the risk level of products, including but not limited to product performance, customer targets, complexity of its operational processes, including market conditions, as well as other risks that affecting Danamon.

   For Sharia Products, shall obtain review and approval from the DPS.

b. **Risk Management of Sharia Business Unit**
   The implementation of risk management for Sharia Business Unit is carried out based on Financial Service Authority Regulation (POJK) No. 65/POJK.03/2016, Circular Letter of Financial Service Authority (SEOJK) No. 25/SEOJK.03/2023 concerning Implementation of Risk Management for Sharia Banks and Sharia Business Units, and POJK No. 2 of 2024 concerning Implementation of Sharia Good Corporate Governance for Sharia Banks and Sharia Business Units. In terms of policy, Danamon has a Risk Management Policy — Bank and Consolidated, which serves as the main framework

and basic principles for managing the risks that are subject to followed by all lines of business and Subsidiary, including the Sharia Business Unit. In addition, the Sharia Business Unit is also guided by the Sharia principles in banking practices based on fatwas issued by the authorized institution.

Risk measurement is carried out using a methodology that conform with the characteristics of the Sharia Business Unit, through measurement of risk profile levels, which evaluated in quarterly basis.

In terms of risk management that is related to the fulfillment of sharia principles, the DPS provides opinions on the policies, procedures, systems, and products related to the fulfillment of sharia principles and applied contracts. The implementation of risk management process and system in the Sharia Business Unit follows Danamon's policies and complies with Sharia Banking rules. The Director in charge of the Sharia Business Unit is also a member of the Risk Management Committee.

c. Risk Management of Subsidiary

Danamon implements a consolidated risk management process with its Subsidiary by considering the difference in business characteristics of Danamon and its Subsidiary. This is performed through an assistance-and-alignment process of risk management practices in terms of risk governance, risk management policies and procedures, risk measurement methodology, risk management reporting, and enhancement of a risk awareness culture.

This consolidation process is in accordance with POJK No. 38/POJK.03/2017 concerning Implementation of Consolidated Risk Management for Banks that have control over the Subsidiary. Referring to this regulation, Danamon as the Parent Company will continue to improve the consolidated risk management processes with its Subsidiary.

EVALUATION ON THE EFFECTIVENESS OF RISK MANAGEMENT SYSTEM

In order to carry out an evaluation on the effectiveness of risk management, the BOC and the BOD actively supervise the implementation of risk management through various committees under BOC and BOD.

These committees hold regular meetings in order to monitor and provide continuous evaluations for all measures that have been implemented in risk management, discuss risk-related issues and provide recommendations to the BOD & BOC, depending on their respective scopes of responsibilities.

In addition, Danamon conducts periodic evaluations for risk assessment methodologies, the adequacy of system implementation, management information systems, policies, procedures, and limits in accordance with prevailing regulations, business development, and conditions of Danamon's operational activities. As a result of the review processes, Danamon subsequently held Portfolio Meetings to evaluate the portfolios risk condition of Danamon and its Subsidiary in regular basis.

RISK PROFILE

Risk profile assessment covers the assessment of inherent risk and the quality of risk management implementation that reflects the risk control system, either individually, consolidated, sharia, or integrated. The assessments of individual, consolidated, and sharia risk profiles are conducted on 10 (ten) risks, i.e., Credit Risk, Market Risk, Liquidity Risk, Operational Risk, Legal Risk, Strategy Risk, Compliance Risk, Reputation Risk, Rate of Return Risk, and Investment Risk. For Integrated Risk Management, the managed risks also include Intra-Group Transaction Risk, but exclude Rate of Return Risk and Investment Risk.

The risk profile assessment is carried out based on regulatory requirements, taking into account Danamon business strategy and macroeconomic conditions. The composite rating of Danamon's individual, consolidated, sharia, and integrated risk profile based on self-assessment results in 2024 was at level 2 (Low to Moderate).

FOCUS AND ACTIVITIES OF RISK MANAGEMENT IN 2024

In accordance with its 2024 business plan, Danamon this year continued its previous year's programs and ran some brand new programs, as elaborated below:

Risk Management in General

In order to support and improve the implementation of risk management in prudent, effective, and integrity, the following are the supporting activities carried out by Danamon during 2024:

- Implementation of individual and consolidated risk management in Danamon and its Subsidiary.
- Improvement of the risk profile report in accordance with regulatory requirements.
- Update on Risk Management Policy – Bank, Consolidated and Integrated.
- Conduct a cyber table-top exercise as a scenario-based cyber test targeted for top Management level.
- Perform Assessment of Bank's Digital Maturity as an implementation of SEOJK No.24/SEOJK.03/2023.
- Update Legal Lending Limit (LLL) and Large Exposure Guideline.
- Update Recovery Plan in accordance with POJK No.5 of 2024.
- Update the Recovery Plan Policy in accordance with POJK No. 5 of 2024.
- Roll out Risk Academy on an ongoing basis as a means of risk-management learning for all Danamon employees through online/virtual training and various kinds of e-learning modules related to risk management.
- Implementation of Internal Capital Adequacy Assessment Process (ICAAP), which has been conducted continuously by Danamon.
- Conduct bankwide stress tests at least once a year.
- Participate in the Joint Stress Test exercise using templates and macroeconomy scenarios provided by the OJK and BI.
- Conduct Risk Culture programs that focus on the implementation of the Three Lines of Defense campaign.
- Review Risk Appetite Statement (RAS) and cascade it down to the line of business and Subsidiary.
- Implementation of programs stated in the Sustainable Finance Action Plan.
- Development and submission of Sustainable Finance Action Plan for the period of 2025-2029 in order to fulfill POJK No. 51/POJK.03/2017 regarding the Implementation of Sustainable Finance for Financial Service Institutions, Issuers, and Public Companies.
- Continue the Pilot Project of Green Taxonomy Indonesia (THI), starting Taxonomy for Indonesia Sustainability Finance (TKBI) and its reporting.
- Update on Sustainability Guideline related to credit.

Credit

- Monitor Internal Rating Model results for Corporate, Commercial, Financial Institution, and Financing Company.
- Implement Early Warning Indicator for all line of business.
- Implement Behaviour Scorecard for Small Medium Enterprise (SME) and Consumer (KPR, KMG, Credit Card, Personal Loan) to support credit process.
- Implement the allowance for impairment losses (CKPN) of PSAK 109 or IFRS 9 models for Corporate, Commercial, Financial Institution, Financing Company, SME, Consumption, and Investment Loan, in accordance with OJK regulation.
- Implement Credit Model Framework.
- Conduct periodic review on all bankwide and line of business credit related policies and procedures in accordance with regulator's policy, group policy that is suitable with condition in Indonesia, latest business development and Danamon risk appetite.
- Implement the Credit/Financing Policy Committee meeting (including renewal of the committee charter) and develop the Credit/Financing Committee Charter in accordance with Regulator's policy.
- Implement the Memo regarding Implementation of Disaster POJK and its amendments as follow-up actions to POJK No.19 of 2022 and Decision of the OJK Board of Commissioners (KDK OJK) No. 34/KDK.03/2022 governing special treatment for debtors impacted by disaster as determined by OJK, including the impact of COVID-19. Furthermore, review implementation memos in each line of business and monitor the performance of the restructured credit portfolio and its adequacy of provisioning. The implementation of this memo had been ongoing until the 31 March 2024 in accordance with the regulation.
- Conduct regular reviews of industry classifications based on the risk level (high risk restricted, high risk, medium risk, and low risk), as well as determine industry risk appetite to ensure the industry growth is aligned with the determined threshold.
- Stipulate and update the authority for credit approval in the Head Office (HO) for each line of business (LOB) to adjust with Danamon needs.

- Expand credit risk appetite with close monitoring on potential credit risk and its mitigation.
- Review new initiative programs in the Digital segment, Consumer segment, and MUFG Collaboration in order to keep in line with regulations and Danamon's risk appetite.
- Regularly review product programs which includes portfolios, criteria, restrictions, and other requirements, as well as support product programs which build sound and sustainable credit portfolio.
- Perform back-testing periodically to assess the adequacy of credit provisioning. If necessary, addition of credit provision will be done based on the back-testing results.
- Credit process is well implemented in accordance with the prevailing regulation, risk appetite and internal policies in Danamon.
- Credit Quality Assurance (CQA) has reviewed credit decisions result to ensure the process and credit analysis are in accordance with current regulations. In addition, CQA conducts periodic validation of the internal credit rating model to ensure the feasibility of the model under current conditions.
- Alternative Credit Scoring assessment to support the credit process in the Consumer segment.
- Implementation of rule-based engine in SME and Consumer Loan Origination System to support the business in early customer pre-selection process and provide guidelines in making credit decision to Underwriting team.
- Periodically report to Management regarding the credit portfolio achievement and quality for each line of business.
- Updating the Risk Based Pricing as an additional reference in the process of applying for loan facilities for Corporate, Commercial, Mid-Market, Financial Institution business lines.

Operational, Fraud & QA

- Strengthening the oversight of functions and coordination roles of operational risk manager in line of business, support functions, and Subsidiary.
- Refine Operational Risk Management (ORM) tool framework & methodologies with GRC (Governance, Risk & Compliance) concept such as the Risk Control Self-Assessment (RCSA) methodology, Risk Events, and recording operational risk losses.
- Refine the ORMS process and application adopting GRC concept to improve the effectiveness in operational risk management comprehensively and integrated within 3 Lines of Defense (LoD) at Danamon and Subsidiary.
- Implementation of RCSA in line of business using GRC concept integrated within Risk Taking Unit (RTU), ORM, Compliance and Internal Audit Working Unit (IAU).
- Build awareness towards Operational Risk Management through ORM e-Learning version update, risk awareness video, email blasts, socialization of ORM framework & tools to working units.
- Conduct training to improve skill and knowledge of Firstline Operational Risk (FOR) & Quality Assurance (QA) such as Data Analytic, Focus Group Discussion Test of Design (FGD TOD), Assessment Technique, etc.
- Conduct workshop FOR & QA LOB.
- Enhance QA methodology and supporting system as well as improving QA Policy and optimized data analytic usage method.
- Enhance collaboration between 2nd line and 3rd line of defense by making coordination meeting with ORM, Compliance and Internal Audit Working Unit (IAU).
- Anti-Fraud Management:
  - Initiating the Anti-Fraud Working Team as a forum for communication and collaboration to handle fraud with related units in Danamon.
  - Socialization on anti-fraud tone at the top by President Director and Risk Management Director regarding Zero Tolerance to Fraud.
  - Socialization of anti-fraud tone at the top by Danamon's Management represented by Vice President Director and Risk Management Director on Achieving Targets the Right Way.
  - Delivering the Anti-Fraud Strategy presentation to Risk Management Committee (RMC) dan Risk Oversight Committee (ROC) members.
  - Starting to enhance Predator Transaction Fraud Detection System equipped with Machine Learning. And starting to enhance Instinct Application Fraud Detection System.
  - Intensifying the socialization on deterrence effect in the form of conveying the faces of fraudsters who have been permanently sentenced via email to internal parties.
  - Starting to socialize Fraud Red Flag through email as part of prevention and detection.
  - Actively participate in the Indonesia Anti Scam Center (IASC) initiative initiated by the OJK.
  - Participate in the BI Fast Proactive Risk Manager (PRM) initiative initiated by BI.
  - Sharing on fraud handling strategies among MUFG group members.
  - Conduct Fraud Fighter training through online and face-to-face/class.

Information Technology and Cyber

- Manage and enhance the Cyber Risk Management Policy to serve as a bankwide guideline for managing Information Technology (IT) and cyber risks across the 1st, 2nd, and 3rd LoD.
- Develop a framework for Technology Risk Management to manage IT risks.
- Update and maintain the Cyber Incident Response Playbook document, which regulates coordination and communication in the event of a cyber incident, to serve as the primary guideline for all employees when a cyber incident occurs, starting from the communication stage, impact and risk level assessment, resolution, and reporting.
- Establish Risk Appetite and Risk Tolerance parameters related to IT and Cyber risks as part of Danamon strategy for managing cybersecurity risks in accordance with POJK No. 11/POJK.03/2022 concerning Information Technology Implementation.
- Establish bankwide Key Risk Indicator (KRI) parameters and thresholds as IT risk indicators that must be concern for Danamon to manage IT and cyber risk.
- Conduct assessments and oversight of IT-based service activities, including Risk Events, Self Raise, Risk Acceptance which pose potential risks to Danamon, which conduct follow-up actions, such as analysis and further discussions with IT working units to comprehend the events and the planned corrective actions based on escalation of incidents recorded in the ORMS database.
- Perform supervisory management and risk analysis pertaining to the utilization of technology for initiatives associated with new services or products/ IT projects/ad-hoc requests, which include Requirement Document (RD), Operational Risk Pre Assessment (ORPA), Product Program (PP), and/ or other documents related to IT risk management to support line of business and other operations/ support functions within Danamon.
- Monitor the Email Data Loss Prevention (Email DLP) implementation to detect and prevent the unauthorized transmission of sensitive information through email communications.
- Update the framework and procedures governing the risk assessment process for third parties managing Danamon's confidential information, and conduct information security risk assessments for third parties handling Danamon confidential data.
- Foster a culture of risk awareness to enhance understanding among all Danamon's employees regarding potential risks associated with the creation, storage, use, and dissemination of information. This is achieved through the utilization of e-learning media, classroom training, email blasts, and sharing sessions.
- Conduct simulation on cybersecurity testing, based on scenarios with the objective of early identification of potential cyber risks and the formulation of mitigation strategies to proactively reduce the level of risk.

Market and Liquidity

- Update Danamon Market and Liquidity Risks limit structures and policies.
- Validation of the market and liquidity risk measurement methodologies, including those for supporting new Treasury products.
- ALM system enhancement to ensure the ALM system can calculate risks accurately and following best practice developments as well as fulfill regulatory requirements.
- Carry out supervisory management and risk analysis related to market and liquidity risk of Danamon.
- Participate in the preparation and calculation of Climate Change Stress Tests related to Market Risk.
- Participate in the preparation and calculation of Joint Stress Tests related to Market Risk and Liquidity Risk.
- Develop the Consolidated Risk Heat Map related to Market and Liquidity Risk.
- Participate in the Treasury System and running switch over treasury system testing.
- Participate in the Fund Transfer Pricing (FTP) System replacement project for Core Non-Core, Time Deposit Stickiness, Liquidity Premium (LP) Incentive, LP Charge and Mortgage duration.
- Carry out Business Contingency Plan (BCP) tests to ensure Business as Usual (BAU) activities run smoothly in conditions where there are obstacles in the main work area that make them inaccessible.
- Implementing the use of 8 years historical data for Core Non-Core calculations for Danamon's FTP.
- Review the assumptions used for calculating Danamon's market risk and liquidity.
- Conduct regular updates on policies, methodologies and procedures related to Market Risk and Liquidity Risk.
- Conduct Risk Level Assessments for new products or development of Danamon's basic products or services, in terms of Market Risk and Liquidity.

IMPLEMENTATION OF INTEGRATED RISK MANAGEMENT

The MUFG Group Financial Conglomeration consists of Danamon as the Main Entity, with Subsidiary and Sister Companies as members. The following table describes the structure of the MUFG Group Financial Conglomeration:

Structure	Entity's Name	Relationship to Danamon
Main Entity	PT Bank Danamon Indonesia Tbk ("Danamon")	
Member Entity	PT Adira Dinamika Multi Finance, Tbk. ("ADMF")	Subsidiary (vertical relationship)
Member Entity	MUFG Bank, Ltd. Jakarta Branch ("MUFG Jakarta")	Sister Company (horizontal relationship)
Member Entity	PT Home Credit Indonesia ("HCID")	Sister Company (horizontal relationship)

Danamon has an Integrated Risk Management Policy of the MUFG Group Financial Conglomeration, which is the main policy in the implementation of integrated risk management as regulated by OJK regulation. The policy review was conducted in 2024.

Integrated Risk Management Committee

For the Financial Conglomeration, Danamon, as the Main Entity, has formed an Integrated Risk Management Committee. Detailed related to the Integrated Risk Management Committee is explained in the Governance section page 368.

Integrated Risk Management

In the implementation of integrated risk management, adjustments have been made to the Risk Management Directorate by adding an integrated risk management function to ensure the process of integrated risk identification, measurement, monitoring, and control processes can be performed and reported in accordance with the risk management framework and regulatory policies.

In the implementation of integrated risk management, the MUFG Group Financial Conglomeration has performed the following:

1. Review the Integrated Risk Management Policy.
2. Prepare and submit the Integrated Risk Profile Report.
3. Conduct coordination, communication, and socialization with Subsidiary and Sister Companies in Financial Conglomeration periodically.
4. Conduct Integrated Risk Management Committee in 2024. Detailed information of Committee meeting agenda is available in the Governance section page 369.

INTRA-GROUP TRANSACTION RISK

In addition to the 8 (eight) types of risk stated in the previous chapter (excluding investment risk and rate of return risk), Danamon has 1 more risk to manage with regards to its integrated risk management referred to as Intra-Group Transaction Risk.

Intra-group Transaction Risk is the risk due to the dependence of an entity, either directly or indirectly, on other entities within a Financial Conglomeration to fulfill a contractual obligation of either written or unwritten agreements with or without subsequent transfer of funds.

1) **Organization and Policy of Intra-group Transaction Risk Management**
   Danamon, as the Main Entity and its subsidiary and Sister Companies as members of the Financial Conglomeration, manage Intra-group Transaction Risk. Implementation of Intra-group Transaction Risk Management is s conducted with consideration of transaction activities between entities within the Financial Conglomeration.

   Danamon, as the Main Entity, governs the implementation of intra-group transaction risk management in the Intra-group Transaction Policy, which is periodically reviewed and developed based on the prevailing regulation.

2) **Intra-group Transaction Risk Management**
   Danamon, its Subsidiaries, and Sister Companies as members of the Financial Conglomeration, implement Intra-Group Transaction Risk Management through the process of identifying, measuring, monitoring, and controlling risks as well as the management information system.

   Danamon, its Subsidiaries, and Sister Companies conduct monitoring and controlling the intra-group transactions to ensure the intra-group transactions are properly documented and conducted in accordance with the arm's length principles and in compliance with prevailing regulations. The intra-group transactions between entities in the Financial Conglomeration are monitored periodically.

Periodically, the Finance and Risk Management Unit monitors intra-group transaction risks to ensure conformity to the agreed limits and the principle of arm's length transactions. Control through policies and limit setting is adjusted by considering Danamon's risk appetite. The process of reporting intra-group transactions is supported by an adequate management information system and further submitted to the BOD and BOC along with all the follow-up actions to take through risk profiles.

RECOVERY PLAN AND RESOLUTION PLAN

RECOVERY PLAN

Danamon has conducted review of the Recovery Plan in 2024 in compliance with POJK No. 5 of 2024.

Review of the Recovery Plan covers the following:

1) **Overview of the Bank**
   Danamon has conducted an assessment of its lines of business, Subsidiary, and office networks. In addition, Danamon has also conducted a thorough scenario analysis to assess Danamon's resilience and potential vulnerability to several indicators determined by the OJK (i.e. capital, liquidity, asset quality and profitability). The outcome of the scenario analysis indicates that Danamon has a resilient capital position, which is unlikely to threaten the going concern of Danamon.

2) **Recovery Option**
   Danamon has identified various Recovery Options under each phase and assessed these options in terms of feasibility, credibility, implementation timeframe, and effectiveness. These recovery options cover key financial indicators of Danamon, namely capital, liquidity, asset quality, and profitability, and will form the basis of Danamon's Recovery Plan and strategy under stressed conditions.

3) **Disclosure of Recovery Plan**
Due to the highly confidential nature of certain sections of the recovery plan (e.g., detailed recovery options and strategies), the disclosure of the Recovery Plan is only on a need-to-know basis only, where different levels of disclosures apply to different parties. Danamon discloses its Recovery Plan to internal and external parties in accordance with prevailing regulations.

RESOLUTION PLAN

In 2022, Danamon has submitted its initial Resolution Plan document to the Deposit Insurance Agency (LPS) as the resolution authority in Indonesia. The preparation of Resolution Plans for Systemic and Non-Systemic Banks is regulated in LPS Regulation No. 1 of 2021 concerning Resolution Plans for Commercial Banks.

The Resolution Plan is a document that contains information regarding Bank and its resolution strategies, which will serve as one of the considerations for LPS in handling or resolving a Bank that is designated as a Resolution Bank.

RISK MANAGEMENT ACTIVITY PLAN FOR 2025

In 2025, the global economy is expected to continue facing significant uncertainty. One influencing factor will be the monetary policy in the United States (U.S.). The Federal Reserve (The Fed) reduced its benchmark interest rate in 2024 but kept the long-term interest rates in U.S increase, align with expected policy after U.S Presidential Election. This poses a risk of capital outflow from emerging markets, which can narrow the space for global monetary policy. Additionally, higher tariff policies in the U.S. will potentially increase domestic inflation, that effects on Indonesia's economy.

On other hand, altough there is pressure on the Rupiah exchange rate, Indonesia is expected to mitigate short-term volatility due to exchange liquidity improves. BI also has room to consider interest rate cuts, although markets remained uncertain whether the Fed can sustain interest rate cuts in the long run in 2025, given the impact of the U.S. Presidential Election on global trade tensions.

In China, despite low inflation and stimulus measures, the country's economic growth has been slower than expected, which will affects Indonesia's export performance and global commodity prices. Furthermore, high inflation in Japan affects Central Bank of Japan to raise the benchmark interest rate. The IMF's projections show that global economic recovery will slow with a global economic growth of only 3.2% in 2024 and 2025. In Indonesia, economic growth expects a stable around 5.1% in 2025, driven by domestic demand and exports, despite external challenges are quite significant.

The following are several challenges for Indonesia's economy in 2025:

- **Delayed Interest Rate Cuts**
  Interest rate cuts in the U.S. are expected to be delayed longer than anticipated, given the slower-than-expected decline in U.S inflation. As a result, interest rates are tend to remain high for an extended period, leading to tight liquidity in the global market. This condition will impact Indonesia's monetary policy which could potentially limit the domestic economic growth.

- **Slowdown in Global Economic Recovery**
  The slowdown in the global economy, particularly in China, is impacting the demand for Indonesia's exports. Trade tensions and higher tariff policies may hinder Indonesia's economic growth, which had been previously expected to remain stable.

- **Strengthening of the U.S. Dollar and Its Impact on Monetary Policy**
  The strengthening of the U.S. dollar (USD) could place extra pressure on Indonesia's monetary policy, which may have to keep high interest rates to avoid greater capital outflow. This could hinder domestic consumption and investment.

- **Inflation and U.S. Tariff Policies**
  Aggressive tariff policies following the election of U.S. President Donald Trump could worsen global and domestic inflation. Rising import costs will reduce the purchasing power of the Indonesian public and lower the economic outlook.

- **Domestic Political Uncertainty**
  Political uncertainty after the 2024 Presidential Election and *PILKADA* might has the potential to disrupt Indonesia's economic stability, which could impact foreign investment and reduce domestic economic activity.

- **Export Performance and Global Commodity Price**
  The global economic slowdown and falling commodity prices could undermine the economic growth projections for Indonesia, given the country's still heavy reliance on exports and commodity sectors.

In anticipation of those external conditions, Danamon has and will carry out various initiatives in terms of risk management in 2025, including:

1) Risk Management in General

a. Improving risk monitoring and control functions in the implementation of individual, consolidated, and integrated risk management.
b. Conducting comprehensive review of the individual, consolidated, and integrated risk monitoring and measurement process.
c. Implement prudent and conservative approach in developing Danamon's business at the acceptable level.
d. Developing and conducting internal programs to build and increase awareness of the importance of risk culture in Danamon.
e. Carrying out activities related to Sustainable Finance as stated in the Sustainable Finance Action Plan that has been submitted to the OJK.
f. Implementing the ICAAP framework.
g. Conducting Bankwide Stress Testing at least once a year and more frequently should there are changes in the industrial and economic sectors and requests from the regulator, such as Climate Risk Stress Test and stress tests related to portfolios categorized as impacted by disaster (if any) to measure the resiliency of Danamon capital.
h. Performing regular monitoring and reviews of the Risk Appetite Statement threshold and Danamon's Recovery Plan triggers.

2) Credit Risk Management

a. Reviewing the credit policies periodically.
b. Conducting overall monitoring on the credit portfolios of all Danamon's lines of business and its Subsidiary regularly, comparing the actual performance against targets, and periodically reporting the portfolio performance to the Management.
c. Ensuring the adequacy of provisioning in accordance with prevailing regulation.
d. Monitoring the Credit Risk Internal Rating Model and scorecard system for all line of business periodically.
e. Utilizing the standardized approach for Credit RWA calculations.
f. Performing rating/scorecard model evaluation periodically.
g. Performing quarterly back-testing for CKPN adequacy for all line of business.
h. Periodically monitoring and reviewing the CKPN of PSAK 109/IFRS 9 calculations.
i. Monitoring the Internal Ratings on the Corporate, Commercial, FI and Finco rating systems.
j. Preparing credit scoring alternatives to support healthy and optimal credit growth in the Consumer segment.

3) Operational Risk and Fraud Management

a. The implementation of ORM cycles has been and will will continue to be carried out consistently, including the identification, measurement, monitoring, and control of operational risks in Danamon and its Subsidiary.
b. The implementation of anti-fraud strategies will be continuously improved and adjusted to the latest developments and fraud trends, including the application of systems and technology as support for detection pillars and reporting and sanctions pillars, covering credit and non-credit cases.
c. Fraud detection system (Instinct and Predator System) improvement through parameter fine-tuning.
d. The risk identification process conducted through the implementation of risk identification and risk assessment on existing products, processes and systems, as well as new systems, to determine the inherent risks and the mitigation actions required.

e. Capturing risk/loss event data and its contributing factors, carried out in a centralized database, conducting RCSA activities periodically, reporting related risks, and monitoring operational risks through the KRI.
f. The development of the ORMS application phase 2 to ensure the effectiveness of ORM cycle implementation integrated in all units of Danamon and its Subsidiary.
g. Insurance (i.e.: BBB/Bankers Blanket Bonds, money insurance) as one of the most important forms of operational risk mitigation, has been coordinated by the insurance coordinator within ORM Fraud & QA Division.
h. ORM workshops and socialization to the RTU and training (Risk School and E-Learning) for new employees are continuously implemented to ensure continuity and uniformity in the awareness level of operational risk and risk culture recognition in Danamon.
i. The development of systems and processes in conducting cyber risk assessment through application modelling, so that Danamon able to anticipate to close the potential vulnerability from the early stage of the application development cycle.
j. Developing and implementing procedures and guidelines to respond to cybersecurity incidents.
k. Updating the Business Continuity Management (BCM) policy according to the latest conditions.
l. Increasing operational risk awareness campaign by periodically sending email blasts and self-raise issue campaign to ensure Danamon employees proactively identify risks and conduct necessary corrective actions before operational risk incident occurs.
m. Holding sharing sessions through webinars, the Risk Academy, and online training for all Danamon employees to increase the awareness of information security and the risks related to the use of technology in general.
n. Continuing the information security risk assessment initiative for vendors/third parties who process Danamon sensitive data classified as confidential/strictly confidential.
o. Further developing the initiative related to the risk and control library that focuses on specific controls applied to specific risks (application/transaction control level).

4) Market and Liquidity Risk Management

a. Conducting stress testing related to ICAAP, Joint Stress Test, as well as other stress tests that are performed periodically or add-hoc to ensure that Danamon has the capacity to survive in the event of a liquidity and market stress conditions.
b. Preparing for the implementation of Climate Risk Stress Testing for Market and Liquidity Risk in compliance with the OJK guidelines.
c. Continuing to participate in the development of necessary infrastructure to support new Treasury products and activities, as well as the implementation of a new Treasury System.
d. Performing ALM system upgrade to the newest version to support Danamon business growth and provide added value to Management in decision making.
e. Maintaining continuous enhancement, regular reviews, also validation of market and liquidity risk measurement methodologies.
f. Preparing Fundamental Review of the Trading Book (FRTB) and Credit Valuation Adjustment (CVA) automation implementation calculation using the new Treasury system.
g. Making regular updates on policies, methodologies and procedures related to Market Risk and Liquidity Risk.
h. Preparing Internal Liquidity Adequacy Assessment Process (ILAAP) calculation through ALM system upgrade.

IMPLEMENTATION OF BASEL III

Regulators have issued several regulations related to the Capital Adequacy Ratio to support the implementation of Basel III in Indonesia.

There are 3 (three) additional capital buffers that shall be provided by Danamon as follows:

- **Capital Conservation Buffer**
  Danamon is required to establish a capital buffer in the form of a Capital Conservation Buffer of 2.5% of RWA.

- **Countercyclical Buffer**
  Currently, the countercyclical buffer for Danamon is still set at 0%.

- **Capital Surcharge for Systemic Bank**
  Based on an OJK letter to Danamon dated 9 October 2024, Danamon was designated as a Systemic Bank classified in group (bucket) 1; therefore, Danamon is required to establish a Capital Surcharge of 1% of RWA.

In terms of Banking liquidity management, the implementation of Liquidity Coverage Ratio is based on POJK No. 42/POJK.03/2015 concerning Liquidity Coverage Ratio (LCR) for Commercial Banks issued in December 2015, and POJK No. 37/POJK.03/2019 concerning Transparency and Publication of Bank Reports issued in December 2019, where the implementation is in compliance with the Basel III liquidity framework.

In addition to LCR, Basel also introduced an additional ratio, the Net Stable Funding Ratio (NSFR), as a complement to liquidity risk management, as well as a leverage ratio as a complement to capital ratios. The introduction of a leverage ratio is the backstop of the capital ratio, according to the risk profile, to prevent the occurrence of a deleveraging process that can damage the financial system and economy.

The implementation of the NSFR is based on POJK No. 50/POJK.03/2017 concerning Obligation of NSFR for Commercial Banks issued in July 2017. Implementation of the POJK was effective as of January 2018, with a minimum ratio of 100%. The aspects of the NSFR related to calculation, implementation period, reporting, publication, and others refer to the above POJK.

As part of the Basel III implementation framework, Danamon has implemented the management of interest rate risk in the Banking Book as regulated by SEOJK No. 12/SEOJK.03/2018 pertaining to the Implementation of Risk Management and Measurement based on Standardized Approach for Interest Rate Risk in the Banking Book for Commercial Banks.

DISCLOSURE OF **RISK AND CAPITAL EXPOSURE**

Disclosure of information below as of 31 December 2024 is based on SEOJK No. 9/SEOJK.03/2020 related to the Transparency and Publication Report for Conventional Bank; SEOJK No. 24/SEOJK.03/2021 related to the Calculation of Risk-Weighted Assets (RWA) Credit Risk using the Standardized Approach for Commercial Banks and SEOJK No. 16/SEOJK.03/2023 regarding Capital Calculation for Bank Exposure to Central Counterparty Institutions.

GENERAL RISK

TABLE 1. KEY METRICS (KM 1) - BANK ONLY

No.	Description
	Available Capital
1.	Common Equity Tier 1 (CET1)
2.	Tier 1 Capital
3.	Total Capital
	Risk Weighted Assets
4.	Total Risk Weighted Assets (RWA)
	Risk Based Capital Ratios as a percentage of RWA
5.	CET1 Ratio (%)
6.	Tier 1 Ratio (%)
7.	Total Capital Ratio (%)
	Additional CET1 buffer requirements as a percentage of RWA
8.	Capital Conservation Buffer (2.5% of RWA) (%)
9.	Countercyclical Buffer (0 - 2.5% of RWA) (%)
10.	Capital Surcharge for Systemic Bank (1% - 3.5%) (%)
11.	Total CET1 as buffer requirements (row 8 + row 9 + row 10)
12.	CET1 component for buffer
	Basel III Leverage Ratio
13.	Total Exposure
14.	Leverage ratio, including the impact of any applicable temporary exemption of central bank reserves (%)
14b.	Leverage ratio, excluding the impact of any applicable temporary exemption of central bank reserves (%)
14c.	Leverage Ratio, including the impact of any applicable temporary exemption of central bank reserves, which includes the average value of the carrying value of Securities Financing Transactions (SFT) on a gross basis (%).
14d.	Leverage Ratio, Excluding the impact of any applicable temporary exemption of central bank reserves, which includes the average value of the carrying value of Securities Financing Transactions (SFT) on a gross basis (%).
	Liquidity Coverage Ratio (LCR)
15.	Total High-Quality Liquid Assets (HQLA)
16.	Total Net Cash Outflow
17.	LCR ratio (%)

(in million Rupiah)

	31-DEC-24	31-SEP-24	30-JUN-24	31-MAR-24	31-DEC-23
	36,117,873	35,664,604	34,579,975	34,374,081	34,156,702
	36,117,873	35,664,604	34,579,975	34,374,081	34,156,702
	37,858,217	37,362,971	36,240,703	36,023,034	35,753,045
	155,021,144	153,203,473	148,659,339	146,555,480	141,109,736
	23.30%	23.28%	23.26%	23.45%	24.21%
	23.30%	23.28%	23.26%	23.45%	24.21%
	24.42%	24.39%	24.38%	24.58%	25.34%
	2.50%	2.50%	2.50%	2.50%	2.50%
	0.00%	0.00%	0.00%	0.00%	0.00%
	1.00%	1.00%	1.00%	1.00%	1.00%
	3.50%	3.50%	3.50%	3.50%	3.50%
	15.42%	15.39%	15.38%	15.58%	16.34%
	227,936,242	223,688,648	212,848,079	209,653,853	205,574,011
	15.85%	15.94%	16.25%	16.40%	16.62%
	15.85%	15.94%	16.25%	16.40%	16.62%
	16.09%	16.10%	16.19%	16.35%	16.58%
	16.09%	16.10%	16.19%	16.35%	16.58%
	36,609,930	41,091,434	40,061,251	38,400,891	34,458,528
	28,877,999	29,161,228	28,418,169	27,879,434	26,328,877
	137.16%	140.91%	140.97%	137.74%	130.88%

No.	Description
	Net Stable Funding Ratio (NSFR)
18.	Total Available Stable Funding
19.	Total Required Stable Funding
20.	NSFR ratio (%)

Qualitative Analysis
CAR: Capital Adequacy Ratio (CAR) of Danamon individually in December 2024 was 24.42%, above minimum requirements as stipulated in POJK No.11/POJK.03/2016 and revised through OJK Regulation No.27 Tahun 2022 dated December 7, 2022, which is 9.0%, with additional fulfillment of capital surcharge for systemic Bank of 1.0% and capital conservation buffer of 2.5%. Leverage Ratio: The leverage ratio of Danamon individually in December 2024 was 16.09%, above minimum requirement as stipulated in POJK No. 31/POJK.03/2019, which is 3.0%.

(in million Rupiah)

	31-DEC-24	31-SEP-24	30-JUN-24	31-MAR-24	31-DEC-23
	152,700,638	149,809,045	145,143,627	143,437,281	142,030,357
	123,634,772	121,825,528	118,966,141	116,755,593	114,915,994
	123.51%	122.97%	122.00%	122.85%	123.59%

LCR:
The average Liquidity Coverage Ratio (LCR) of Danamon individually in December 2024 was 137.16%. This ratio was still above the minimum ratio value as stipulated in POJK No. 42/POJK.03/2015 and revised through OJK Regulation number 48/POJK.03/2020, which is 100%. The composition of High-Quality Liquid Assets (HQLA) owned by Danamon was still dominated by Placements with Bank Indonesia (BI), as well as Securities issued by the Central Government and BI.

NSFR:
The NSFR of Danamon individually in December 2024 was 123.51%,, above the OJK minimum requirement of 100%. Total Available Stable Fund (ASF) of Danamon individually in December 2024 was IDR152.70 trillion (weighted value) with the largest component coming from Deposits from individual and micro customers amounting to IDR62.45 trillion (weighted value) and Capital of IDR50.87 trillion (weighted value).

TABLE 1. KEY METRICS (KM 1) - BANK AS CONSOLIDATED WITH SUBSIDIARY

No.	Description
	Available Capital
1.	Common Equity Tier 1 (CET1)
2.	Tier 1 Capital
3.	Total Capital
	Risk Weighted Assets
4.	Total Risk Weighted Assets (RWA)
	Risk Based Capital Ratios as a percentage of RWA
5.	CET1 Ratio (%)
6.	Tier 1 Ratio (%)
7.	Total Capital Ratio (%)
	Additional CET1 buffer requirements as a percentage of RWA
8.	Capital Conservation Buffer (2.5% of RWA) (%)
9.	Countercyclical Buffer (0 - 2.5% of RWA) (%)
10.	Capital Surcharge for Systemic Bank (1% - 3.5%) (%)
11.	Total CET1 as buffer requirements (row 8 + row 9 + row 10)
12.	CET1 component for buffer
	Basel III Leverage Ratio
13.	Total Exposure
14.	Leverage ratio, including the impact of any applicable temporary exemption of central bank reserves (%)
14b.	Leverage ratio, excluding the impact of any applicable temporary exemption of central bank reserves (%)
14c.	Leverage Ratio, including the impact of any applicable temporary exemption of central bank reserves, which includes the average value of the carrying value of Securities Financing Transactions (SFT) on a gross basis (%).
14d.	Leverage Ratio, Excluding the impact of any applicable temporary exemption of central bank reserves, which includes the average value of the carrying value of Securities Financing Transactions (SFT) on a gross basis (%).
	Liquidity Coverage Ratio (LCR)
15.	Total High-Quality Liquid Assets (HQLA)
16.	Total Net Cash Outflow
17.	LCR ratio (%)
	Net Stable Funding Ratio (NSFR)
18.	Total Available Stable Funding
19.	Total Required Stable Funding
20.	NSFR ratio (%)

Qualitative Analysis

CAR:
CAR of Danamon consolidated in December 2024 was 26.23%, above minimum requirements as stipulated in POJK No.11/POJK.03/2016 and revised through OJK Regulation No.27 Tahun 2022 dated December 7, 2022, which is 9.0%, with additional fulfillment of capital surcharge for systemic Bank of 1.0% and capital conservation buffer of 2.5%.

Leverage Ratio:
The leverage ratio of Danamon consolidated in December 2024 was 18.09%, above minimum requirement as stipulated in POJK No. 31/POJK.03/2019 of 3.0%.

(in million Rupiah)

31-DEC-24	31-SEP-24	30-JUN-24	31-MAR-24	31-DEC-23
46,210,485	45,656,857	44,322,777	43,813,465	44,057,898
46,210,485	45,656,857	44,322,777	43,813,465	44,057,898
48,067,638	47,478,464	46,122,384	45,587,566	45,755,058
183,219,439	181,614,758	178,010,951	174,435,552	166,274,024
25.22%	25.14%	24.90%	25.12%	26.50%
25.22%	25.14%	24.90%	25.12%	26.50%
26.23%	26.23%	25.91%	26.14%	27.52%
2.50%	2.50%	2.50%	2.50%	2.50%
0.00%	0.00%	0.00%	0.00%	0.00%
1.00%	1.00%	1.00%	1.00%	1.00%
3.50%	3.50%	3.50%	3.50%	3.50%
17.23%	17.14%	16.91%	17.14%	18.52%
258,913,738	255,750,887	246,478,833	240,066,813	234,222,386
17.85%	17.85%	17.98%	18.25%	18.81%
17.85%	17.85%	17.98%	18.25%	18.81%
18.09%	18.00%	17.93%	18.20%	18.77%
18.09%	18.00%	17.93%	18.20%	18.77%
39,747,375	41,244,015	40,152,771	38,481,630	34,538,059
27,444,668	28,091,857	28,237,998	28,061,371	26,203,874
144.83%	146.82%	142.19%	137.13%	131.81%
164,204,669	161,805,171	158,075,381	154,516,238	153,128,999
136,603,981	135,505,980	133,859,972	130,203,882	126,700,063
120.20%	119.41%	118.09%	118.67%	120.86%

LCR:
The LCR of Danamon consolidated during Q4-2024 was 144.83%, far above the OJK minimum requirement of 100%. This shows that Danamon consolidated has sufficient HQLA to cover net cash outflows for 1 month in crisis conditions.

NSFR:
The NSFR of Danamon consolidated in December 2024 was 120.20%, above the OJK minimum requirement of 100%. Total ASF of Danamon consolidated in December 2024 was IDR164.20 trillion (weighted value) with the largest component coming from Deposits from individual and micro and small business customers amounting to IDR68.13 trillion (weighted value) and Capital of IDR52.98 trillion (weighted value).

TABLE 2. DIFFERENCE BETWEEN CONSOLIDATED AND MAPPING ON FINANCIAL STATEMENTS IN ACCORDANCE WITH FINANCIAL ACCOUNTING STANDARDS WITH RISK CATEGORIES IN ACCORDANCE WITH FINANCIAL SERVICES AUTHORITY PROVISIONS FOR RISK CATEGORY (LI1) - BANK AS CONSOLIDATED WITH SUBSIDIARY

31 December 2024

No.	Accounts	Carrying value as stated in the financial statement publication
	ASSETS	
1.	Cash	2,467,706
2.	Placements with Bank Indonesia	10,799,120
3.	Placements with other banks	1,670,592
4.	Spot and derivative/forward receivables	435,636
5.	Marketable securities	28,487,832
6.	Securities sold under repurchase agreements (repo)	3,130,177
7.	Securities purchased under resale agreements (reverse repo)	1,785,799
8.	Acceptance receivables	1,136,000
9.	Loans	144,581,344
10.	Sharia financing	11,679,651
11.	Consumer financing receivables	27,215,480
	Allowance for impairment losses on consumer financing receivables -/-	(1,513,432)
12.	Investments	2,346,496
13.	Other financial assets	2,257,646
14.	Allowance for impairment losses on financial assets -/-	
	a. Marketable securities	(225,130)
	b. Loans and Sharia financing	(7,588,707)
	c. Others	(8,385)
15.	Intangible assets	5,434,680
	Accumulated amortisation on intangible assets -/-	(3,474,131)
16.	Fixed assets and equipment	5,796,207
	Accumulated depreciation of fixed assets and equipment -/-	(3,313,562)
17.	Non earning asset	
	a. Idle properties	64,599
	b. Foreclosed assets	320,073
	c. Suspense accounts	37
	d. Interbranch assets	-
18.	Leased receivables	2,309,853
19.	Other assets	6,538,959
	TOTAL ASSETS	**242,334,540**

(in million Rupiah)

	Carrying amount of each risk*)				
	In accordance with the credit risk framework	In accordance with Counterparty Credit Risk framework	In accordance with the Securitization Framework	In accordance with the Market Risk Framework	Does not refer to capital requirements or based on capital reduction
	2,483,570	-	-	165,049	-
	10,799,120	-	-	1,936,010	-
	1,670,592	-	-	1,100,777	-
	-	435,636	-	435,636	-
	24,665,684	-	-	4,887,431	-
	3,130,177	-	-	-	-
	1,785,799	-	-	-	-
	1,136,000	-	-	998,153	-
	144,581,344	-	-	16,451,298	-
	11,679,651	-	-	398,197	-
	27,215,480	-	-	-	-
	(540,029)	-	-	-	-
	1,368,998	-	-	-	968,671
	2,119,689	-	-	224,453	-
	-	-	-	-	-
	(5,820,431)	-	-	(444,343)	-
		-	-	(6,341)	-
		-	-	-	5,434,680
		-	-	-	(3,474,131)
	5,796,207	-	-	-	-
	(3,313,562)	-	-	-	-
	64,599	-	-	-	-
	320,073	-	-	-	-
	37	-	-	7	-
	-	-	-	-	-
	2,309,853	-	-	-	-
	4,651,340	-	-	42,619	1,958,717
	236,104,193	**435,636**	**-**	**26,188,946**	**4,887,937**

31 December 2024

NO.	Accounts	Carrying value as stated in the financial statement publication
	LIABILITIES AND EQUITY	
	LIABILITIES	
1.	Current accounts	26,098,043
2.	Savings	36,188,408
3.	Time deposits	88,283,018
4.	E-money	-
5.	Liabilities to Bank Indonesia	-
6.	Liabilities to other Banks	4,204,749
7.	Spot and derivative/forward liabilities	676,369
8.	Securities sold under repurchase agreements (repo)	4,718,889
9.	Acceptance payables	1,136,000
10.	Marketable securities issued	7,139,060
11.	Borrowings	10,475,188
12.	Security deposits	7,989
13.	Interbranch liabilities	-
14.	Other liabilities	11,581,270
15.	Minority interest	757,925
	TOTAL LIABILITIES	**191,266,908**
	EQUITY	
16.	Issued and fully paid capital	
	a. Authorized capital	10,000,000
	b. Unpaid capital -/-	(4,004,423)
	c. Treasury stock -/-	-
17.	Additional paid-up capital	
	a. Agio	7,985,971
	b. Disagio -/-	-
	c. Capital paid in advance	-
	d. Others	8,242
18.	Other comprehensive income	
	a. Gains	49
	b. Lossess -/-	(241,178)

(in million Rupiah)

	Carrying amount of each risk*)				
	In accordance with the credit risk framework	In accordance with Counterparty Credit Risk framework	In accordance with the Securitization Framework	In accordance with the Market Risk Framework	Does not refer to capital requirements or based on capital reduction
				4,298,715	
	-	-	-	5,330,494	-
	-	-	-	8,817,889	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	569,153	-
	-	-	-	676,370	-
	-	-	-	-	-
	-	-	-	998,153	-
	-	-	-	-	-
	-	-	-	4,104,225	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	225,040	-
	-	-	-	-	-
	-	**-**	**-**	**25,020,039**	**-**

	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	49	-
	-	-	-	-	-

31 December 2024

NO.	Accounts	Carrying value as stated in the financial statement publication	
19.	Reserves		
	a. General reserves	564,076	
	b. Specific reserves	-	
20.	Retained earnings		
	a. Previous years	34,801,945	
	b. Current year	3,179,335	
	c. Deviden paid -/-	(1,226,385)	
	TOTAL EQUITY ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT ENTITY	**51,067,632**	
	TOTAL EQUITY	**51,067,632**	
	TOTAL LIABILITIES AND EQUITY	**242,334,540**	

Qualitative Analysis
There are several financial assets that are subject to more than one risk framework, as follows: 1. Spot and derivatives receivables, recorded on counterparty credit risk framework and market risk. 2. Placement to Bank Indonesia, Loan and marketable securities is recorded on Credit Risk dan Market Risk frameworks.

*) The carrying amount column as stated in the financial statement publication may differ from the sum of all the carrying amount of each risk, because there are items that are calculated on more than one risk framework, or there are items that are not included in the risk framework at all.

(in million Rupiah)

	Carrying amount of each risk*)				
	In accordance with the credit risk framework	In accordance with Counterparty Credit Risk framework	In accordance with the Securitization Framework	In accordance with the Market Risk Framework	Does not refer to capital requirements or based on capital reduction
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	**-**	**-**	**49**	**-**
	-	**-**	**-**	**-**	**-**
	-	-	-	**25,020,088**	-

Each risk frameworks calculation on financial asset is following OJK regulation as follow:
1. SEOJK No. 24/SEOJK.03/2021, SEOJK No. 11/SEOJK.03/2018 and SEOJK No. 42 /SEOJK.03/2016 regarding Guidelines for Calculation of Risk Weighted Assets for Credit Risk using the Standard Approach
2. SEOJK No. 48/SEOJK.03/2017 concerning Guidelines for Calculation of Net Receivables for Derivative Transactions in the Calculation of RiskWeighted Assets for Credit Risk by Using a Standard Approach
3. SEOJK No.23 Tahun 2022 dated December 7, 2022 concerning Guidelines for Using the Standard Method in Calculation of the Capital Adequacy Ratio Requirement for Commercial Banks by Taking Market Risk into Account.

TABLE 3. MAIN DIFFERENCES BETWEEN CARRYING VALUE ACCORDING TO FINANCIAL ACCOUNTING STANDARDS AND EXPOSURE VALUE ACCORDING TO OJK REGULATIONS (LI2) - BANK AS CONSOLIDATED WITH SUBSIDIARY

31 December 2024 (in million Rupiah)

No.	Component	Total	Items :			
			Credit Risk Framework	Securitization Framework	Counterparty Credit Risk Framework	Market Risk Framework
1.	Carrying value of assets is in accordance with the prudential consolidated coverage (as reported in table LI1)	262,728,775	236,104,193	-	435,636	26,188,946
2.	Carrying amount of the liability is in accordance with the prudential consolidated coverage (as reported in table LI1)	25,020,087	-	-	-	25,020,087
3.	Total net value is in accordance with the prudential consolidated coverage	287,748,862	236,104,193	-	435,636	51,209,033
4.	Administrative account value	112,217,288	19,979,454	-	823,069	91,414,765
5.	Difference in valuation	-	-	-	-	-
6.	Difference because netting rules, other than those included in line 2	-	-	-	-	-
7.	Difference in provision	-	-	-	-	-
8.	Difference is due to prudential filters	-	-	-	-	-
	Exposure value considered is in accordance with the consolidated scope of the prudential provisions	**399,966,149**	**256,083,647**	**-**	**1,258,704**	**142,623,798**

Qualitative Analysis

There are several financial assets that are subject to more than one risk framework, as follows:
1. Spot and derivatives receivables, recorded on counterparty credit risk framework and market risk.
2. Placement to Bank Indonesia, loan and marketable securities is recorded on Credit Risk dan Market Risk frameworks.

Each risk frameworks calculation on financial asset is following OJK regulation as follow:
1. SEOJK No.24/SEOJK.03/2021, SEOJK No. 11/SEOJK.03/2018 dan SEOJK No. 42 /SEOJK.03/2016 concerning RWA Calculation for Credit Risk using the Standardized Approach for Commercial Banks
2. SEOJK No. 48/SEOJK.03/2017 concerning Guidelines for Calculation of Net Receivables for Derivative Transactions in the Risk-Weighted Assets Calculation for Credit Risk using Standardized Approach, and
3. SEOJK No.23 Tahun 2022 dated December 7, 2022 concerning Guidelines for Using Standardized Method in Calculation of Capital Adequacy Ratio for Commercial Banks by Taking Market Risk into Account.

General - The explanation of the Exposure Amount Difference in accordance with Financial Accounting Standards and OJK Regulation (LIA)

Bank and Subsidiary classify fair value measurements using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. The fair value hierarchy shall have the followings levels:

i. Quoted prices (unadjusted) in active markets for identical assets or liabilities (Level 1);
ii. Inputs other than quoted prices included within Level 1 that are observable for the asset or liability either directly (example, price) or indirectly (example, derived from prices) (Level 2); and
iii. Inputs for the asset and liability that are not based on observable market data (unobservable inputs) (Level 3).

Fair values of financial assets and financial liabilities that are traded in active markets are based on quoted market prices or dealer price quotations. For all other financial instruments, Bank and Subsidiary determine fair values using valuation techniques. Valuation techniques include net present value and discounted cash flow models, and comparison to similar instruments for which market observable prices exist. Assumptions and inputs used in valuation techniques include risk-free and benchmark interest rates, credit spreads and other variable used in estimating discount rates, bond prices, foreign currency exchange rates, and expected price volatilities and correlations.

CAPITAL RISK

TABLE 4. CAPITAL COMPOSITION (CC1)

31 December 2024

(in million Rupiah)

No.	Component	Bank	Consolidated	Ref. No. from Publication Balance Sheet
	Common Equity Tier 1 capital: Instruments and Reserves			
1.	Directly issued qualifying common share (and equivalent for non-joint stock companies) capital plus related stock surplus	13,981,548	13,981,548	a + b + c
2.	Retained earnings	36,754,895	36,754,895	d + e + f
3.	Accumulated other comprehensive income (and other reserves)	451,799	451,799	g + h + i
4.	Directly issued capital subject to phase out from CET 1 (only applicable to non-joint stock companies)	N/A	N/A	
5.	Common share capital issued by subsidiary and held by third parties (amount allowed in group CET 1)	-	-	
6.	**CET 1 capital before regulatory adjustments**	**51,188,242**	**51,188,242**	
	CET 1 capital: Regulatory Adjustments			
7.	Prudential valuation adjustments	-	-	
8.	Goodwill (net of related tax liability)	-	(1,074,532)	j + k
9.	Other intangibles other than mortgage-servicing rights (net of related tax liability)	(590,970)	(886,017)	l + m
10.	Deferred tax assets that rely on future profitability excluding those arising from temporary differences (net of related tax liability)	N/A	N/A	
11.	Cash-flow hedge reserve	N/A	N/A	
12.	Shortfall of provisions to expected losses	N/A	N/A	
13.	Securitisation gain on sale (as set out in paragraph 562 of Basel II framework)	-	-	
14.	Gains and losses due to changes in own credit risk on fair valued liabilities	-	-	
15.	Defined-benefit pension fund net assets	N/A	N/A	
16.	Investments in own shares (if not already netted off paid-in capital on reported balance sheet)	N/A	N/A	

31 December 2024 (in million Rupiah)

No.	Component	Bank	Consolidated	Ref. No. from Publication Balance Sheet
17.	Reciprocal cross-holdings in common equity	-	-	
18.	Investments in the capital of banking, financial and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions, where the bank does not own more than 10% of the issued share capital (amount above 10% threshold)	N/A	N/A	
19.	Significant investments in the common stock of banking, financial and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions (amount above 10% threshold)	N/A	N/A	
20.	Mortgage servicing rights (amount above 10% threshold)	-	-	
21.	Deferred tax assets arising from temporary differences (amount above 10% threshold, net of related tax liability)	N/A	N/A	
22.	Amount exceeding the 15% threshold	N/A	N/A	
23.	of which : significant investments in the common stock of financials	N/A	N/A	
24.	of which : mortgage servicing rights	N/A	N/A	
25.	of which : deferred tax assets arising from temporary differences	N/A	N/A	
26.	National specific regulatory adjustments			
	a. Under provision between regulatory provision and impairment value on productive assets	-	-	
	b. Under provision between regulatory provision and impairment value on non productive assets	(73,861)	(73,861)	
	c. Deferred tax assets	(1,577,132)	(1,974,676)	n
	d. Investments	(12,828,406)	(968,671)	o
	e. Short of capital on insurance subsidiary company	-	-	
	f. Capital securitisation exposure	-	-	
	g. Others	-	-	
27.	Regulatory adjustments applied to Common Equity Tier 1 due to insufficient Additional Tier 1 and Tier 2 to cover deductions	-	-	
28.	**Total regulatory adjustments to CET 1**	**(15,070,369)**	**(4,977,757)**	
29.	**Common Equity Tier 1 capital (CET 1)**	**36,117,873**	**46,210,485**	
	Additional Tier 1 capital: Instruments			
30.	Directly issued qualifying Additional Tier 1 instruments plus related stock surplus	-	-	
31.	of which: classified as equity under applicable accounting standards	-	-	
32.	of which: classified as liabilities under applicable accounting standards	-	-	
33.	Directly issued capital instruments subject to phase out from Additional Tier 1	N/A	N/A	
34.	Additional Tier 1 instruments (and CET 1 instruments not included in row 5) issued by subsidiary and held by third parties (amount allowed in group AT 1)	-	-	
35.	of which: instruments issued by subsidiary subject to phase out	N/A	N/A	
36.	**Additional Tier 1 capital before regulatory adjustments**			

31 December 2024 (in million Rupiah)

No.	Component	Bank	Consolidated	Ref. No. from Publication Balance Sheet
	Additional Tier 1 capital: Regulatory Adjustments			
37.	Investments in own AT 1 instruments	N/A	N/A	
38.	Reciprocal cross-holdings in AT 1 instruments	N/A	N/A	
39.	Investments in the capital of banking, financial and insurance entities that are outside the scope of regulatory consolidation, net of eligible short positions, where the Bank does not own more than 10% of the issued common share capital of the entity (amount above 10% threshold)	N/A	N/A	
40.	Significant investments in the capital of banking, financial and insurance entities that are outside the scope of regulatory consolidation (net of eligible short positions)	N/A	N/A	
41.	National specific regulatory adjustments			
	a. Placement of funds in instruments AT 1 at other Banks	-	-	
42.	Regulatory adjustments applied to AT 1 due to insufficient Tier 2 to cover deductions	-	-	
43.	**Total regulatory adjustments to AT 1 capital**	**N/A**	**N/A**	
44.	**Additional Tier 1 capital (AT 1)**	**N/A**	**N/A**	
45.	**Tier 1 capital (T1 = CET 1 + AT 1)**	**36,117,873**	**46,210,485**	
	Tier 2 capital: Instruments and Provisions			
46.	Directly issued qualifying Tier 2 instruments plus related stock surplus	19,583	19,583	p
47.	Directly issued capital instruments subject to phase out from Tier 2	N/A	N/A	
48.	Tier 2 instruments (and CET 1 and AT 1 instruments not included in rows 5 or 34) issued by subsidiary and held by third parties (amount allowed in group Tier 2)	-	-	
49.	of which: instruments issued by subsidiary subject to phase out	N/A	N/A	
50.	General reserves of regulatory provision on productive assets (max. 1.25% of RWA Credit Risk)	1,720,761	1,837,570	
51.	**Tier 2 capital before regulatory adjustments**	**1,740,344**	**1,857,153**	
	Tier 2 capital: Regulatory Adjustments			
52.	Investments in own Tier 2 instruments	N/A	N/A	
53.	Reciprocal cross-holdings in Tier 2 instruments and other TLAC liabilities	-	-	
54.	Investments in the other TLAC liabilities of banking, financial and insurance entities that are outside the scope of regulatory consolidation and where the Bank does not own more than 10% of the issued common share capital of the entity: amount previously designated for the 5 % threshold but that no longer meets the conditions (for G-SIBs only)	N/A	N/A	
55.	Significant investments in the capital and other TLAC liabilities of banking, financial and insurance entities that are outside the scope of regulatory consolidation (net of eligible short positions)	N/A	N/A	
56.	National specific regulatory adjustments			
	a. Sinking fund	-	-	
	b. Placement of funds in Tier 2 instruments at other Banks	-	-	

31 December 2024 (in million Rupiah)

No.	Component	Bank	Consolidated	Ref. No. from Publication Balance Sheet
57.	**Total regulatory adjustments to Tier 2 capital**	-	-	
58.	**Tier 2 capital (T2)**	1,740,344	1,857,153	
59.	**Total capital (TC = T1 + T2)**	37,858,217	48,067,638	
60.	**Total Risk Weighted Assets**	155,021,144	183,219,439	
	Capital Ratios and Buffers			
61.	Common Equity Tier 1 (as a percentage of risk weighted assets)	**23.30%**	**25.22%**	
62.	Tier 1 (as a percentage of risk weighted assets)	**23.30%**	**25.22%**	
63.	Total capital (as a percentage of risk weighted assets)	**24.42%**	**26.23%**	
64.	Institution specific buffer requirement (minimum CET 1 requirement plus capital conservation buffer plus countercyclical buffer requirements plus G-SIB buffer requirement, expressed as a percentage of risk weighted assets)	**3.50%**	**3.50%**	
65.	of which: capital conservation buffer requirement	2.50%	2.50%	
66.	of which: Bank specific countercyclical buffer requirement	0.00%	0.00%	
67.	of which: G-SIB buffer requirement	1.00%	1.00%	
68.	Common Equity Tier 1 available to meet buffers (as a percentage of risk weighted assets)	15.42%	17.23%	
	National minimal (if different from Basel III)			
69.	National Common Equity Tier 1 minimum ratio (if different from Basel III minimum)	N/A	N/A	
70.	National Tier 1 minimum ratio (if different from Basel III minimum)	N/A	N/A	
71.	National total capital minimum ratio (if different from Basel III minimum)	N/A	N/A	
	Amounts below the thresholds for deduction (before risk weighting)			
72.	Non-significant investments in the capital and other TLAC liabilities of other financial entities	N/A	N/A	
73.	Significant investments in the common stock of financials	N/A	N/A	
74.	Mortgage servicing rights (net of related tax liability)	N/A	N/A	
75.	Deferred tax assets arising from temporary differences (net of related tax liability)	N/A	N/A	
	Applicable caps on the inclusion of provisions in Tier 2			
76.	Provisions eligible for inclusion in Tier 2 in respect of exposures subject to standardised approach (prior to application of cap)	N/A	N/A	
77.	Cap on inclusion of provisions in Tier 2 under standardised approach	N/A	N/A	
78.	Provisions eligible for inclusion in Tier 2 in respect of exposures subject to internal ratings-based approach (prior to application of cap)	N/A	N/A	
79.	Cap for inclusion of provisions in Tier 2 under internal ratings-based approach	N/A	N/A	

31 December 2024 (in million Rupiah)

No.	Component	Bank	Consolidated	Ref. No. from Publication Balance Sheet
	Capital instruments subject to phase-out arrangements (only applicable between 1 Jan 2018 and 1 Jan 2022)			
80.	Current cap on CET 1 instruments subject to phase out arrangements	N/A	N/A	
81.	Amount excluded from CET 1 due to cap (excess over cap after redemptions and maturities)	N/A	N/A	
82.	Current cap on AT 1 instruments subject to phase out arrangements	N/A	N/A	
83.	Amount excluded from AT 1 due to cap (excess over cap after redemptions and maturities)	N/A	N/A	
84.	Current cap on T2 instruments subject to phase out arrangements	N/A	N/A	
85.	Amount excluded from T2 due to cap (excess over cap after redemptions and maturities)	N/A	N/A	

TABLE 5. CAPITAL RECONCILIATION (CC2)

31 December 2024 (in million Rupiah)

No	Accounts	Bank	Consolidated	Ref. No.
	ASSETS			
1.	Cash	2,286,078	2,467,706	
2.	Placements with Bank Indonesia	10,799,120	10,799,120	
3.	Placements with other Banks	1,124,832	1,670,592	
4.	Spot and derivative/forward receivables	372,830	435,636	
5.	Marketable securities owned	28,556,800	28,487,832	
6.	Securities sold under repurchase agreements (repo)	3,130,177	3,130,177	
7.	Securities purchased under resale agreements (reverse repo)	1,785,799	1,785,799	
8.	Acceptance receivables	1,136,000	1,136,000	
9.	Loans	144,796,622	144,581,344	
10.	Sharia financing	11,679,651	11,679,651	
11.	Consumer financing receivables	-	27,215,480	
	Allowance for impairment losses on consumer financing receivables -/-	-	(1,513,432)	
12.	Investments			
	a. Calculated as capital deduction factor	12,828,406	968,671	o
	b. Not calculated as capital deduction factor	79,812	1,377,825	
13.	Other financial assets	2,155,869	2,257,646	
14.	Allowance for impairment losses on financial assets -/-			
	a. Marketable securities	(225,130)	(225,130)	
	b. Loans	(7,514,253)	(7,588,707)	
	c. Others	(8,385)	(8,385)	

31 December 2024 (in million Rupiah)

No	Accounts	Bank	Consolidated	Ref. No.
15.	Intangible assets			
	a. Goodwill	-	1,906,683	j
	b. Other Intangible assets	2,745,250	3,527,997	l
	Accumulated amortisation on intangible assets -/-			
	a. Goodwill	-	(832,151)	k
	b. Other Intangible assets	(2,154,280)	(2,641,980)	m
16.	Fixed assets and equipment	4,371,460	5,796,207	
	Accumulated depreciation of fixed assets and equipment -/-	(2,430,112)	(3,313,562)	
17.	Non earning asset			
	a. Idle properties	64,599	64,599	
	b. Foreclosed assets	320,073	320,073	
	c. Suspense accounts	37	37	
	d. Interbranch assets	-	-	
18.	Leased receivables	-	2,309,853	
19.	Other assets			
	a. Deferred tax assets calculated as capital deduction factor	1,577,132	1,974,676	n
	b. Other assets not calculated as capital deduction factor	4,285,773	4,564,283	
	TOTAL ASSETS	**221,764,160**	**242,334,540**	

No	Accounts	Bank	Consolidated	Ref. No.
	LIABILITIES & EQUITY			
1.	Current accounts	26,997,243	26,098,043	
2.	Savings	36,188,408	36,188,408	
3.	Time deposits	88,283,018	88,283,018	
4.	E-money	-	-	
5.	Liabilities to Bank Indonesia	-	-	
6.	Liabilities to other Banks	4,204,749	4,204,749	
7.	Spot and derivative/forward liabilities	600,953	676,369	
8.	Securities sold under repurchase agreements (repo)	4,718,889	4,718,889	
9.	Acceptance payables	1,136,000	1,136,000	
10.	Marketable securities issued	-	7,139,060	
11.	Borrowings			
	a. Can be calculated in the capital component	19,583	19,583	p
	b. Can not be calculated in the capital component	5,417	10,455,605	
12.	Security deposits	7,989	7,989	
13.	Interbranch liabilities	-	-	
14.	Other liabilities	8,534,279	11,581,270	
15.	Minority interest	-	757,925	
	TOTAL LIABILITIES	**170,696,528**	**191,266,908**	

31 December 2024 (in million Rupiah)

No	Accounts	Bank	Consolidated	Ref. No.
16.	Issued and fully paid capital			
	a. Authorized capital	10,000,000	10,000,000	a
	b. Unpaid capital -/-	(4,004,423)	(4,004,423)	b
	c. Treasury stock -/-	-	-	
17.	Additional paid-up capital			
	a. Agio	7,985,971	7,985,971	c
	b. Disagio -/-	-	-	
	c. Capital paid in advance	-	-	
	d. Others	8,242	8,242	
18.	Other comprehensive income			
	a. Gain			
	i. Can be calculated in the capital component	58,567	58,567	g
	ii. Can not be calculated in the capital component	(58,518)	(58,518)	
	b. Losses			
	i. Can be calculated in the capital component	(170,844)	(170,844)	h
	ii. Can not be calculated in the capital component	(70,334)	(70,334)	
19.	Reserves			
	a. General reserves	564,076	564,076	i
	b. Specific reserves	-	-	
20.	Retained earnings			
	a. Previous years	34,801,945	34,801,945	d
	b. Current year			
	i. Can be calculated in the capital component	3,179,335	3,179,335	e
	ii. Can not be calculated in the capital component	-	-	
	c. Dividend paid	(1,226,385)	(1,226,385)	f
	Total Equity Attributable to Equity Holders of The Parent Equity	51,067,632	51,067,632	
	TOTAL EQUITY	**51,067,632**	**51,067,632**	
	TOTAL LIABILITIES AND EQUITY	**221,764,160**	**242,334,540**	

TABLE 6. KEY FEATURES OF CAPITAL AND TLAC-ELIGIBLE INSTRUMENTS (CCA)

31 December 2024

No	Question	
1.	Issuer	
2.	Identification Number	
3.	Legal applied	
	Means by which enforceability requirement of Section 13 of the TLAC Term Sheet is achieved (for other TLAC-eligible instruments governed by foreign law)	
	Instrument Treatment based on CAR requirements	
4.	During the transition period	
5.	After the transition period	
6.	Are the instrument eligible for Individual/Consolidated or Consolidated and Individual	
7.	Instrument Type	
8.	The amount recognized in the CAR calculation (in millions IDR)	
9.	Par Value of the instrument (in millions IDR)	
10.	Accounting Classification	
11.	Publication Date	

(in million Rupiah)

Main Capital Instrument Features Reconciliation and TLAC-Eligible (CCA)	
Answer	**Answer**
PT Bank Danamon Indonesia Tbk	PT Bank Danamon Indonesia Tbk
"Exchange Code : BDMN ISIN : ID1000094204"	N/A
Indonesian Law	Indonesian Law
N/A	N/A
N/A	N/A
CET 1	Tier 2
Consolidated and Individual	Consolidated and Individual
Common Stock	Subordinated Loan
13,981,548	19,583
5,995,577	25,000
Equity	Liability - Amortized cost
STOCK SERIE A • Initial Public Offering on December 8, 1989 of 12,000,000 shares - par value per share of IDR 1,000. • Founders' shares of 22,400,000 sheet. • Bonus shares from additional paid-in capital capitalisation of 34,400,000 shares in 1992. • Shares from Limited Public Offering with Pre-emptive Rights (Rights Issue) I of 224,000,000 shares - par value per share of IDR 1,000, on 24 December 1993. • Bonus shares from additional paid-in capital capitalisation of 112,000,000 shares - par value per share of IDR 1,000 in 1995. • Shares from Limited Public Offering with Pre-emptive Rights (Rights Issue) II of 560,000,000 shares - par value per share of IDR 1,000, on 29 April 1996. • Founders' shares of 155,200,000 shares in 1996. • Shares from the changes in the par value of shares of 1,120,000,000 sheet - par value per share of IDR 500 in 1997. • Increase in par value to IDR 10,000 per share through the reduction in total number of shares (reverse stock split) to 112,000,000 shares in 2001. • Increase in par value to IDR 50,000 per share through the reduction in total number of shares (reverse stock split) to 22,400,000 shares in 2003. STOCK SERIE B • Shares from Limited Public Offering with Pre-emptive Rights (Rights Issue) III of 215,040,000,000 shares - par value per share of IDR 5 on 29 March 1999. • Shares issued in order to merger with PDFCI of 45,375,000,000 shares - par value per share of IDR 5 in 1999. • Shares issued in order to merger with Bank Tiara of 35,557,200,000 shares - par value per share of IDR 5 in 2000. • Shares issued in order with Danamon merger with 7 Taken-Over (BTO) of 192,480,000,000 shares - par value per share of IDR 5 in 2000. • Increase in par value to IDR 100 per share through the reduction in total number of shares (reverse stock split) to 24,422,610,000 shares in 2001. • Increase in par value to IDR 500 per share through the reduction in total number of shares (reverse stock split) to 4,884,522,000 shares in 2003. • Shares from Limited Public Offering with Pre-emptive Rights (Rights Issue) IV of 3,314,893,116 shares - par value per share of IDR 500, on 20 March 2009. • Shares from Limited Public Offering with Pre-emptive Rights (Rights Issue) V of 1,162,285,399 shares - par value per share of IDR 1,000, on 24 August 2011. • Total Series B Shares issued start from 01 July 2015 until 30 June 2011 by the Company to, and placed/taken by, the members of the Board of Directors that determined by the Board of Commissioners of the Company and senior employees that determined by the Board of Company Directors ("Option Beneficiaries") who have exercised the option rights granted to them under the E/M SOP program are 200,542,850 Series B shares or equals with IDR 100,271,425,000 with a par value per share of IDR 500 in the period between 2005 and 2011. • Shares conversion due to merger with PT Bank Nusantara Parahyangan Tbk (Bank BNP) , through an additional of 188,909,505 shares B series (with a par value per share of IDR 500) efective at 1 May 2019.	Loan received on 4 December 2018 and extended on 4 December 2023

31 December 2024

No	Question
12.	No maturity (perpertual) or with maturity
13.	Due Date
14.	Execution of Call Option based on Banks' supervisor approval
15.	Date of call option, amounts withdrawal and other call option requirements (if any)
16.	Subsequent call option
	Coupon/Dividen
17.	Dividend or coupon with fixed or floating interest
18.	Coupon rate or other index to which reference
19.	Whether or not dividend stopper
20.	Fully discretionary; partial or mandatory
21.	Any step up feature or other incentive
22.	Non-cumulative or cumulative
23.	Convertible or non-convertible
24.	If convertible, mention its trigger point
25.	If convertible, whether whole or in part
26.	If convertible, how the conversion rate
27.	If convertible; whether mandatory or optional
28.	If convertible, specify the type of conversion instrument
29.	If convertible, mention the issuer of instrument it converts into
30.	Write-down feature
31.	If write-down, mention its trigger point
32.	If write-down, whether whole or in part
33.	If write-down; permanent or temporary
34.	If temporary write-down, explain the write-up mechanism
34a.	Type of subordination
35.	Instrument hierarchy when the liquidation is done
36.	Is there non-compliant transitioned features
37.	If yes, specify non-compliant features

(in million Rupiah)

Main Capital Instrument Features Reconciliation and TLAC-Eligible (CCA)	
Answer	Answer
Perpetual	With maturity
No maturity date	4 December 2028
No	No
N/A	N/A
N/A	N/A
Floating	Fixed
N/A	7.33%
Yes	No
Mandatory	Mandatory
No	No
Cumulative and Non-cumulative	Cumulative
Non-convertible	Non-convertible
N/A	N/A
N/A	N/A
N/A	N/A
N/A	N/A
N/A	N/A
N/A	N/A
No	Yes
N/A	(i) Common Equity Tier 1 Ratio become lower than: (a) 8% of its RWA; or (b) as required by prevailing law; or (ii) CAR Ratio become lower than: (a) 13.5%; or (b) as required by prevailing law; or (iii) Regulators decide that Debtor's business continuity is potential interrupted.
N/A	whole or in part
N/A	Permanent
N/A	N/A
N/A	N/A
Paid-up capital instrument and it's subordinated to other capital instrument. Available to absorb losses incurred prior or at the time of liquidation.	Subordinated Loan will be subordinated, Creditors wil receive payment by hierarchy after Separtist Creditors, Preference Creditors, Preference Creditors, Concurrent Creditors, and Depositors have been repaid in accordance with prevailing laws and regulations in Indonesia when liquidation is done.
No	No
N/A	N/A

Qualitative Disclosure on Capital Structure and Capital Adequacy

Danamon is committed to managing a strong and sound capital structure as the foundation for sustainable business growth.

In accordance with POJK No. 11/POJK.03/2016 and revised through POJK No.27 Tahun 2022 dated December 7, 2022 concerning the Minimum Capital Requirement for Commercial Banks and its amendments, Danamon capital consists of:

- Core Capital (Tier 1), which includes Common Equity Tier 1 and Additional Tier 1 Capital; and
- Supplementary Capital (Tier 2).
- Bank has strong capital to support the Company's growth and operations in order to meet the Minimum Capital Requirements for Commercial Banks according to the risk profile, additional capital as a buffer both the Capital Conservation Buffer and the Countercyclical Buffer, as well as Capital Surcharge for Systemic Banks in accordance with applicable regulations.

LEVERAGE RATIO

TABLE 7a. LEVERAGE RATIO REPORT

31 December 2024 (in million Rupiah)

No	Information	Total	
		Bank	Consolidated
1.	Total assets on the balance sheet in published financial statements (gross value before deducting impairment provision)	229,511,928	251,670,194
2.	Adjustment for investment in Bank, Financial Institution, Insurance Company, and/or other entities that consolidated based on accounting standard yet out of scope consolidation based on Otoritas Jasa Keuangan	-	-
3.	Adjustment for portfolio of financial asset that have underlying which already transferred to without recourse securitization asset as stipulated in OJK's statutory regulations related to Prudential Principles in Securitization Asset Activity for General Bank	-	-
4.	Adjustment to temporary exception of Placement to Bank Indonesia in accordance Statutory Reserve Requirement (if any)	-	-
5.	Adjustment to fiduciary asset that recognized as balance sheet based on accounting standard yet excluded from total exposure in Leverage Ratio calculation.	-	-
6.	Adjustment to acquisition cost and sales price of financial assets regularly using trade date accounting method	-	-
7.	Adjustment to qualified cash pooling transaction as stipulated in this OJK's regulation.	-	-
8.	Adjustment to exposure of derivative transaction	1,258,517	1,573,020
9.	Adjustment to exposure of Securities Financing Transaction (SFT) as example: reverse repo transaction	82,012	82,012
10.	Adjustment to exposure of Off Balance Sheet transaction that already multiply with Credit Conversion Factor (CCF)	19,828,062	19,828,062
11.	Prudent valuation adjustments in form of capital deduction factor and impairment provision	(22,744,277)	(14,239,550)
12.	Other adjustments	-	-
13.	**Total exposure in Leverage Ratio Calculation**	**227,936,242**	**258,913,738**

TABLE 7b. LEVERAGE RATIO CALCULATION REPORT

31 December 2024 (in million Rupiah)

No	Information	Bank		Consolidated	
		December 2024	September 2024	December 2024	September 2024
On Balance Sheet Exposure					
1.	On-balance sheet exposures (excluding derivatives and securities financing transactions (SFTs), but including collateral) (gross value before deducting impairment provision)	224,220,876	222,584,653	246,316,336	245,996,946
2.	Gross-up for derivatives collateral provided where deducted from balance sheet assets pursuant to the accounting standard	-	-	-	-
3.	(Deductions of receivable assets for cash variation margin provided in derivatives transactions)	-	-	-	-
4.	(Adjustment for securities received under securities financing transactions that are recognised as an asset)	-	-	-	-
5.	(Impairment provision those assets inline with accounting standard applied)	(7,747,769)	(7,810,889)	(9,335,654)	(9,465,928)
6.	(Asset amounts deducted in determining Basel III Tier 1 capital and regulatory adjustments)	(14,996,508)	(14,899,417)	(4,903,896)	(4,907,164)
7.	Total on-balance sheet exposures	**201,476,599**	**199,874,347**	**232,076,786**	**231,623,854**
Derivative Exposure					
8.	Replacement cost associated with all derivatives transactions (where applicable net of eligible cash variation margin and/or with bilateral netting)	521,962	1,217,522	609,890	1,224,449
9.	Add-on amounts for potential future exposure associated with all derivatives transactions	1,109,385	1,094,096	1,398,766	1,399,901
10.	(Exempted central counterparty (CCP) leg of client-cleared trade exposures)	-	-	-	-
11.	Adjusted effective notional amount of written credit derivatives	-	-	-	-
12.	(Adjusted effective notional offsets and add-on deductions for written credit derivatives)	-	-	-	-
13.	Total derivative exposures	**1,631,347**	**2,311,618**	**2,008,656**	**2,624,350**
Securities financing transaction exposures					
14.	Gross SFT Assets	4,918,222	2,978,048	4,918,222	2,978,048
15.	(Netted amounts of cash payables and cash receivables of gross SFT assets)	-	-	-	-
16.	Counterparty credit risk exposure for SFT assets refers to Current Exposure calculation	82,012	51,216	82,012	51,216
17.	Agent transaction exposures	-	-	-	-
18.	**Total securities financing transaction exposures**	**5,000,234**	**3,029,264**	**5,000,234**	**3,029,264**

31 December 2024 (in million Rupiah)

No	Information	Bank		Consolidated	
		December 2024	September 2024	December 2024	September 2024
Other off-balance sheet exposures					
19.	Off-balance sheet exposure at gross notional amount	119,051,955	113,937,299	119,051,955	113,937,299
20.	(Adjustment from the result of multiplying commitment payable or contingent payables with credit conversion factor (CCF) and deducted with impairment provision)	(99,070,858)	(95,339,478)	(99,070,858)	(95,339,478)
21.	(Impairment provision for off balance sheet inline with accounting standard)	(153,035)	(124,402)	(153,035)	(124,402)
22.	**Off-balance sheet items**	**19,828,062**	**18,473,419**	**19,828,062**	**18,473,419**
Capital and Total Exposure					
23.	**Tier 1 Capital**	**36,117,872**	**35,664,604**	**46,210,485**	**45,656,857**
24.	**Total Exposure**	**227,936,242**	**223,688,648**	**258,913,738**	**255,750,887**
Leverage Ratio					
25.	Basel III leverage ratio (including the impact of any applicable temporary exemption of central bank reserves)	15.85%	15.94%	17.85%	17.85%
25a.	Basel III leverage ratio (excluding the impact of any applicable temporary exemption of central bank reserves)	15.85%	15.94%	17.85%	17.85%
26.	**National minimum leverage ratio requirement**	**3.00%**	**3.00%**	**3.00%**	**3.00%**
27.	**Applicable leverage buffers**	**0.00%**	**0.00%**	**0.00%**	**0.00%**
Disclosures of mean values					
28.	Mean value of gross SFT assets, after adjustment for sale accounting transactions and netted of amounts of associated cash payables and cash	1,439,446	849,898	1,439,446	849,898
29.	Quarter-end value of gross SFT assets, after adjustment for sale accounting transactions and netted of amounts of associated cash payables and cash receivables	4,918,222	2,978,048	4,918,222	2,978,048
30.	Total exposures (including the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT assets (after adjustment for sale accounting transactions and netted of amounts of associated cash payables and cash receivables)	224,457,466	221,560,498	255,434,962	253,622,737
30a.	Total exposures (excluding the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT assets (after adjustment for sale accounting transactions and netted of amounts of associated cash payables and cash receivables)	224,457,466	221,560,498	255,434,962	253,622,737

31 December 2024 (in million Rupiah)

No	Information	Bank		Consolidated	
		December 2024	September 2024	December 2024	September 2024
31.	Basel III leverage ratio (including the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT assets (after adjustment for sale accounting transactions and netted of amounts of associated cash payables and cash receivables)	16.09%	16.10%	18.09%	18.00%
31a.	Basel III leverage ratio (excluding the impact of any applicable temporary exemption of central bank reserves) incorporating mean values from row 28 of gross SFT assets (after adjustment for sale accounting transactions and netted of amounts of associated cash payables and cash receivables)	16.09%	16.10%	18.09%	18.00%

RISK MANAGEMENT EFFORTS WITH DISCLOSURE OF EXPOSURE AND IMPLEMENTATION OF RISK MANAGEMENT

1. Credit Risk

Credit risk is the potential financial loss caused by the failure of the borrowers or counterparties to fulfill their obligations in accordance with the agreement. Danamon's credit risk exposure primarily arises from lending activities, as well as from other activities such as trade finance, treasury, and investments. Credit risk exposure can also increase through the concentration of credit in a certain geographic area, as well as because of certain borrower characteristics.

a. Credit Risk Management

Danamon implements Credit Risk Management individually and consolidated with its Subsidiary which involve an active role by the BOC and BOD. Credit Risk Management Implementation covers the end-to-end process from credit acceptance criteria, origination and approval, pricing, monitoring, collection, collateral management, remedial management process, and portfolio management. Danamon always applies the prudential principle and risk management as a whole to every aspect of credit activity in compliance with the prevailing regulations, such as POJK No. 40/POJK.03/2019 regarding Assessment of Asset Quality for Commercial Bank.

During the recovery period from the COVID-19 pandemic, Danamon continues to provide support to debtors who are still in the transition period to back to normal in accordance with prevailing POJK by still applying the prudential principles and avoiding moral hazards. The implementation of the POJK ended on 31 March 2024.

Danamon has Credit Risk Policy, which is a core policy and the main framework for implementing credit risk management. This policy and the credit guidelines in the line of business govern the credit risk management process comprehensively, including risk identification, measurement, monitoring, and controlling. Credit Risk Policy and Credit Guidelines are reviewed periodically to comply with prevailing regulations and adjust to Danamon's risk appetite.

Process	Implementation Activities
Identification	• Periodically review the Product Program containing Industry analysis and marketing strategies, product feature, criteria for credit approval, product performance, and the implementation of risk management. • Establish credit approval criteria based on the 5C approach: Character, Capacity to Repay, Capital, Collateral, and Conditions of the Economy as well as adjusting the risk appetite, risk profile, and Bank business plan.
Assessment	• Develop and implement credit risk assessment methodology, such as internal credit rating and credit scorecards that are consistently enhanced and validated to evaluate loan disbursements and other facilities related to credit. • Establish credit risk assessment parameters, trigger scores, and limits on non performing loan levels, portfolio concentrations, and other credit parameters. • Conduct stress tests on significant changes of conditions as estimated potential impacts on portfolios, revenues, as well as Danamon's capital conditions.
Monitoring	• Periodically monitor risks taken in accordance with risk appetite and business performance to remain within the desired limits. • Monitor product performance and portfolios at the Bank and its line of business levels through a reliable management information system. • Evaluate the adequacy of risk management implementation, which may provide improvement and adjustment toward risk management strategies.
Control	• Establish and periodically review the policies and guidelines for the implementation of credit risk management that is applicable to line of business in both general and specific terms. • Implement adequate four-eyes principles in every process of credit facility approval. • Delegate authority for credit approvals to selected members of the Credit Committee, based on qualifications and competencies. • Determine internal limits for Legal Lending Limits (LLL) for both individual and group debtors, and also for related and non-related parties. • Determine the risk level, appetite, and concentration limit on certain industrial sectors. • Identify non-performing loans at an early stage so remedial processes can be conducted properly and efficiently. • Build up and ensure the adequacy of provisions in line with the existing regulations. • Develop an independent and sustainable mechanism of internal control system.

In the Credit Risk Profile Analysis, the existing business model of Danamon and its Subsidiary was reflected in the assessment of Inherent Risk and Quality of Risk Management Implementation, where Danamon individually and consolidatedly makes the assessments periodically and reports them in the Credit Risk Profile Report.

The Credit Risk Management process is performed thoroughly on all lines of defense in Danamon. Line of Business, Subsidiary, and Underwriting Unit as the risk-taking units, are the first line of defense which has important roles in the implementation of adequate risk management.

The Risk Management Directorate serves as an independent second line of defense. This unit is responsible for monitoring and reviewing credit risk parameters, reviewing and adjusting Credit Policy, and developing risk measurement methodologies and risk control procedures. The Compliance Working Unit, as the second line, is also active in providing recommendations on the implementation of credit risk management in line with regulations and granting credit facilities to Danamon's related parties.

Compliance with the implementation of credit risk management is continuously evaluated by an IAU acting as a third line of defense. This unit actively provides recommendations for the improvement and development of Danamon's risk management across all units.

Credit Risk Internal Rating and Scorecard Model

Danamon has Risk Modelling, Quantitative Technique, and Analytics (RA) Division to develop, implement, monitor, and review the risk modeling and methodologies of quantitative techniques. This also includes ensuring that Danamon has robust risk modelling for prudent portfolio management, and for the credit business, as follows:

- Corporate
- Commercial
- Mid-Market
- Financing Company
- Financial Institutions
- Credit Card
- Unsecured Loans
- Small and Medium Enterprise Loans
- Mortgage
- Automotive Loans

In addition to the above models, the RA Division also develops a Probability of Default (PD) model and implements the "Danamon Rating Scale" (DRS), which is mapped according to the PD Model and scores/ratings that are applicable to all lines of business.

The Internal Rating Model and Credit Scorecard are used as a basis for ECL PSAK 109/IFRS 9 calculation and have become among the several indicators used as references to make credit decisions, acquisitions, and portfolio monitoring. Implementing the Internal Rating Model and Credit Scorecard is expected to improve the overall quality of Danamon's loan portfolio.

b. Credit Concentration Risk

Credit concentration risk arises when borrowers engaged in similar business activities or have business activities in the same geographical area, or have similar characteristics that may prevent the customers from meeting their contractual obligations and from equally being affected by changes in economic conditions and other conditions.

Danamon encourages diversification of its loan portfolio in various geographical areas, industries, credit products, and individual debtors that reflects a balanced and healthy risk profile and focuses on marketing efforts toward the industry and potential customers to minimize credit risk. This diversification is based on Danamon's strategic plan, the target sector, current economic conditions, government policy, funding sources, and growth projections.

c. Measurement and Control Mechanism of Credit Risk

Danamon conducts intensive and rigorous monitoring of any changes that may affect Danamon's portfolio, both individually and in consolidation with its Subsidiary. Reviews of the loan portfolio are conducted by the line of business level as a risk-taking unit and at the Risk Management Working Unit level, which is also monitored periodically by the Risk Management Committee at the BOD level and by the Risk Oversight Committee at the BOC level.

Danamon also carries out measurement of past due and impaired claims. This includes matured claims in the form of financial assets both in whole or in part, including interest payments that are overdue more than 90 (ninety) days and impaired claims, namely financial assets that have objective evidence of impairment based on future cash-flow estimates.

The evaluation of impaired loans is categorized into two main segments: Wholesale (Enterprise Banking and SME) and Consumer. In the Wholesale Banking segment, the assessment includes four main categories, which are payment status, debtor's financial performance, assessment of debtors' repayment status, and restructured loans. For the Consumer segment, the assessments are conducted using a collective approach through the portfolio and are assessed based on asset quality and the restructuring conditions.

d. Provisioning

Danamon has implemented PSAK 109 (IFRS 9), where Allowance for Impairment Losses (CKPN) is recognized in the amount of 12 months of expected credit losses (ECL) or throughout the lifetime of the financial asset. CKPN is recognized for all financial assets of debt instruments measured at amortized cost or at Fair Value through Other Comprehensive Income (FVOCI), loan commitments, and financial guarantees.

Meanwhile, the CKPN calculation for Sharia loans refers to POJK Asset Quality Assessment for Sharia Banks and Sharia Business Units, with the exception of *murabahah* receivables, where the CKPN calculation is evaluated individually and collectively based on PSAK 55.

In implementing PSAK 109, Danamon uses the following two methods:
- Collective calculations, portfolio-based CKPN calculations for Retail, Consumer and Enterprise Banking Business Lines (Corporate, Commercial, FI, and Finco). In this method, the Bank uses an Internal Rating and Scorecard as a basis for determining the Probability of Default (PD) for each debtor.
- Individual calculations, for large exposure portfolios with impaired conditions and exposure above Rp 10 billion. This calculation uses the Discounted Cash Flow (DCF) or Collateral Approach which is calculated at the individual level.

Danamon primarily uses sophisticated models that utilize the probability of default ("PD"), loss given default ("LGD") and exposure at default ("EAD") metrics, discounted using the effective interest rate.

a. Probability of Default ("PD")
The probability at a point in time that a counterparty will default, calibrated over up to 12 months from the reporting date (Stage 1) or over the lifetime of the product (Stage 2 and 3) and incorporating the impact of forward-looking economic assumptions that have an effect on credit risk. PD is estimated at a point in time that means it will fluctuate in line with the economic cycle.

b. Loss Given Default ("LGD")
The loss that is expected to arise on default, incorporating the impact of relevant forward-looking economic assumptions (if any), which represents the difference between the contractual cash flows due and those that the Bank expects to receive. Danamon estimates LGD based on the historical recovery rates and considers the recovery of any collateral that is integral to the financial assets with due consideration of all relevant forward-looking economic assumptions.

In addition, for capital calculation, Danamon and its Subsidiary calculate the Provision for Impairment Lossesfor all productive and non-productive assets in accordance with prevailing regulations.

c. Exposure at Default ("EAD")
The expected balance sheet exposure at the time of default, considering that expected change in exposure over the lifetime of the exposure. This incorporates the impact of drawdowns of committed facilities, repayments of principal and interest, amortization and prepayments, together with the impact of relevant forward-looking economic assumptions.

In accordance with PSAK 109 principles, Danamon also defines Stage-1 criteria for debtors with good portfolio quality. Stage-2 for debtors under the Significant Increase in Credit Risk (SICR) condition and Stage-3 for defaulted debtors with collectability 3, 4, 5 or impaired.

Danamon is also required to calculate Provision for Impairment Assets (PPA) for productive and non-productive assets, which refer to OJK regulations.

e. Disclosure of Danamon Quantitative Credit Risk
Danamon's quantitative credit risk calculations for 2024 are disclosed in the following table:

TABLE 8. DISCLOSURE OF CREDIT QUALITY OF ASSETS (CR1)

i. Bank Only

31 December 2024

No	Information
1.	Credit
2.	Securities
3.	Administrative Account Transactions
	Total

ii. Bank as Consolidated with Subsidiary

31 December 2024

No	Information
1.	Credit
2.	Securities
3.	Administrative Account Transactions
	Total

iii. Additional Disclosures

- Gross Carrying amount as the carrying value in the financial statements before taking into account loan loss provision, without considering CCF and CRM techniques.
- For Past Due Receivables, Danamon refers to the criteria as stipulated in SEOJK No.24/03/2021 concerning the Calculation Risk Weighted Assets for Credit Risk using the Standardized Approach for Commercial Banks.

TABLE 9. DISCLOSURE OF CREDIT MOVEMENTS AND MATURITY SECURITIES (CR2)

i. Bank Only

(in milion Rupiah)

No	Description	31 December 2024
1.	Loans and Securities Mature in the previous reporting period	4,117,185
2.	Loans and Securities Mature since the last reporting period	1,344,206
3.	Loans and Securities that return to become undue bills	49,701
4.	Write Offs	3,542,210
5.	Other changes	1,862,223
6.	Past due Loans and Marketable Securities in Current Reporting Period (1+2-3-4+5)	3,731,703

(in milion Rupiah)

	Gross Carrying Value		Allowance for Impairment Losses (ECL)				
	Past Due Receivables	Non Past Due Receivables	ECL	ECL - Stage 2 and ECL - Stage 3	ECL Stage 1	ECL - IRB Approach	Net Value (a+b-c)
	a	b	c	d	e	f	g
	3,731,703	152,744,570	7,514,253	5,604,872	1,909,381		148,962,019
	-	24,731,562	225,130	215,559	9,571		24,506,432
	38,757	119,013,199	55,285	1,520	53,765		118,996,671
	3,770,460	**296,489,331**	**7,794,668**	**5,821,951**	**1,972,717**		**292,465,122**

(in milion Rupiah)

	Gross Carrying Value		Allowance for Impairment Losses (ECL)				
	Past Due Receivables	Non Past Due Receivables	ECL	ECL - Stage 2 and ECL - Stage 3	ECL Stage 1	ECL - IRB Approach	Net Value (a+b-c)
	a	b	c	d	e	f	g
	4,303,411	181,482,917	9,102,139	6,144,901	2,957,238		176,684,189
	-	24,665,684	225,130	215,559	9,571		24,440,554
	38,757	119,013,199	55,285	1,520	53,765		118,996,671
	4,342,168	**325,161,800**	**9,382,554**	**6,361,980**	**3,020,574**		**320,121,414**

ii. Bank as Consolidated with Subsidiary

(in milion Rupiah)

No	Description	31 December 2024
1.	Loans and Securities Mature in the previous reporting period	4,646,214
2.	Loans and Securities Mature since the last reporting period	1,642,907
3.	Loans and Securities that return to become undue bills	59,907
4.	Write Offs	5,803,508
5.	Other changes	3,877,704
6.	Past due Loans and Marketable Securities in Current Reporting Period (1+2-3-4+5)	4,303,411

iii. Additional Disclosures

- Definition of Past Due Receivables refers to the criteria as stipulated in SEOJK No. 24/03/2021 concerning the Calculation of Risk Weighted Assets for Credit Risk using the Standardized Approach for Commercial Banks.
- Past Due Receivables in this table do not consider loan loss provision.

TABLE 10. DISCLOSURE OF NET RECEIVABLES BY REGION

i. Bank Only

31 December 2024

No	Portfolio Category	Jakarta, Bogor, Tangerang, Karawang, Bekasi, and Lampung	West Java	Central Java and Yogyakarta
(1)	(2)	(3)	(4)	(5)
1.	Receivables on Sovereigns	39,692,232	-	-
2.	Receivables on Public Sector Entities	1,920,455	63	-
3.	Receivables on Multilateral Development Banks and International Institutions	-	-	-
4.	Receivables on Banks	12,704,470	111,690	30,661
5.	Receivables Covered Bonds	-	-	-
6.	Receivables to securities companies and other financial institutions	10,349,200	-	56,123
7.	Receivables of subordinated securities, equity, and other capital instruments	79,813	-	-
8.	Loans Secured by Residential Property	13,651,731	1,434,735	849,348
9.	Loan Secured by Commercial Real Estate	14,283,325	1,685,760	2,462,506
10.	Credit for land acquisition, land processing, and construction	-	-	-
11.	Employee/Pensioner Loans	-	-	-
12.	Receivables on Micro, Small Business, & Retail Portfolio	16,879,297	2,316,065	1,497,789
13.	Receivables on Corporate	59,603,969	1,153,746	1,611,872
14.	Past Due Receivables	287,352	23,570	25,914
15.	Other Assets	4,511,348	241,112	270,751
	Total	**173,963,192**	**6,966,741**	**6,804,964**

(in milion Rupiah)

	Net Receivables based on Region						
	East Java	Bali, NTT, and NTB	Sulawesi, Maluku, and Papua	Kalimantan	North Sumatra	South Sumatra	Total
	(6)	(7)	(8)	(9)	(10)	(11)	(12)
	-	-	-	-	-	-	39,692,232
	378	-	448	-	-	-	1,921,344
	-	-	-	-	-	-	-
	22,785	54,114	7,781	-	30,227	82	12,961,810
	-	-	-	-	-	-	-
	-	-	12,167	-	85,119	-	10,502,609
	-	-	-	-	-	-	79,813
	1,817,218	310,427	482,839	193,672	766,216	307,718	19,813,904
	2,386,978	907,427	1,650,078	1,005,739	2,498,770	1,274,730	28,155,313
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	2,853,121	141,355	2,409,511	1,741,426	5,265,298	101,956	33,205,818
	1,602,547	162,080	547,634	1,009,620	2,407,837	945,694	69,044,999
	20,447	1,498	23,488	11,495	51,490	-	445,254
	273,171	203,880	473,538	247,603	400,634	208,163	6,830,200
	8,976,645	**1,780,781**	**5,607,484**	**4,209,555**	**11,505,591**	**2,838,343**	**222,653,296**

31 December 2023

No	Portfolio Category	Jakarta, Bogor, Tangerang, Karawang, Bekasi, and Lampung	West Java	Central Java and Yogyakarta
(1)	(2)	(3)	(4)	(5)
1.	Receivables on Sovereigns	33,312,925	-	-
2.	Receivables on Public Sector Entities	3,411,091	806	-
3.	Receivables on Multilateral Development Banks and International Institutions	-	-	-
4.	Receivables on Banks	13,262,544	134,585	50,280
5.	Receivables Covered Bonds	-	-	-
6.	Receivables to securities companies and other financial institutions	8,835,208	-	3,899
7.	Receivables of subordinated securities, equity, and other capital instruments	81,053	-	-
8.	Loans Secured by Residential Property	11,806,298	1,214,055	677,739
9.	Loan Secured by Commercial Real Estate	11,932,146	1,547,937	2,126,717
10.	Credit for land acquisition, land processing, and construction	-	-	-
11.	Employee/Pensioner Loans	-	-	-
12.	Receivables on Micro, Small Business, & Retail Portfolio	17,197,733	2,347,551	1,430,996
13.	Receivables on Corporate	54,179,874	1,252,565	1,385,622
14.	Past Due Receivables	345,554	37,230	61,238
15.	Other Assets	4,635,678	251,437	298,012
	Total	**159,000,104**	**6,786,166**	**6,034,503**

ii. Bank as Consolidated with Subsidiary

31 December 2024

No	Portfolio Category	Jakarta, Bogor, Tangerang, Karawang, Bekasi, and Lampung	West Java	Central Java and Yogyakarta
(1)	(2)	(3)	(4)	(5)
1.	Receivables on Sovereigns	39,704,761	-	-
2.	Receivables on Public Sector Entities	1,920,974	63	-
3.	Receivables on Multilateral Development Banks and International Institutions	-	-	-
4.	Receivables on Banks	13,250,230	111,690	30,661
5.	Receivables Covered Bonds	-	-	-
6.	Receivables to securities companies and other financial institutions	10,066,771	-	56,123
7.	Receivables of subordinated securities, equity, and other capital instruments	1,368,998	-	-
8.	Loans Secured by Residential Property	13,651,731	1,434,735	849,348
9.	Loan Secured by Commercial Real Estate	14,283,325	1,685,760	2,462,506
10.	Credit for land acquisition, land processing, and construction	-	-	-
11.	Employee/Pensioner Loans	-	-	-
12.	Receivables on Micro, Small Business, & Retail Portfolio	43,952,204	2,316,065	1,497,789
13.	Receivables on Corporate	61,306,709	1,153,746	1,611,872
14.	Past Due Receivables	496,508	23,570	25,914
15.	Other Assets	5,646,659	241,112	270,751
	Total	**205,648,870**	**6,966,741**	**6,804,964**

(in milion Rupiah)

	Net Receivables based on Region						
	East Java	Bali, NTT, and NTB	Sulawesi, Maluku, and Papua	Kalimantan	North Sumatra	South Sumatra	Total
	(6)	(7)	(8)	(9)	(10)	(11)	(12)
	-	-	-	-	-	-	33,312,925
	303	-	158	-	-	-	3,412,358
	-	-	-	-	-	-	-
	30,305	59,994	9,518	-	15,374	74	13,562,674
	-	-	-	-	-	-	-
	39,968	-	-	-	37,887	-	8,916,962
	-	-	-	-	-	-	81,053
	1,487,360	288,715	404,502	196,636	647,574	206,704	16,929,583
	1,867,162	663,382	1,440,776	851,721	2,338,701	1,023,212	23,791,754
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	2,601,219	126,320	2,129,638	1,368,925	5,167,223	109,679	32,479,284
	1,193,372	176,015	434,502	835,006	2,021,436	866,123	62,344,515
	17,089	-	14,799	8,139	40,091	643	524,778
	267,634	157,519	357,960	243,444	408,101	173,148	6,792,938
	7,504,412	**1,471,945**	**4,791,853**	**3,503,871**	**10,676,387**	**2,379,583**	**202,148,824**

(in milion Rupiah)

	Net Receivables based on Region						
	East Java	Bali, NTT, and NTB	Sulawesi, Maluku, and Papua	Kalimantan	North Sumatra	South Sumatra	Total
	(6)	(7)	(8)	(9)	(10)	(11)	(12)
	-	-	-	-	-	-	39,704,761
	378	-	448	-	-	-	1,921,863
	-	-	-	-	-	-	-
	22,785	54,114	7,781	-	30,227	82	13,507,570
	-	-	-	-	-	-	-
	-	-	12,167	-	85,119	-	10,220,180
	-	-	-	-	-	-	1,368,998
	1,817,218	310,427	482,839	193,672	766,216	307,718	19,813,904
	2,386,978	907,427	1,650,078	1,005,739	2,498,770	1,274,730	28,155,313
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	2,853,121	141,355	2,409,511	1,741,426	5,265,298	101,956	60,278,725
	1,602,547	162,080	547,634	1,009,620	2,407,837	945,676	70,747,739
	20,447	1,498	23,488	11,495	51,490	-	654,392
	273,171	203,880	473,538	247,603	400,634	208,163	7,922,157
	8,976,645	**1,780,781**	**5,607,484**	**4,209,555**	**11,505,591**	**2,838,325**	**254,295,602**

31 December 2023

No	Portfolio Category	Jakarta, Bogor, Tangerang, Karawang, Bekasi, and Lampung	West Java	Central Java and Yogyakarta
(1)	(2)	(3)	(4)	(5)
1.	Receivables on Sovereigns	33,312,925	-	-
2.	Receivables on Public Sector Entities	3,411,756	806	-
3.	Receivables on Multilateral Development Banks and International Institutions	-	-	-
4.	Receivables on Banks	13,857,985	134,585	50,280
5.	Receivables Covered Bonds	-	-	-
6.	Receivables to securities companies and other financial institutions	7,794,481	-	3,899
7.	Receivables of subordinated securities, equity, and other capital instruments	467,413	-	-
8.	Loans Secured by Residential Property	11,806,298	1,214,055	677,739
9.	Loan Secured by Commercial Real Estate	11,932,146	1,547,937	2,126,717
10.	Credit for land acquisition, land processing, and construction	-	-	-
11.	Employee/Pensioner Loans	-	-	-
12.	Receivables on Micro, Small Business, & Retail Portfolio	44,238,643	2,347,551	1,430,996
13.	Receivables on Corporate	55,689,116	1,252,565	1,385,622
14.	Past Due Receivables	577,379	37,230	61,238
15.	Other Assets	5,686,287	251,437	298,012
	Total	**188,774,429**	**6,786,166**	**6,034,503**

(in milion Rupiah)

	Net Receivables based on Region						
	East Java	Bali, NTT, and NTB	Sulawesi, Maluku, and Papua	Kalimantan	North Sumatra	South Sumatra	Total
	(6)	(7)	(8)	(9)	(10)	(11)	(12)
	-	-	-	-	-	-	33,312,925
	303	-	158	-	-	-	3,413,023
	-	-	-	-	-	-	-
	30,305	59,994	9,518	-	15,374	74	14,158,115
	-	-	-	-	-	-	-
	39,968	-	-	-	37,887	-	7,876,235
	-	-	-	-	-	-	467,413
	1,487,360	288,715	404,502	196,636	647,574	206,704	16,929,583
	1,867,162	663,382	1,440,776	851,721	2,338,701	1,023,212	23,791,754
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	2,601,219	126,320	2,129,638	1,368,925	5,167,223	109,679	59,520,194
	1,193,372	176,015	434,502	835,006	2,021,436	866,123	63,853,757
	17,089	-	14,799	8,139	40,091	643	756,603
	267,634	157,519	357,960	243,444	408,101	173,148	7,843,547
	7,504,412	**1,471,945**	**4,791,853**	**3,503,871**	**10,676,387**	**2,379,583**	**231,923,148**

TABLE 11. DISCLOSURE OF NET RECEIVABLES BY ECONOMIC SECTOR

i. Bank Only

No	Economic Sectors	31 December 2024				
		Receivables on Sovereigns	Receivables on Public Sector Entities	Receivables on Multilateral Development Banks and International Institutions	Receivables on Banks	Receivables Covered Bonds
a	b	c	d	e	f	g
1.	Agriculture, Forestry, and Fisheries	-	-	-	-	-
2.	Mining and Quarrying	-	-	-	-	-
3.	Processing Industries	-	26,368	-	-	-
4.	Procurement of Electricity, Gas, Steam/Hot Water, and Cold Air	-	-	-	-	-
5.	Water Management, Wastewater Management, Waste Management and Recycling, and Remediation Activities	-	1,401	-	-	-
6.	Construction	-	258,059	-	-	-
7.	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	-	-	-	-	-
8.	Transportation and Warehousing	-	1,146,064	-	-	-
9.	Provision of Accommodation and Provision of Food and Drink	-	-	-	-	-
10.	Information and Communication	-	-	-	-	-
11.	Financial and Insurance Activities	2,746,773	150,000	-	12,960,335	-
12.	Real Estate	-	-	-	-	-
13.	Professional, Scientific, and Technical Activities	-	-	-	-	-
14.	Leasing and Leasing Activities Without Option Rights, Employment, Travel Agents, and Other Business Support	-	-	-	-	-
15.	Government Administration, Defense, and Compulsory Social Security	-	182	-	-	-
16.	Education	-	-	-	-	-
17.	Human Health Activities and Social Activities	-	-	-	-	-
18.	Art, Entertainment, and Leisure Activities	-	-	-	-	-
19.	Other Service Activities	-	-	-	-	-
20.	Household Activities as an Employer; Activities that Produce Goods and Services by Households Used to Meet Their Own Needs	-	-	-	-	-
21.	Activities of international bodies and other extra-international bodies	-	-	-	-	-
22.	Household	-	901	-	1,475	-
23.	Not Other Business Fields	-	-	-	-	-
24.	Other	36,945,459	338,369	-	-	-
	Total	**39,692,232**	**1,921,344**	**-**	**12,961,810**	**-**

(in milion Rupiah)

	31 December 2024									
	Receivables to securities companies and other financial institutions	Receivables of Subordinated Securities, Equity, and Other Capital Instruments	Loans Secured by Residential Property	Loan Secured by Commercial Real Estate	Credit for land acquisition, land processing and construction	Employee/ Pensioner Loans	Receivables on Micro, Small Business & Retail Portfolio	Receivables on Corporate	Past Due Receivables	Other Assets
	h	i	j	k	l	m	n	o	p	q
	-	-	63,774	1,755,252	-	-	1,468,120	1,248,102	15,120	-
	-	-	-	19,549	-	-	110,979	146,884	8,328	-
	-	-	760,591	5,600,922	-	-	756,006	24,750,952	75,516	-
	-	-	5,936	10,428	-	-	69,307	1,616,245	558	-
	-	-	1,513	6,938	-	-	88,345	1,821,100	446	-
	4,245	-	344,467	489,822	-	-	225,924	1,849,084	2,793	-
	28,071	-	3,454,151	11,506,856	-	-	4,561,961	13,717,044	38,859	-
	5,620	-	236,504	454,958	-	-	869,373	414,758	10,795	-
	-	-	27,609	234,531	-	-	204,869	68,148	745	-
	20,347	-	72,980	91,033	-	-	33,610	5,071,866	183	-
	10,433,630	-	995	2,989	-	-	31,970	2,773,453	14,314	-
	-	-	31,908	5,942,640	-	-	55,194	3,778,613	192	-
	-	-	42,174	28,239	-	-	56,189	28,615	81	-
	7,893	-	116,402	276,203	-	-	618,627	908,619	6,054	-
	-	-	-	-	-	-	585	5,148	57	-
	-	-	2,437	3,548	-	-	7,054	5,095	29	-
	-	-	4,783	171,678	-	-	20,225	24,430	32	-
	-	-	-	1,285	-	-	5,367	47	86	-
	-	-	3,368	3,134	-	-	35,346	6,291	115	-
	-	-	-	-	-	-	10,583	274	10	-
	-	-	-	-	-	-	-	-	-	-
	2,803	-	14,516,970	1,555,308	-	-	23,365,877	101,236	270,605	-
	-	-	127,342	-	-	-	19,494	-	268	-
	-	79,813	-	-	-	-	590,813	10,708,995	68	6,830,200
	10,502,609	**79,813**	**19,813,904**	**28,155,313**	**-**	**-**	**33,205,818**	**69,044,999**	**445,254**	**6,830,200**

No	Economic Sectors	31 December 2023				
		Receivables on Sovereigns	Receivables on Public Sector Entities	Receivables on Multilateral Development Banks and International Institutions	Receivables on Banks	Receivables Covered Bonds
a	b	c	d	e	f	g
1.	Agriculture, Forestry, and Fisheries	-	-	-	-	-
2.	Mining and Quarrying	-	-	-	-	-
3.	Processing Industries	-	35,000	-	-	-
4.	Procurement of Electricity, Gas, Steam/Hot Water, and Cold Air	-	-	-	-	-
5.	Water Management, Wastewater Management, Waste Management and Recycling, and Remediation Activities	-	1,990	-	-	-
6.	Construction	-	2,086,272	-	-	-
7.	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	-	-	-	-	-
8.	Transportation and Warehousing	-	1,186,141	-	-	-
9.	Provision of Accommodation and Provision of Food and Drink	-	-	-	-	-
10.	Information and Communication	-	-	-	-	-
11.	Financial and Insurance Activities	1,417,586	-	-	13,561,366	-
12.	Real Estate	-	-	-	-	-
13.	Professional, Scientific, and Technical Activities	-	-	-	-	-
14.	Leasing and Leasing Activities Without Option Rights, Employment, Travel Agents, and Other Business Support	-	-	-	-	-
15.	Government Administration, Defense, and Compulsory Social Security	-	273	-	-	-
16.	Education	-	-	-	-	-
17.	Human Health Activities and Social Activities	-	-	-	-	-
18.	Art, Entertainment, and Leisure Activities	-	-	-	-	-
19.	Other Service Activities	-	-	-	-	-
20.	Household Activities as an Employer; Activities that Produce Goods and Services by Households Used to Meet Their Own Needs	-	-	-	-	-
21.	Activities of international bodies and other extra-international bodies	-	-	-	-	-
22.	Household	-	782	-	1,308	-
23.	Not Other Business Fields	-	-	-	-	-
24.	Other	31,895,339	101,900	-	-	-
	Total	**33,312,925**	**3,412,358**	**-**	**13,562,674**	**-**

(in milion Rupiah)

	31 December 2023									
	Receivables to securities companies and other financial institutions	Receivables of Subordinated Securities, Equity, and Other Capital Instruments	Loans Secured by Residential Property	Loan Secured by Commercial Real Estate	Credit for land acquisition, land processing and construction	Employee/ Pensioner Loans	Receivables on Micro, Small Business & Retail Portfolio	Receivables on Corporate	Past Due Receivables	Other Assets
	h	i	j	k	l	m	n	o	p	q
	-	-	54,365	1,284,085	-	-	1,450,601	2,050,531	14,106	-
	-	-	-	27,066	-	-	141,878	1,565,211	7,436	-
	754	-	714,876	5,020,264	-	-	668,985	22,437,857	120,753	-
	-	-	-	4,721	-	-	67,171	1,292,426	235	-
	-	-	-	6,111	-	-	77,845	3,012,501	819	-
	3,899	-	332,577	447,741	-	-	232,467	1,736,011	56,649	-
	17,800	-	3,327,337	9,900,553	-	-	4,217,177	10,612,442	52,004	-
	-	-	166,651	337,850	-	-	840,391	474,483	8,501	-
	-	-	34,364	271,004	-	-	171,860	30,302	1,119	-
	1,000	-	65,521	90,041	-	-	21,865	4,722,359	3,988	-
	8,890,670	-	1,042	3,411	-	-	21,173	1,837,057	3,097	-
	-	-	26,718	5,022,435	-	-	31,632	3,395,974	249	-
	-	-	42,205	21,949	-	-	35,426	67,495	39	-
	-	-	88,793	187,871	-	-	775,580	750,994	8,744	-
	-	-	-	-	-	-	1,740	-	-	-
	-	-	-	10,750	-	-	5,697	5,943	4	-
	-	-	1,042	16,498	-	-	18,588	2,912	19	-
	-	-	1,453	5,949	-	-	4,228	32	19	-
	-	-	4,449	3,031	-	-	29,079	5,007	399	-
	-	-	799	-	-	-	7,096	58	69	-
	-	-	-	-	-	-	-	-	-	-
	2,839	-	11,907,258	1,130,424	-	-	23,035,510	156,290	246,451	-
	-	-	160,133	-	-	-	56,489	-	78	-
	-	81,053	-	-	-	-	566,806	8,188,630	-	6,792,938
	8,916,962	**81,053**	**16,929,583**	**23,791,754**	**-**	**-**	**32,479,284**	**62,344,515**	**524,778**	**6,792,938**

ii. Bank as Consolidated with Subsidiary

No	Economic Sectors	31 December 2024				
		Receivables on Sovereigns	Receivables on Public Sector Entities	Receivables on Multilateral Development Banks and International Institutions	Receivables on Banks	Receivables Covered Bonds
a	b	c	d	e	f	g
1.	Agriculture, Forestry, and Fisheries	-	-	-	-	-
2.	Mining and Quarrying	-	-	-	-	-
3.	Processing Industries	-	26,368	-	-	-
4.	Procurement of Electricity, Gas, Steam/Hot Water, and Cold Air	-	-	-	-	-
5.	Water Management, Wastewater Management, Waste Management and Recycling, and Remediation Activities	-	1,401	-	-	-
6.	Construction	-	258,059	-	-	-
7.	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	-	-	-	-	-
8.	Transportation and Warehousing	-	1,146,064	-	-	-
9.	Provision of Accommodation and Provision of Food and Drink	-	-	-	-	-
10.	Information and Communication	-	-	-	-	-
11.	Financial and Insurance Activities	2,746,773	150,000	-	12,659,590	-
12.	Real Estate	-	-	-	-	-
13.	Professional, Scientific, and Technical Activities	-	-	-	-	-
14.	Leasing and Leasing Activities Without Option Rights, Employment, Travel Agents, and Other Business Support	-	-	-	-	-
15.	Government Administration, Defense, and Compulsory Social Security	-	182	-	-	-
16.	Education	-	-	-	-	-
17.	Human Health Activities and Social Activities	-	-	-	-	-
18.	Art, Entertainment, and Leisure Activities	-	-	-	-	-
19.	Other Service Activities	-	-	-	-	-
20.	Household Activities as an Employer; Activities that Produce Goods and Services by Households Used to Meet Their Own Needs	-	-	-	-	-
21.	Activities of international bodies and other extra-international bodies	-	-	-	-	-
22.	Household	-	901	-	1,475	-
23.	Not Other Business Fields	-	-	-	-	-
24.	Other	36,957,988	338,888	-	846,505	-
	Total	**39,704,761**	**1,921,863**	**-**	**13,507,570**	**-**

(in milion Rupiah)

	31 December 2024									
	Receivables to securities companies and other financial institutions	Receivables of Subordinated Securities, Equity, and Other Capital Instruments	Loans Secured by Residential Property	Loan Secured by Commercial Real Estate	Credit for land acquisition, land processing and construction	Employee/ Pensioner Loans	Receivables on Micro, Small Business & Retail Portfolio	Receivables on Corporate	Past Due Receivables	Other Assets
	h	i	j	k	l	m	n	o	p	q
	-	-	63,774	1,755,252	-	-	1,468,120	1,248,102	15,120	-
	-	-	-	19,549	-	-	110,979	146,884	8,328	-
	-	-	760,591	5,600,922	-	-	756,006	24,750,952	75,516	-
	-	-	5,936	10,428	-	-	69,307	1,616,245	558	-
	-	-	1,513	6,938	-	-	88,345	1,821,100	446	-
	4,245	-	344,467	489,822	-	-	225,924	1,849,084	2,793	-
	28,071	-	3,454,151	11,506,856	-	-	4,561,961	13,717,044	38,859	-
	5,620	-	236,504	454,958	-	-	869,373	414,758	10,795	-
	-	-	27,609	234,531	-	-	204,869	68,148	745	-
	20,347	-	72,980	91,033	-	-	33,610	5,071,866	183	-
	10,151,201	-	995	2,989	-	-	31,970	2,773,453	14,314	-
	-	-	31,908	5,942,640	-	-	55,194	3,778,613	192	-
	-	-	42,174	28,239	-	-	56,189	28,615	81	-
	7,893	-	116,402	276,203	-	-	618,627	908,619	6,054	-
	-	-	-	-	-	-	585	5,148	57	-
	-	-	2,437	3,548	-	-	7,054	5,095	29	-
	-	-	4,783	171,678	-	-	20,225	24,430	32	-
	-	-	-	1,285	-	-	5,367	47	86	-
	-	-	3,368	3,134	-	-	35,346	6,291	115	-
	-	-	-	-	-	-	10,583	274	10	-
	-	-	-	-	-	-	-	-	-	-
	2,803	-	14,516,970	1,555,308	-	-	23,365,877	101,236	270,605	-
	-	-	127,342	-	-	-	19,494	-	268	-
	-	1,368,998	-	-	-	-	27,663,720	12,411,735	209,206	7,922,157
	10,220,180	**1,368,998**	**19,813,904**	**28,155,313**	**-**	**-**	**60,278,725**	**70,747,739**	**654,392**	**7,922,157**

No	Economic Sectors	31 December 2023				
		Receivables on Sovereigns	Receivables on Public Sector Entities	Receivables on Multilateral Development Banks and International Institutions	Receivables on Banks	Receivables Covered Bonds
a	b	c	d	e	f	g
1.	Agriculture, Forestry, and Fisheries	-	-	-	-	-
2.	Mining and Quarrying	-	-	-	-	-
3.	Processing Industries	-	35,000	-	-	-
4.	Procurement of Electricity, Gas, Steam/Hot Water, and Cold Air	-	-	-	-	-
5.	Water Management, Wastewater Management, Waste Management and Recycling, and Remediation Activities	-	1,990	-	-	-
6.	Construction	-	2,086,272	-	-	-
7.	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	-	-	-	-	-
8.	Transportation and Warehousing	-	1,186,141	-	-	-
9.	Provision of Accommodation and Provision of Food and Drink	-	-	-	-	-
10.	Information and Communication	-	-	-	-	-
11.	Financial and Insurance Activities	1,417,586	-	-	14,141,711	-
12.	Real Estate	-	-	-	-	-
13.	Professional, Scientific, and Technical Activities	-	-	-	-	-
14.	Leasing and Leasing Activities Without Option Rights, Employment, Travel Agents, and Other Business Support	-	-	-	-	-
15.	Government Administration, Defense, and Compulsory Social Security	-	273	-	-	-
16.	Education	-	-	-	-	-
17.	Human Health Activities and Social Activities	-	-	-	-	-
18.	Art, Entertainment, and Leisure Activities	-	-	-	-	-
19.	Other Service Activities	-	-	-	-	-
20.	Household Activities as an Employer; Activities that Produce Goods and Services by Households Used to Meet Their Own Needs	-	-	-	-	-
21.	Activities of international bodies and other extra-international bodies	-	-	-	-	-
22.	Household	-	782	-	1,308	-
23.	Not Other Business Fields	-	-	-	-	-
24.	Other	31,895,339	102,565	-	15,096	-
	Total	**33,312,925**	**3,413,023**	-	**14,158,115**	-

(in milion Rupiah)

	31 December 2023									
	Receivables to securities companies and other financial institutions	Receivables of Subordinated Securities, Equity, and Other Capital Instruments	Loans Secured by Residential Property	Loan Secured by Commercial Real Estate	Credit for land acquisition, land processing and construction	Employee/ Pensioner Loans	Receivables on Micro, Small Business & Retail Portfolio	Receivables on Corporate	Past Due Receivables	Other Assets
	h	i	j	k	l	m	n	o	p	q
	-	-	54,365	1,284,085	-	-	1,450,601	2,050,531	14,106	-
	-	-	-	27,066	-	-	141,878	1,565,211	7,436	-
	754	-	714,876	5,020,264	-	-	668,985	22,437,857	120,753	-
	-	-	-	4,721	-	-	67,171	1,292,423	235	-
	-	-	-	6,111	-	-	77,845	3,012,501	819	-
	3,899	-	332,577	447,741	-	-	232,467	1,736,011	56,649	-
	17,800	-	3,327,334	9,900,553	-	-	4,217,177	10,612,442	52,004	-
	-	-	166,651	337,850	-	-	840,391	474,483	8,501	-
	-	-	34,367	271,002	-	-	171,860	30,305	1,119	-
	1,000	-	65,521	90,041	-	-	21,865	4,722,359	3,989	-
	7,849,944	-	1,042	3,411	-	-	21,173	1,837,057	3,097	-
	-	-	26,718	5,022,435	-	-	31,632	3,395,974	249	-
	-	-	42,205	21,949	-	-	35,426	67,495	39	-
	-	-	88,793	187,871	-	-	775,580	750,994	8,744	-
	-	-	-	-	-	-	1,740	-	-	-
	-	-	-	10,750	-	-	5,697	5,943	4	-
	-	-	1,042	16,498	-	-	18,588	2,912	19	-
	-	-	1,453	5,949	-	-	4,228	32	19	-
	-	-	4,449	3,031	-	-	29,079	5,007	399	-
	-	-	799	-	-	-	7,096	58	69	-
	-	-	-	-	-	-	-	-	-	-
	2,838	-	11,907,258	1,130,426	-	-	23,035,510	156,290	246,451	-
	-	-	160,133	-	-	-	56,489	-	78	-
	-	467,413	-	-	-	-	27,607,716	9,697,872	231,824	7,843,547
	7,876,235	**467,413**	**16,929,583**	**23,791,754**	**-**	**-**	**59,520,194**	**63,853,757**	**756,603**	**7,843,547**

TABLE 12. DISCLOSURE OF NET RECEIVABLES BASED ON REMAINING CONTRACT TERM

i. Bank Only

No	Portfolio Category
a	b
1.	Receivables on Sovereigns
2.	Receivables on Public Sector Entities
3.	Receivables on Multilateral Development Banks and International Institutions
4.	Receivables on Banks
5.	Receivables Covered Bonds
6.	Receivables to securities companies and other financial institutions
7.	Receivables of subordinated securities, equity, and other capital instruments
8.	Loans Secured by Residential Property
9.	Loan Secured by Commercial Real Estate
10.	Credit for land acquisition, land processing, and construction
11.	Employee/Pensioner Loans
12.	Receivables on Micro, Small Business, & Retail Portfolio
13.	Receivables on Corporate
14.	Past Due Receivables
15.	Other Assets
	Total

No	Portfolio Category
a	b
1.	Receivables on Sovereigns
2.	Receivables on Public Sector Entities
3.	Receivables on Multilateral Development Banks and International Institutions
4.	Receivables on Banks
5.	Receivables Covered Bonds
6.	Receivables to securities companies and other financial institutions
7.	Receivables of subordinated securities, equity, and other capital instruments
8.	Loans Secured by Residential Property
9.	Loan Secured by Commercial Real Estate
10.	Credit for land acquisition, land processing, and construction
11.	Employee/Pensioner Loans
12.	Receivables on Micro, Small Business, & Retail Portfolio
13.	Receivables on Corporate
14.	Past Due Receivables
15.	Other Assets
	Total

(in million Rupiah)

	31 December 2024					
	Net Receivables by Remaining Contractual Maturity					
	≤ 1 year	> 1 year - 3 years	> 3 years - 5 years	> 5 years	Non Contractual	Total
	c	d	e	f	g	h
	14,680,544	5,341,112	917,296	10,303,494	8,449,786	39,692,232
	572,906	201,415	925	1,146,098	-	1,921,344
	-	-	-	-	-	-
	4,199,513	3,381,400	4,207,735	48,330	1,124,832	12,961,810
	-	-	-	-	-	-
	2,991,826	3,288,723	3,602,297	619,763	-	10,502,609
	79,813	-	-	-	-	79,813
	4,721,201	734,258	1,417,657	12,940,788	-	19,813,904
	15,933,523	5,455,262	1,266,329	5,500,199	-	28,155,313
	-	-	-	-	-	-
	-	-	-	-	-	-
	5,907,852	15,286,059	11,062,697	949,203	7	33,205,818
	49,211,259	7,859,740	5,961,799	6,011,679	522	69,044,999
	108,478	149,197	116,595	70,984	-	445,254
	-	-	-	-	6,830,200	6,830,200
	98,406,915	**41,697,166**	**28,553,330**	**37,590,538**	**16,405,347**	**222,653,296**

(in million Rupiah)

	31 December 2023					
	Net Receivables by Remaining Contractual Maturity					
	≤ 1 year	> 1 year - 3 years	> 3 years - 5 years	> 5 years	Non Contractual	Total
	c	d	e	f	g	h
	14,989,154	6,759,480	1,609,102	3,420,937	6,534,253	33,312,925
	2,223,817	1,192	1,208	1,186,141	-	3,412,358
	-	-	-	-	-	-
	4,563,777	7,227,671	143,601	88,780	1,538,845	13,562,674
	-	-	-	-	-	-
	2,704,121	1,972,247	3,971,932	268,663	-	8,916,962
	81,053	-	-	-	-	81,053
	4,394,501	663,063	1,348,502	10,523,515	-	16,929,583
	13,629,507	794,223	5,447,816	3,920,208	-	23,791,754
	-	-	-	-	-	-
	-	-	-	-	-	-
	5,514,656	13,986,835	12,685,504	292,283	6	32,479,284
	44,797,423	6,787,096	5,852,198	4,907,357	440	62,344,515
	136,633	191,389	137,015	59,741	-	524,778
	-	-	-	-	6,792,938	6,792,938
	93,034,642	**38,383,196**	**31,196,878**	**24,667,625**	**14,866,482**	**202,148,824**

ii. Bank as Consolidated with Subsidiary

No	Portfolio Category
a	b
1.	Receivables on Sovereigns
2.	Receivables on Public Sector Entities
3.	Receivables on Multilateral Development Banks and International Institutions
4.	Receivables on Banks
5.	Receivables Covered Bonds
6.	Receivables to securities companies and other financial institutions
7.	Receivables of subordinated securities, equity, and other capital instruments
8.	Loans Secured by Residential Property
9.	Loan Secured by Commercial Real Estate
10.	Credit for land acquisition, land processing, and construction
11.	Employee/Pensioner Loans
12.	Receivables on Micro, Small Business, & Retail Portfolio
13.	Receivables on Corporate
14.	Past Due Receivables
15.	Other Assets
	Total

No	Portfolio Category
a	b
1.	Receivables on Sovereigns
2.	Receivables on Public Sector Entities
3.	Receivables on Multilateral Development Banks and International Institutions
4.	Receivables on Banks
5.	Receivables Covered Bonds
6.	Receivables to securities companies and other financial institutions
7.	Receivables of subordinated securities, equity, and other capital instruments
8.	Loans Secured by Residential Property
9.	Loan Secured by Commercial Real Estate
10.	Credit for land acquisition, land processing, and construction
11.	Employee/Pensioner Loans
12.	Receivables on Micro, Small Business, & Retail Portfolio
13.	Receivables on Corporate
14.	Past Due Receivables
15.	Other Assets
	Total

(in million Rupiah)

	31 December 2024					
	Net Receivables by Remaining Contractual Maturity					
	≤ 1 year	> 1 year - 3 year	> 3 year - 5 year	> 5 year	Non Contractual	Total
	c	d	e	f	g	h
	14,680,544	5,341,112	917,296	10,303,494	8,462,315	39,704,761
	573,425	201,415	925	1,146,098	-	1,921,863
	-	-	-	-	-	-
	4,745,273	3,381,400	4,207,735	48,330	1,124,832	13,507,570
	-	-	-	-	-	-
	2,709,397	3,288,723	3,602,297	619,763	-	10,220,180
	70,985	-	-	-	1,298,013	1,368,998
	4,721,201	734,258	1,417,657	12,940,788	-	19,813,904
	15,933,523	5,455,262	1,266,329	5,500,199	-	28,155,313
	-	-	-	-	-	-
	-	-	-	-	-	-
	32,980,758	15,286,059	11,062,697	949,203	8	60,278,725
	50,914,000	7,859,740	5,961,799	6,011,679	521	70,747,739
	317,615	149,197	116,595	70,985	-	654,392
	-	-	-	-	7,922,157	7,922,157
	127,646,721	**41,697,166**	**28,553,330**	**37,590,538**	**18,807,846**	**254,295,602**

(in million Rupiah)

	31 December 2023					
	Net Receivables by Remaining Contractual Maturity					
	≤ 1 year	> 1 year - 3 year	> 3 year - 5 year	> 5 year	Non Contractual	Total
	c	d	e	f	g	h
	14,989,154	6,759,480	1,609,102	3,420,937	6,534,253	33,312,925
	2,224,482	1,192	1,208	1,186,141	-	3,413,023
	-	-	-	-	-	-
	5,159,219	7,227,671	143,601	88,780	1,538,845	14,158,115
	-	-	-	-	-	-
	1,663,394	1,972,247	3,971,932	268,663	-	7,876,235
	81,053	-	-	-	386,360	467,413
	4,394,501	663,063	1,348,502	10,523,515	-	16,929,583
	13,629,507	794,223	5,447,816	3,920,208	-	23,791,754
	-	-	-	-	-	-
	-	-	-	-	-	-
	32.555.572	13,986,835	12,685,504	292,283	-	59,520,194
	46,218,332	6,787,096	5,852,198	4,907,357	88,772	63,853,757
	368,457	191,389	137,015	59,741	-	756,603
	-	-	-	-	7,843,547	7,843,547
	121,283,671	**38,383,196**	**31,196,878**	**24,667,625**	**16,391,777**	**231,923,148**

TABLE 13. DISCLOSURE OF RECEIVABLES AND PROVISIONS BY REGION

i. Bank Only

31 December 2024

No	Description	Jakarta, Bogor, Tangerang, Karawang, Bekasi, and Lampung	West Java	Central Java and Yogyakarta
a	b	c	d	e
1.	Receivables	281,142,462	9,660,128	10,585,746
2.	Increased and impaired credit risk receivables (Stage 2 and Stage 3)	8,584,960	831,849	657,104
	a. Non Past Due	6,784,544	502,737	137,418
	b. Past Due	1,800,416	329,112	519,686
3.	Allowance for Impairment Losses - Stage 1	1,346,633	85,434	82,418
4.	Allowance for Impairment Losses - Stage 2	484,283	117,077	48,052
5.	Allowance for Impairment Losses - Stage 3	3,252,567	356,579	489,106
6.	Written-Off Receivables	1,748,721	348,458	250,753

31 December 2023

No	Description	Jakarta, Bogor, Tangerang, Karawang, Bekasi, and Lampung	West Java	Central Java and Yogyakarta
a	b	c	d	e
1.	Receivables	247,979,341	9,397,719	9,403,689
2.	Increased and impaired credit risk receivables (Stage 2 and Stage 3)	6,874,536	1,028,152	847,484
	a. Non Past Due	4,904,160	667,753	239,759
	b. Past Due	1,970,376	360,399	607,725
3.	Allowance for Impairment Losses - Stage 1	1,266,183	112,910	56,189
4.	Allowance for Impairment Losses - Stage 2	575,894	133,935	61,167
5.	Allowance for Impairment Losses - Stage 3	2,947,213	395,879	560,369
6.	Written-Off Receivables	1,301,991	336,743	205,713

(in million Rupiah)

	Region						
	East Java	Bali, NTT, and NTB	Sulawesi, Maluku, and Papua	Kalimantan	North Sumatra	South Sumatra	Total
	f	g	h	i	j	k	l
	11,386,864	2,340,677	7,147,245	5,894,016	15,832,631	4,574,114	348,563,883
	550,016	194,869	417,424	288,599	573,420	83,032	12,181,273
	291,073	144,690	297,688	161,286	328,778	38,261	8,686,475
	258,943	50,179	119,736	127,313	244,642	44,771	3,494,798
	129,197	11,058	110,100	67,444	218,754	26,432	2,077,470
	101,773	26,747	51,973	40,576	45,262	11,524	927,267
	245,279	42,369	94,332	122,387	255,310	38,136	4,896,065
	320,312	26,147	218,309	156,414	467,231	5,865	3,542,210

(in million Rupiah)

	Region						
	East Java	Bali, NTT, and NTB	Sulawesi, Maluku, and Papua	Kalimantan	North Sumatra	South Sumatra	Total
	f	g	h	i	j	k	l
	9,821,498	2,025,984	6,412,425	5,199,795	15,068,640	3,621,638	308,930,729
	640,124	288,234	386,077	318,041	612,900	92,969	11,088,517
	324,709	216,881	253,727	183,670	366,608	61,343	7,218,610
	315,415	71,353	132,350	134,371	246,292	31,626	3,869,907
	105,299	8,006	106,089	55,358	235,274	16,040	1,961,348
	94,625	26,471	43,476	26,521	60,167	19,958	1,042,214
	329,471	68,377	112,150	153,824	220,896	24,067	4,812,246
	209,343	47,533	116,990	78,400	349,813	59,138	2,705,664

ii. Bank as Consolidated with Subsidiary

31 December 2024

No	Description	Jakarta, Bogor, Tangerang, Karawang, Bekasi, and Lampung	West Java	Central Java and Yogyakarta
a	b	c	d	e
1.	Receivables	282,103,084	11,788,259	12,986,612
2.	Increased and impaired credit risk receivables (Stage 2 and Stage 3)	8,937,032	987,602	809,618
	a. Non Past Due	6,979,590	599,006	233,480
	b. Past Due	1,957,442	388,596	576,138
3.	Allowance for Impairment Losses - Stage 1	1,613,557	166,824	165,722
4.	Allowance for Impairment Losses - Stage 2	523,354	136,377	66,873
5.	Allowance for Impairment Losses - Stage 3	3,360,608	394,850	528,486
6.	Written-Off Receivables	2,377,041	568,929	440,254

31 December 2023

No	Description	Jakarta, Bogor, Tangerang, Karawang, Bekasi, and Lampung	West Java	Central Java and Yogyakarta
a	b	c	d	e
1.	Receivables	246,912,634	11,472,839	11,572,324
2.	Increased and impaired credit risk receivables (Stage 2 and Stage 3)	7,236,738	1,167,813	966,866
	a. Non Past Due	5,132,604	753,741	315,591
	b. Past Due	2,104,134	414,072	651,275
3.	Allowance for Impairment Losses - Stage 1	1,563,068	206,005	138,926
4.	Allowance for Impairment Losses - Stage 2	622,595	153,017	77,838
5.	Allowance for Impairment Losses - Stage 3	3,031,885	427,020	587,898
6.	Written-Off Receivables	1,634,046	472,087	323,093

(in million Rupiah)

	Region						
	East Java	Bali, NTT, and NTB	Sulawesi, Maluku, and Papua	Kalimantan	North Sumatra	South Sumatra	Total
	f	g	h	i	j	k	l
	15,600,652	2,340,677	11,510,131	8,254,655	21,563,965	4,574,114	370,722,149
	724,868	194,869	656,740	402,164	876,478	83,032	13,672,403
	391,136	144,690	464,592	233,403	521,871	38,261	9,606,029
	333,732	50,179	192,148	168,761	354,607	44,771	4,066,374
	267,387	11,058	278,003	161,723	434,622	26,432	3,125,328
	121,892	26,747	70,623	53,620	79,077	11,524	1,090,087
	295,239	42,369	133,608	152,391	327,587	38,136	5,273,274
	596,319	26,147	514,997	332,861	941,095	5,865	5,803,508

(in million Rupiah)

	Region						
	East Java	Bali, NTT, and NTB	Sulawesi, Maluku, and Papua	Kalimantan	North Sumatra	South Sumatra	Total
	f	g	h	i	j	k	l
	13,819,132	2,025,984	11,101,733	7,676,862	21,084,657	3,621,638	329,287,803
	818,389	288,234	548,762	393,581	1,004,304	92,969	12,517,656
	424,261	216,881	346,191	226,324	642,810	61,343	8,119,746
	394,128	71,353	202,571	167,257	361,494	31,626	4,397,910
	248,323	8,006	287,238	162,298	469,093	16,040	3,098,997
	114,490	26,471	52,065	32,900	110,121	19,958	1,209,455
	377,641	68,377	148,207	176,348	289,381	24,067	5,130,824
	433,588	47,533	415,317	175,310	657,504	59,138	4,217,616

TABLE 14. DISCLOSURE OF RECEIVABLES AND PROVISIONS BY ECONOMIC SECTOR

i. Bank Only

31 December 2024

No	Economic Sectors
a	b
1.	Agriculture, Forestry, and Fisheries
2.	Mining and Quarrying
3.	Processing Industries
4.	Procurement of Electricity, Gas, Steam/Hot Water, and Cold Air
5.	Water Management, Wastewater Management, Waste Management and Recycling, and Remediation Activities
6.	Construction
7.	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance
8.	Transportation and Warehousing
9.	Provision of Accommodation and Provision of Food and Drink
10.	Information and Communication
11.	Financial and Insurance Activities
12.	Real Estate
13.	Professional, Scientific, and Technical Activities
14.	Leasing and Leasing Activities Without Option Rights, Employment, Travel Agents, and Other Business Support
15.	Government Administration, Defense, and Compulsory Social Security
16.	Education
17.	Human Health Activities and Social Activities
18.	Art, Entertainment, and Leisure Activities
19.	Other Service Activities
20.	Household Activities as an Employer; Activities that Produce Goods and Services by Households Used to Meet Their Own Needs
21.	Activities of international bodies and other extra-international bodies
22.	Household
23.	Not Other Business Fields
24.	Other
	Total

(in million Rupiah)

	Receivables	Impaired Receivables		ECL - Stage 1	ECL - Stage 2	ECL - Stage 3	Written-Off Receivables
		Non Past Due	Past Due				
	c	d	e	f	g	h	i
	6,937,352	223,811	26,022	66,186	6,683	71,269	168,411
	560,489	6,163	161,589	5,789	837	155,227	75,208
	58,452,832	3,422,866	726,560	220,914	139,553	1,665,050	214,854
	2,801,213	1,480	1,560	6,985	227	1,404	3,897
	2,999,535	4,947	1,664	18,305	879	1,248	8,173
	8,372,021	122,318	363,884	33,944	57,102	338,170	134,699
	58,027,591	1,605,875	1,180,058	368,135	304,211	1,354,967	895,189
	4,130,861	1,379,314	47,697	36,148	11,004	180,812	91,312
	805,772	214,514	24,293	7,217	16,654	121,539	14,828
	9,531,778	12,785	67,702	32,480	30,005	40,110	7,507
	48,437,354	7,215	223	70,335	5,607	512	2,921
	12,598,007	772	2,319	35,705	401	2,160	2,136
	180,818	10,927	7,247	1,161	6,633	1,584	5,286
	2,804,085	51,418	25,444	25,318	13,470	22,889	75,405
	6,052	-	135	25	-	79	620
	22,630	99	2,021	228	8	1,992	124
	1,010,478	652	248	1,108	88	217	1,146
	8,292	77	183	160	13	97	356
	70,421	3,450	2,359	1,144	246	2,254	2,833
	11,813	234	917	352	38	907	1,063
	-	-	-	-	-	-	-
	50,665,369	1,098,479	850,323	1,078,960	330,509	716,861	163,889
	149,844	3,593	2,050	1,482	1,819	920	1,669,704
	79,979,276	515,486	300	65,389	1,280	215,797	2,649
	348,563,883	**8,686,475**	**3,494,798**	**2,077,470**	**927,267**	**4,896,065**	**3,542,210**

31 December 2023

No	Economic Sectors
a	b
1.	Agriculture, Forestry, and Fisheries
2.	Mining and Quarrying
3.	Processing Industries
4.	Procurement of Electricity, Gas, Steam/Hot Water, and Cold Air
5.	Water Management, Wastewater Management, Waste Management and Recycling, and Remediation Activities
6.	Construction
7.	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance
8.	Transportation and Warehousing
9.	Provision of Accommodation and Provision of Food and Drink
10.	Information and Communication
11.	Financial and Insurance Activities
12.	Real Estate
13.	Professional, Scientific, and Technical Activities
14.	Leasing and Leasing Activities Without Option Rights, Employment, Travel Agents, and Other Business Support
15.	Government Administration, Defense, and Compulsory Social Security
16.	Education
17.	Human Health Activities and Social Activities
18.	Art, Entertainment, and Leisure Activities
19.	Other Service Activities
20.	Household Activities as an Employer; Activities that Produce Goods and Services by Households Used to Meet Their Own Needs
21.	Activities of international bodies and other extra-international bodies
22.	Household
23.	Not Other Business Fields
24.	Other
	Total

(in million Rupiah)

	Receivables	Impaired Receivables		ECL - Stage 1	ECL - Stage 2	ECL - Stage 3	Written-Off Receivables
		Non Past Due	Past Due				
	c	d	e	f	g	h	i
	6,767,428	198,238	29,540	67,967	5,156	82,406	125,722
	2,085,187	21,564	184,923	11,440	268	179,465	33,735
	52,894,201	1,605,888	991,174	146,178	125,203	1,454,653	203,553
	2,244,935	1,262	806	7,478	101	814	2,432
	3,104,384	2,568	1,145	12,014	438	818	4,246
	7,176,663	168,295	320,735	91,873	78,237	299,788	61,909
	50,866,757	1,610,314	1,396,884	310,344	350,721	1,437,298	711,740
	4,004,095	1,483,582	50,722	40,733	12,171	188,980	55,712
	738,811	340,398	9,416	7,155	11,847	148,269	10,676
	9,320,021	23,276	36,961	27,868	3,906	36,946	1,144
	37,910,219	8,047	208	36,547	71	184	21,916
	11,080,985	1,609	550	30,298	1,168	393	1,162
	185,839	21,521	5,364	1,015	4,542	5,312	722
	2,404,982	53,918	49,813	37,102	20,055	38,620	43,288
	2,074	205	-	72	61	-	-
	23,085	4,083	31	301	278	28	373
	47,107	341	125	1,497	65	153	285
	16,472	8,323	109	168	135	90	97
	54,186	1,617	777	1,124	66	491	984
	8,363	350	302	1,063	78	263	136
	-	-	-	-	-	-	-
	46,828,226	1,161,582	706,958	1,091,685	425,422	585,672	1,177,339
	217,956	8,583	405	7,027	973	282	238,088
	70,948,754	493,045	82,960	30,397	1,252	351,322	10,405
	308,930,729	**7,218,609**	**3,869,908**	**1,961,348**	**1,042,214**	**4,812,246**	**2,705,664**

ii. Bank as Consolidated with Subsidiary

31 December 2024

No	Economic Sectors
a	b
1.	Agriculture, Forestry, and Fisheries
2.	Mining and Quarrying
3.	Processing Industries
4.	Procurement of Electricity, Gas, Steam/Hot Water, and Cold Air
5.	Water Management, Wastewater Management, Waste Management and Recycling, and Remediation Activities
6.	Construction
7.	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance
8.	Transportation and Warehousing
9.	Provision of Accommodation and Provision of Food and Drink
10.	Information and Communication
11.	Financial and Insurance Activities
12.	Real Estate
13.	Professional, Scientific, and Technical Activities
14.	Leasing and Leasing Activities Without Option Rights, Employment, Travel Agents, and Other Business Support
15.	Government Administration, Defense, and Compulsory Social Security
16.	Education
17.	Human Health Activities and Social Activities
18.	Art, Entertainment, and Leisure Activities
19.	Other Service Activities
20.	Household Activities as an Employer; Activities that Produce Goods and Services by Households Used to Meet Their Own Needs
21.	Activities of international bodies and other extra-international bodies
22.	Household
23.	Not Other Business Fields
24.	Other
	Total

(in million Rupiah)

	Receivables	Impaired Receivables		ECL - Stage 1	ECL - Stage 2	ECL - Stage 3	Written-Off Receivables
		Non Past Due	Past Due				
	c	d	e	f	g	h	i
	8,206,189	267,380	48,613	103,415	14,605	87,434	296,137
	1,385,277	16,034	165,465	23,319	1,744	157,242	120,512
	58,923,780	3,439,022	733,894	234,238	142,424	1,669,949	243,409
	2,870,025	3,441	2,184	8,852	613	1,863	6,169
	3,062,884	7,839	2,651	20,568	1,408	2,023	12,665
	8,685,575	135,813	371,624	42,771	58,870	343,532	149,773
	60,557,025	1,697,327	1,232,971	445,587	319,771	1,389,949	1,104,664
	5,103,984	1,434,015	58,762	63,032	21,702	189,233	140,338
	971,651	219,899	27,771	13,053	17,771	124,348	31,745
	9,557,080	13,218	67,850	33,259	30,075	40,218	8,880
	48,878,076	7,781	524	71,757	5,677	835	4,939
	12,651,358	2,186	3,244	37,273	653	2,878	5,075
	207,125	11,280	7,665	1,908	6,736	1,871	6,958
	3,527,897	77,695	36,065	42,640	18,223	29,486	125,633
	6,923	-	157	40	-	91	1,097
	34,046	250	2,124	483	30	2,081	389
	1,036,433	1,160	2,057	1,985	164	1,733	2,314
	13,317	213	422	344	31	241	604
	118,209	4,924	2,889	2,469	526	2,724	5,937
	25,444	676	1,269	842	144	1,225	2,165
	-	-	-	-	-	-	-
	60,669,343	1,746,789	1,295,823	1,910,568	445,822	1,007,597	163,889
	151,849	3,600	2,050	1,534	1,819	920	3,367,568
	84,078,659	515,487	300	65,391	1,279	215,801	2,649
	370,722,149	**9,606,029**	**4,066,374**	**3,125,328**	**1,090,087**	**5,273,274**	**5,803,509**

31 December 2023

No	Economic Sectors
a	b
1.	Agriculture, Forestry, and Fisheries
2.	Mining and Quarrying
3.	Processing Industries
4.	Procurement of Electricity, Gas, Steam/Hot Water, and Cold Air
5.	Water Management, Wastewater Management, Waste Management and Recycling, and Remediation Activities
6.	Construction
7.	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance
8.	Transportation and Warehousing
9.	Provision of Accommodation and Provision of Food and Drink
10.	Information and Communication
11.	Financial and Insurance Activities
12.	Real Estate
13.	Professional, Scientific, and Technical Activities
14.	Leasing and Leasing Activities Without Option Rights, Employment, Travel Agents, and Other Business Support
15.	Government Administration, Defense, and Compulsory Social Security
16.	Education
17.	Human Health Activities and Social Activities
18.	Art, Entertainment, and Leisure Activities
19.	Other Service Activities
20.	Household Activities as an Employer; Activities that Produce Goods and Services by Households Used to Meet Their Own Needs
21.	Activities of international bodies and other extra-international bodies
22.	Household
23.	Not Other Business Fields
24.	Other
	Total

(in million Rupiah)

	Receivables	Impaired Receivables		ECL - Stage 1	ECL - Stage 2	ECL - Stage 3	Written-Off Receivables
		Non Past Due	Past Due				
	c	d	e	f	g	h	i
	8,266,338	246,193	51,444	119,951	13,863	97,276	210,253
	2,969,738	63,153	191,384	42,716	7,562	181,417	45,329
	53,381,513	1,617,321	997,671	162,068	127,271	1,459,039	223,150
	2,311,746	2,403	1,270	9,847	297	1,155	4,111
	3,164,763	5,042	2,377	14,254	921	1,474	6,971
	7,454,839	175,549	326,410	100,336	79,352	302,210	74,510
	53,639,374	1,711,891	1,442,749	406,272	369,090	1,467,558	860,902
	4,939,741	1,520,788	58,516	71,992	17,229	195,589	79,091
	923,250	346,005	14,611	14,897	13,091	151,980	20,713
	9,344,006	23,419	37,696	28,695	3,939	37,062	2,243
	38,390,316	8,379	526	37,890	138	443	22,715
	11,125,199	2,465	1,321	31,933	1,293	979	2,451
	211,201	22,032	6,386	1,893	4,688	5,904	922
	3,243,447	81,925	62,475	67,989	25,485	47,281	86,016
	3,164	644	-	86	170	-	15
	36,769	4,279	72	664	319	48	681
	70,726	946	602	2,414	197	425	804
	20,237	8,375	141	368	149	119	125
	95,871	3,333	1,328	2,621	269	944	2,421
	20,188	547	459	1,609	130	403	393
	-	-	-	-	-	-	-
	56,403,466	1,773,399	1,117,084	1,943,042	541,774	827,914	1,177,341
	219,677	8,610	431	7,064	974	283	1,386,054
	73,052,234	493,045	82,960	30,397	1,252	351,322	10,405
	329,287,803	**8,119,746**	**4,397,910**	**3,098,997**	**1,209,455**	**5,130,824**	**4,217,616**

TABLE 15. DISCLOSURE OF DETAILED MOVEMENTS OF IMPAIRMENT LOSSES PROVISION

i. Bank Only

No	Types of Exposure	
a	b	
1.	Credits included in Overdue Bills	
2.	Securities included in Overdue Bills	
	Total	

ii. Bank as Consolidated with Subsidiary

No	Types of Exposure	
a	b	
1.	Credits included in Overdue Bills	
2.	Securities included in Overdue Bills	
	Total	

ADDITIONAL DISCLOSURES RELATED TO THE TREATMENT OF NON-PERFORMING ASSETS (CRB-A)

The definition and criteria of performing assets (assets with current and special mention quality) and non-performing assets (assets with substandard, doubtful, and loss quality) refer to POJK No. 40/POJK.03/2019 concerning Asset Quality Assessment of Commercial Banks.

The definition and criteria of Past Due Receivables refer to the criteria as stated in SEOJK No.24/SEOJK.03/2021 concerning RWA Calculation for Credit Risk using the Standardized Approach for Commercial Banks.

(in million Rupiah)

	31 December 2024				31 December 2023			
	Receivable Based on Deliquency				Receivable Based on Deliquency			
	> 90 days to 120 days	> 120 days to 180 days	> 180 days	Total	> 90 days to 120 days	> 120 days to 180 days	> 180 days	Total
	c	d	e	f	g	h	i	j
	1,461,493	557,708	1,712,502	3,731,703	1,613,848	566,003	1,855,020	4,034,871
	-	-	-	-	-	82,960	-	82,960
	1,461,493	**557,708**	**1,712,502**	**3,731,703**	**1,613,848**	**648,963**	**1,855,020**	**4,117,831**

(in million Rupiah)

	31 December 2024				31 December 2023			
	Receivable Based on Deliquency				Receivable Based on Deliquency			
	> 90 days to 120 days	> 120 days to 180 days	> 180 days	Total	> 90 days to 120 days	> 120 days to 180 days	> 180 days	Total
	c	d	e	f	g	h	i	j
	1,710,010	878,462	1,714,939	4,303,411	1,828,047	868,595	1,867,257	4,563,899
	-	-	-	-	-	82,960	-	82,960
	1,710,010	**878,462**	**1,714,939**	**4,303,411**	**1,828,047**	**951,555**	**1,867,257**	**4,646,859**

TABLE 16. DISCLOSURE OF PERFORMING AND NON-PERFORMING ASSETS (CRB-A)

i. Bank Only

31 December 2024

No	Descriptions	Performing (Current and Special Mention Quality)		
		Gross Carrying Value	Allowance for Impairment Losses	
		a	b	
1.	Securities	28,556,800	225,130	
2.	Credit	84,045,493	3,289,817	
	a. Corporation	52,489,026	1,995,506	
	b. Retail	31,556,467	1,294,311	
3.	Administrative Account Transactions	119,051,655	152,801	

31 December 2023

No	Descriptions	Performing (Current and Special Mention Quality)		
		Gross Carrying Value	Allowance for Impairment Losses	
		a	b	
1.	Securities	19,899,700	271,689	
2.	Credit	80,320,904	2,685,092	
	a. Corporation	49,146,603	1,354,315	
	b. Retail	31,174,301	1,330,778	
3.	Administrative Account Transactions	98,664,015	120,020	

ii. Bank as Consolidated with Subsidiary

31 December 2024

No	Descriptions	Performing (Current and Special Mention Quality)		
		Gross Carrying Value	Allowance for Impairment Losses	
		a	b	
1.	Securities	28,487,832	225,130	
2.	Credit	112,998,598	4,515,004	
	a. Corporation	54,197,544	2,035,062	
	b. Retail	58,801,055	2,479,942	
3.	Administrative Account Transactions	119,051,655	152,801	

(in million Rupiah)

	Non Performing (Substandard, Doubtful, and Loss Quality)					
	Impaired Loss Receivables		Unimpaired Loss Receivables			
			Day Past Due > 90 days		Day Past Due ≤ 90 days	
	Gross Carrying Value	Allowance for Impairment Losses	Gross Carrying Value	Allowance for Impairment Losses	Gross Carrying Value	Allowance for Impairment Losses
	c	d	e	f	g	h
	-	-	-	-	-	-
	1,287,572	1,169,909	207,379	61,925	4,894	4,888
	609,028	608,625	57,812	31,920	-	-
	678,544	561,284	149,567	30,005	4,894	4,888
	300	233	-	-	-	-

(in million Rupiah)

	Non Performing (Substandard, Doubtful, and Loss Quality)					
	Impaired Loss Receivables		Unimpaired Loss Receivables			
			Day Past Due > 90 days		Day Past Due ≤ 90 days	
	Gross Carrying Value	Allowance for Impairment Losses	Gross Carrying Value	Allowance for Impairment Losses	Gross Carrying Value	Allowance for Impairment Losses
	c	d	e	f	g	h
	82,960	82,960	-	-	-	-
	1,454,926	1,307,529	181,918	72,633	23,287	18,543
	783,958	775,942	55,567	54,986	2,230	2,128
	670,969	531,588	126,351	17,647	21,057	16,414
	-	-	-	-	-	-

(in million Rupiah)

	Non Performing (Substandard, Doubtful, and Loss Quality)					
	Impaired Loss Receivables		Unimpaired Loss Receivables			
			Day Past Due > 90 days		Day Past Due ≤ 90 days	
	Gross Carrying Value	Allowance for Impairment Losses	Gross Carrying Value	Allowance for Impairment Losses	Gross Carrying Value	Allowance for Impairment Losses
	c	d	e	f	g	h
	-	-	-	-	-	-
	1,859,148	1,532,480	207,379	61,925	5,026	5,004
	611,596	610,244	57,812	31,920	-	-
	1,247,552	922,236	149,567	30,005	5,026	5,004
	300	233	-	-	-	-

31 December 2023

No	Descriptions	Performing (Current and Special Mention Quality)	
		Gross Carrying Value	Allowance for Impairment Losses
		a	b
1.	Securities	19,850,767	271,689
2.	Credit	109,059,670	4,010,774
	a. Corporation	50,571,406	1,405,659
	b. Retail	58,488,263	2,605,115
3.	Administrative Account Transactions	98,664,015	120,020

TABLE 17. DISCLOSURE OF NET RECEIVABLES BASED ON RISK WEIGHT AFTER CONSIDERING THE IMPACT OF CREDIT RISK MITIGATION

i. Bank Only

31 December 2024

No	Descriptions	Performing (Current and Special Mention Quality)		Non Performing (Substandard, Doubtful, and Loss Quality)	
		Gross Carrying Value	Allowance for Impairment Losses	Gross Carrying Value	Allowance for Impairment Losses
		a	b	c	d
1.	Securities	-	-	-	-
2.	Credit	1,339,508	730,187	665,407	616,124
	a. Corporation	764,063	577,576	527,768	507,471
	b. Retail	575,445	152,611	137,640	108,652
3.	Administrative Account Transactions	173,098	259	-	-

ii. Bank as Consolidated with Subsidiary

31 December 2024

No	Descriptions	Performing (Current and Special Mention Quality)		Non Performing (Substandard, Doubtful, and Loss Quality)	
		Gross Carrying Value	Allowance for Impairment Losses	Gross Carrying Value	Allowance for Impairment Losses
		a	b	c	d
1.	Securities	-	-	-	-
2.	Credit	1,719,278	787,826	727,964	653,384
	a. Corporation	767,409	578,133	528,038	507,617
	b. Retail	951,869	209,692	199,926	145,767
3.	Administrative Account Transactions	173,098	259	-	-

(in million Rupiah)

	Non Performing (Substandard, Doubtful, and Loss Quality)					
	Impaired Loss Receivables		Unimpaired Loss Receivables			
			Day Past Due > 90 days		Day Past Due ≤ 90 days	
	Gross Carrying Value	Allowance for Impairment Losses	Gross Carrying Value	Allowance for Impairment Losses	Gross Carrying Value	Allowance for Impairment Losses
	c	d	e	f	g	h
	82,960	82,960	-	-	-	-
	1,982,929	1,604,734	181,918	72,633	24,314	19,115
	790,340	777,929	55,567	54,986	2,230	2,128
	1,192,589	826,805	126,351	17,647	22,084	16,986
	-	-	-	-	-	-

(in million Rupiah)

	Stage 1		Stage 2		Stage 3	
	Gross Carrying Value	Allowance for Impairment Losses	Gross Carrying Value	Allowance for Impairment Losses	Gross Carrying Value	Allowance for Impairment Losses
	e	f	g	h	i	j
	-	-	-	-	-	-
	1,417,203	1,104,590	433,418	90,513	154,293	151,207
	1,017,902	905,967	123,232	28,936	150,696	150,144
	399,301	198,623	310,186	61,578	3,597	1,063
	39,557	-	133,537	259	4	-

(in million Rupiah)

	Stage 1		Stage 2		Stage 3	
	Gross Carrying Value	Allowance for Impairment Losses	Gross Carrying Value	Allowance for Impairment Losses	Gross Carrying Value	Allowance for Impairment Losses
	e	f	g	h	i	j
	-	-	-	-	-	-
	1,497,110	1,110,797	728,549	140,542	221,583	189,871
	1,018,332	906,021	126,047	29,410	151,068	150,319
	478,778	204,776	602,502	111,132	70,515	39,552
	39,557	-	133,537	259	4	-

f. Credit Risk Mitigation Disclosure

Danamon has determined the collateral as one of credit-risk mitigation. However, Danamon does not take collateral as the only consideration of credit decision-making, nor does it consider it as the main source of loan repayment. Here are some of the purposes of credit risk mitigation:

- To limit the risk of losses when the debtor cannot meet their obligations to Danamon.
- To protect from unexpected risks and risks inherent to credit exposure in the future.

Acceptable collateral, according to Danamon's agreed collateral policy, are as follows:

a. Cash collaterals, i.e. time deposit, saving account, current account, margin deposit in Danamon, securities of Indonesian government and Indonesia Central Bank, placement with Bank Indonesia and Indonesian government, guarantee from Indonesian government and/or Standby LC from prime Bank
b. Receivables
c. Inventories
d. Machines and inventories of office equipment
e. Leasehold of shop
f. Motor vehicles
g. Ships with weight less than 20 m^3
h. Listed or unlisted shares in the Stock Exchange (due to expansion or acquisition), in accordance with BI/OJK regulation
i. Fixed assets, i.e. land, building, aircraft, registered vessels with gross content of 20 m^3 or more and apartments which are pledged in accordance with the prevailing regulation
j. Guarantee, i.e. Personal Guarantee and/or Corporate Guarantee

Collateral valuation should be done in the credit initiation process. The revaluation is conducted at certain periods in accordance with the collateral requirements as PPA deductions. For collateral as a PPA deduction, the collateral valuation for credit facilities of more than Rp10 billion should be conducted by an independent external appraiser with good qualifications, who is certified and does not have any relationship with the debtor. External appraisers should be appointed by Danamon.

The collateral valuation can be conducted by internal appraisers. Danamon ensures that the appraisers have the knowledge, education, and experience of collateral valuation and appraisers do not have any relationships with the debtors. The assessment results should be properly documented in the Credit file.

Danamon conducts an assessment of guarantors' credit worthiness, among other ways by assessing the financial statements to determine the credit rating of guarantors.

Danamon has also determined 4 industrial sector categories based on each respective risk level, namely high risk restricted, high risk, medium risk, and low risk. Danamon also determines the maximum threshold of industries that are classified as high risk restricted and high risk. In regard to this, Danamon conducts periodic monitoring to ensure the level of exposure for each industry is still within Danamon's appetite.

Credit Risk Mitigation Methods for Standardized Approach

To calculate credit risk mitigation as an RWA deduction (Credit Risk), Danamon uses the MRK (Credit Risk Mitigation) collateral. The types of financial collateral recognized are those in accordance with regulations, i.e. cash, savings, current accounts, savings deposits, security deposits, gold, and securities with certain criteria as per the OJK/Bank Indonesia.

For reverse repo transactions, collateral in the form of securities underlying the reverse repo transactions and/or cash is calculated as a form of credit risk mitigation on reverse repo transactions.

The following are the disclosures of credit risk after calculating the impact of credit risk mitigation.

TABLE 18. QUANTITATIVE DISCLOSURES RELATED TO CRM TECHNIQUES (CR3)

I. Bank Only

31 December 2024 (in million Rupiah)

No	Description	Total Receivables Not Guaranteed CRM Technique	Total Receivables Guaranteed CRM Technique	Total Receivables Guaranteed Collateral	Total Receivables Guaranteed Warranty	Total Receivables Secured Credit Derivatives
		a	b	c	d	e
1.	Loan	145,132,990	3,829,029	-	-	-
2.	Marketable Securities	24,506,432	-	-	-	-
3.	Total	169,639,422	3,829,029	-	-	-
4.	Past Due Loans and Marketable Securities	394,359	-	-	-	-

ii. Bank as Consolidated with Subsidiary

31 December 2024 (in million Rupiah)

No	Description	Total Receivables Not Guaranteed CRM Technique	Total Receivables Guaranteed CRM Technique	Total Receivables Guaranteed Collateral	Total Receivables Guaranteed Warranty	Total Receivables Secured Credit Derivatives
		a	b	c	d	e
1.	Loan	172,855,160	3,829,029	-	-	-
2.	Marketable Securities	24,440,554	-	-	-	-
3.	Total	197,295,714	3,829,029	-	-	-
4.	Past Due Loans and Marketable Securities	603,380	-	-	-	-

iii. Additional Disclosures

Danamon applies collateral CRM Techniques with a simple approach in accordance with SEOJK No. 24/SEOJK.03/2021.

g. Usage of External Credit Rating (CRD)

In calculating RWA for Credit Risk, Danamon using ratings on exposure of securities. The portfolio categories that use ratings until 31 December 2024, including:

- Exposures to Government
- Exposures to Bank
- Exposures to Securities Company and Other Financial Institutions
- Exposures to Corporate

In calculating RWA for Credit Risk, Danamon using ratings published by Rating Agencies acknowledged by the OJK. Under SEOJK No. 37/SEOJK.03/2016 regarding Rating Agencies and Rating acknowledged by the OJK, namely Fitch Rating International, Moody's Investor Service, PT Fitch Ratings Indonesia, and PT *Pemeringkat Efek* Indonesia.

TABLE 19. DISCLOSURE OF CREDIT RISK EXPOSURE AND IMPACT OF CRM TECHNIQUES (CR4)

i. Bank Only

31 December 2024

No	Portfolio Categories
1.	Receivables on Sovereigns
2.	Receivables on Public Sector Entities
3.	Receivables on Multilateral Development Banks and International Institutions
4.	Receivables on Banks
	Receivables to Securities Companies and Other Financial Institutions[1)]
5.	Receivables Covered Bonds
6.	Receivables on Corporate - General Corporation Exposure[2)]
	Receivables to securities companies and other financial institutions[3)]
	Special Financing Exposure[4)]
7.	Receivables of Subordinated Securities, Equity, and Other Capital Instruments
8.	Receivables on Micro, Small Business, & Retail Portfolio
9.	Loans Secured by Property
	Residential Property Backed Credit whose Payment Is Not Materially Dependent on Property Cash Flow
	Residential Property-Backed Loans whose Payment Depends Materially on Property Cash Flow
	Commercial Property Backed Loans whose Payments Are Not Material Dependent on Property Cash Flow
	Commercial Property Backed Loans whose Payments Depend Materially on Property Cash Flow
	Land Procurement, Tillage, and/or Construction Credit
10.	Past Due Receivables
11.	Other Assets
	Total

(in million Rupiah)

	Net Receivables Before the Application of CCF and CRM Techniques		Net Receivables After the application of CCF and CRM Techniques		RWA and Average Risk Weighting	
	Statement of Financial Position	Administrative Account Transactions	Statement of Financial Position	Administrative Account Transactions	RWA	Risk Weighting Percentage
	a	b	c	d	e	f
	39,784,103	1,503,165	39,784,104	150,317	-	0.00%
	1,261,338	4,573,356	1,261,338	660,133	960,736	50.00%
	-	-	-	-	-	0.00%
	14,670,325	7,179,964	14,134,736	1,048,985	5,821,476	38.34%
	9,362,143	11,025,702	9,309,157	1,344,246	4,374,786	41.06%
	-	-	-	-	-	0.00%
	55,611,950	69,650,813	53,023,565	13,123,011	65,120,421	98.45%
						0.00%
	-	-	-	-	-	0.00%
	79,813	-	79,813	-	169,532	212.41%
	31,490,518	11,857,435	30,980,782	1,683,677	24,429,666	74.79%
	19,626,535	1,756,365	19,592,450	175,600	12,030,949	60.86%
	10,612	5,918	10,612	592	11,764	105.00%
	23,515,286	10,926,477	23,421,846	1,291,625	21,586,889	87.35%
	3,287,533	531,334	3,272,726	53,473	2,835,159	85.24%
	-	-	-	-	-	0.00%
	441,342	38,524	441,341	3,914	506,531	113.76%
	6,830,202	-	6,830,200	-	4,688,396	68.64%
	205,971,700	**119,049,053**	**202,142,670**	**19,535,573**	**142,536,305**	

ii. Bank on Consolidation with Subsidiary

31 December 2024

No	Portfolio Categories
1.	Receivables on Sovereigns
2.	Receivables on Public Sector Entities
3.	Receivables on Multilateral Development Banks and International Institutions
4.	Receivables on Banks
	Receivables to Securities Companies and Other Financial Institutions[1)]
5.	Receivables Covered Bonds
6.	Receivables on Corporate - General Corporation Exposure[2)]
	Receivables to securities companies and other financial institutions[3)]
	Special Financing Exposure[4)]
7.	Receivables of Subordinated Securities, Equity, and Other Capital Instruments
8.	Receivables on Micro, Small Business, & Retail Portfolio
9.	Loans Secured by Property
	Residential Property Backed Credit whose Payment Is Not Materially Dependent on Property Cash Flow
	Residential Property-Backed Loans whose Payment Depends Materially on Property Cash Flow
	Commercial Property Backed Loans whose Payments Are Not Material Dependent on Property Cash Flow
	Commercial Property Backed Loans whose Payments Depend Materially on Property Cash Flow
	Land Procurement, Tillage, and/or Construction Credit
10.	Past Due Receivables
11.	Other Assets
	Total

1) Represents receivables which included in the scope of the portfolio category of receivables to securities companies and other financial service institutions as stipulated in Appendix A of SEOJK No. 24 /SEOJK.03/2021.
2) Represents receivables which included in the scope of the portfolio category of receivables to corporations - general corporate exposures as stipulated in Appendix A of SEOJK No. 24/SEOJK.03/2021 (excluding number 3) and number 4)).
3) Represents receivables from securities companies and other financial service institutions that are not categorized as portfolio as shown in point number 1).
4) Represents receivables which included in the scope of the category of receivables to corporations - special financing exposures (with and without rating) as stipulated in Appendix A of SEOJK No. 24/SEOJK.03/2021.

iii. Additional Disclosures

Danamon applies collateral CRM Techniques with simple approach in accordance with SEOJK No. 24/SEOJK.03/2021.

(in million Rupiah)

	Net Receivables Before the Application of CCF and CRM Techniques		Net Receivables After the application of CCF and CRM Techniques		RWA and Average Risk Weighting	
	Statement of Financial Position	Administrative Account Transactions	Statement of Financial Position	Administrative Account Transactions	RWA	Risk Weighting Percentage
	a	b	c	d	e	f
	39,796,632	1,503,165	39,796,632	150,317	-	0.00%
	1,261,857	4,573,356	1,261,857	660,133	960,995	50.00%
	-	-	-	-	-	0.00%
	15,550,472	7,179,964	15,014,883	1,048,985	6,064,387	37.75%
	9,079,714	11,025,702	9,026,728	1,344,246	4,275,177	41.22%
	-	-	-	-	-	0.00%
	57,314,691	69,650,813	54,726,305	13,123,011	66,570,744	98.12%
						0.00%
	-	-	-	-	-	0.00%
	1,368,998	-	1,368,998	-	3,392,495	247.81%
	58,563,424	11,857,435	58,053,688	1,683,677	44,739,630	74.89%
	19,626,535	1,756,365	19,592,450	175,600	12,030,949	60.86%
	10,612	5,918	10,612	592	11,764	105.00%
	23,515,286	10,926,477	23,421,846	1,291,625	21,586,889	87.35%
	3,287,533	531,334	3,272,726	53,473	2,835,159	85.24%
	-	-	-	-	-	0.00%
	650,480	38,524	650,480	3,914	727,132	111.12%
	7,922,157	-	7,922,157	-	5,598,725	70.67%
	237,948,391	**119,049,053**	**234,119,362**	**19,535,573**	**168,794,047**	

TABLE 20. DISCLOSURE OF EXPOSURE BY ASSET CLASS AND RISK WEIGHT (CR5)

i. Bank Only

31 December 2024 (in million Rupiah)

No	Portfolio Categories	0%	20%	50%	100%	150%	Other	Total Net Receivables After CCF and CRM
1.	Receivables on Sovereigns	39,934,421	-	-	-	-	-	39,934,421

No	Portfolio Categories	20%	50%	100%	150%	Other	Total Net Receivables After CCF and CRM
2.	Receivables on Public Sector Entities	-	1,921,471				1,921,471

No	Portfolio Categories	0%	20%	30%	50%	100%	150%	Other	
3.	Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	

No	Portfolio Categories	20%	30%	40%	50%	75%	100%	150%	
4.	Receivables on Banks	3,546,501	-	11,033,906	10,180	261,570		331,564	
	Receivables to Securities Companies and Other Financial Institutions	965,497	-	9,333,586	83,228		-	271,092	

No	Portfolio Categories	10%	15%	20%	25%	35%	50%	100%	
5.	Receivables Covered Bonds	-	-	-	-	-	-	-	

No	Portfolio Categories	20%	50%	65%	75%	80%	85%	100%	
6.	Receivables on Corporate - General Corporation Exposure	253,706	255,245		-	-	4,637,132	61,000,493	
	Receivables to securities companies and other financial institutions	-	-	-	-		-	-	
	Special Financing Exposure	-	-		-	-		-	

No	Portfolio Categories	100%	150%	250%	400%	Other	Total Net Receivables After CCF and CRM
7.	Receivables of Subordinated Securities, Equity, and Other Capital Instruments	20,000		59,813			79,813

No	Portfolio Categories	45%	75%	85%	100%	Other	Total Net Receivables After CCF and CRM
8.	Receivables on Micro, Small Business, & Retail Portfolio	928,507	30,719,913	295,665	719,947	427	32,664,459

	Total Net Receivables After CCF and CRM
	-

	Other	Total Net Receivables After CCF and CRM
	-	15,183,721
	-	10,653,403

	Other	Total Net Receivables After CCF and CRM
	-	-

	130%	150%	Other	Total Net Receivables After CCF and CRM
	-	-	-	66,146,576
		-	-	-
	-	-	-	-

No	Portfolio Categories	0%	20%	25%	30%	35%	40%	45%	
9.	Loans Secured by Property								
	Residential Property Backed Credit whose Payment Is Not Materially Dependent on Property Cash Flow	-	378,137	336,806	3,327,399				
	without a credit-sharing approach	-	-	-	-				
	by using a credit sharing approach (guaranteed)		-						
	by using a credit sharing approach (guaranteed)	-	-		-		-		
	Residential Property-Backed Loans whose Payment Depends Materially on Property Cash Flow								
	Commercial Property Backed Loans whose Payments Are Not Material Dependent on Property Cash Flow								
	without a credit-sharing approach	-	-		-		-		
	by using a credit sharing approach (guaranteed)								
	by using a credit sharing approach (guaranteed)	-	-		-		-		
	Commercial Property Backed Loans whose Payments Depend Materially on Property Cash Flow								
	Land Procurement, Tillage, and/or Construction Credit								

No	Portfolio Categories	50%	100%	150%	Other	Total Net Receivables After CCF and CRM
10.	Past Due Receivables	100,909	120,882	223,464	-	445,255

No	Portfolio Categories	0%	20%	100%	150%	1.250%	Other	Total Net Receivables After CCF and CRM
11.	Other Assets	2,301,942		4,208,185	320,075			6,830,200

No	Risk Weight	Net Receivables Statement of Financial Position	Net Receivables of Administrative Account Transactions	Average CCF	Net Receivables (After the imposition of CCF and CRM Technique)
1.	< 40%	50,803,099	16,887,940	24	51,044,408
2.	40%-70%	29,105,717	89,385,694	2,531	32,400,752
3.	75%	47,124,176	809,824	278	47,836,547
4.	85%	10,659,214	560,555	1,927	11,185,216
5.	90%-100%	65,960,578	861,583	216	76,806,480
6.	105%-130%	1,093,899	10,531,974	6	1,143,317
7.	150%	1,145,204	11,483	574	1,201,711
8.	250%	79,813	-	-	59,813
9.	400%	-	-	-	-
10.	1,250%	-	-	-	-
	Total Net Receivables	**205,971,700**	**119,049,053**	**5,557**	**221,678,243**

	50%	60%	65%	70%	75%	85%	90%	100%	105%	110%	150%	Other	Total Net Receivables After CCF and CRM
	916,059			2,526,989	10,526,207	77,636		23,010			-	-	19,768,050
	-		-	-	-	-		-			-	-	-
												-	-
	-		-		-	-		-			-	-	-
									11,204			-	11,204
		1,545,377			6,328,857	6,174,783		10,664,454				-	24,713,471
	-	-										-	-
		-										-	-
	-		-			-		-			-	-	-
				2,089,488			49,507			1,132,113	55,091	-	3,326,199
												-	-

ii. Bank as Consolidated with Subsidiary

31 December 2024 (in million Rupiah)

No	Portfolio Categories	0%	20%	50%	100%	150%	Other	Total Net Receivables After CCF and CRM
1.	Receivables on Sovereigns	39,946,949			-	-	-	39,946,949

No	Portfolio Categories	20%	50%	100%	150%	Other	Total Net Receivables After CCF and CRM
2.	Receivables on Public Sector Entities	-	1,921,990				1,921,990

No	Portfolio Categories	0%	20%	30%	50%	100%	150%	Other
3	Receivables on Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-

No	Portfolio Categories	20%	30%	40%	50%	75%	100%	150%
4.	Receivables on Banks	4,092,249		11,368,293	10,192	261,570		331,564
	Receivables to Securities Companies and Other Financial Institutions	898,685		9,117,969	83,228	-		271,092

No	Portfolio Categories	10%	15%	20%	25%	35%	50%	100%
5.	Receivables Covered Bonds	-	-	-	-	-	-	-

No	Portfolio Categories	20%	50%	65%	75%	80%	85%	100%
6.	Receivables on Corporate - General Corporation Exposure	253,706	255,245		-	-	6,319,911	61,020,455
	Receivables to securities companies and other financial institutions	-	-	-	-	-	-	-
	Special Financing Exposure	-	-	-	-	-	-	-

No	Portfolio Categories	100%	150%	250%	400%	Other	Total Net Receivables After CCF and CRM
7.	Receivables of Subordinated Securities, Equity, and Other Capital Instruments	20,000		1,348,998			1,368,998

No	Portfolio Categories	45%	75%	85%	100%	Other	Total Net Receivables After CCF and CRM
8.	Receivables on Micro, Small Business, & Retail Portfolio	928,507	57,764,397	307,804	736,230	427	59,737,365

	Total Net Receivables After CCF and CRM
	-

	Other	Total Net Receivables After CCF and CRM
		16,063,868
		10,370,974

	Other	Total Net Receivables After CCF and CRM
	-	-

	130%	150%	Other	Total Net Receivables After CCF and CRM
		-	-	67,849,316
	-	-	-	-
	-	-	-	-

No	Portfolio Categories	0%	20%	25%	30%	35%	40%	45%	
9.	Loans Secured by Property								
	Residential Property Backed Credit whose Payment Is Not Materially Dependent on Property Cash Flow	-	378,137	336,806	3,327,399		1,655,806		
	without a credit-sharing approach	-	-	-	-		-		
	by using a credit sharing approach (guaranteed)		-						
	by using a credit sharing approach (guaranteed)	-	0		0		0		
	Residential Property-Backed Loans whose Payment Depends Materially on Property Cash Flow								
	Commercial Property Backed Loans whose Payments Are Not Material Dependent on Property Cash Flow								
	without a credit-sharing approach	-	-		-		-		
	by using a credit sharing approach (guaranteed)								
	by using a credit sharing approach (guaranteed)	-	-		-		-		
	Commercial Property Backed Loans whose Payments Depends Materially on Property Cash Flow								
	Land Procurement, Tillage, and/or Construction Credit								

No	Portfolio Categories	50%	100%	150%	Other	Total Net Receivables After CCF and CRM
10.	Past Due Receivables	186,732	135,451	332,211		654,394

No	Portfolio Categories	0%	20%	100%	150%	1.250%	Other	Total Net Receivables After CCF and CRM
11.	Other Assets	2,483,570		5,118,514	320,072			7,922,157

No	Risk Weight	Net Receivables Statement of Financial Position	Net Receivables of Administrative Account Transactions	Average CCF	Net Receivables (After the imposition of CCF and CRM Technique)
1.	< 40%	51,476,192	16,887,940	24	51,717,500
2.	40%-70%	29,310,839	89,385,694	2,531	32,605,873
3.	75%	74,168,660	809,824	278	74,881,031
4.	85%	12,354,131	560,555	1,927	12,880,133
5.	90%-100%	66,921,721	861,583	216	77,767,623
6.	105%-130%	1,093,899	10,531,974	6	1,143,317
7.	150%	1,253,952	11,483	574	1,310,460
8.	250%	1,368,998	-	-	1,348,997
9.	400%	-	-	-	-
10.	1250%	-	-	-	-
	Total Net Receivables	**237,948,391**	**119,049,053**	**5,557**	**253,654,935**

iii. Additional Disclosures

Danamon applies collateral CRM Techniques with a simple approach in accordance with SEOJK No.24/SEOJK.03/2021.

	50%	60%	65%	70%	75%	85%	90%	100%	105%	110%	150%	Other	Total Net Receivables After CCF and CRM
	916,059			2,526,989	10,526,207	77,636		23,010			-	-	19,768,050
	-		-	-	-	-		-			-	-	-
												-	-
	0		0		-	-		-			-	-	-
									11,204			-	11,204
		1,545,377			6,328,857	6,174,783		10,664,454				-	24,713,471
	-	-										-	-
		-										-	-
	-		-		-	-		-			-	-	-
				2,089,488			49,507			1,132,113	55,091	-	3,326,199
												-	-

h. Disclosure of Assets Securitization

Securitization is the process of taking non-liquid assets or asset groups and, through financial engineering, transforming them into securities. The securities that are issued based on the transfer of financial assets from the original borrower are followed by payment from the proceeds of the sale of asset-backed securities to investors.

As of 31 December 2024, Danamon did not have transactions of credit derivative and securitization, therefore no disclosure of tables below:

- Net Credit Derivative Claims (CCR6)
- Securitization Exposure in the Banking Book (SEC1)
- Securitization Exposure Components in the Trading Book (SEC2)
- Securitization Exposure in the Banking Book and related to its Capital Requirements - Bank Acting as Originator or Sponsor (SEC3)
- Securitization Exposure in the Banking Book and related to its Capital Requirements Bank Acting as Investor (SEC4)

i. Credit Risk Assessment using Standardized Approach

In calculating the Risk Weighted Assets (RWA) for credit risk, Danamon applies the Standardized Approach, which refers to OJK regulations, i.e. OJK Circular No.24/SEOJK.03/2021 regarding Risk Weighted Asset Calculation for credit risk using standardise approach for commercial Banks.

j. Credit Risk Due to Failure of Counterparty

Counterparty Credit Risk arises from the type of transactions that are generally affected by the following characteristics:

- Transactions influenced by the movement of fair value or market value.
- Fair value of transactions influenced by movements of certain market variables.
- Transactions resulting in the exchange of cash flows or financial instruments.
- Bilateral in nature.

One of the transactions that may incite credit risk due to the counterparty's failure is over the counter (OTC) derivatives and repo/reverse repo transactions for both Trading Book and Banking Book positions This includes transactions with the Central Counter Party (CCP).

For both Repo and Reverse Repo transactions, Danamon refers to OJK Circular No.24/SEOJK.03/2021 regarding Guidelines on Risk Weighted Assets calculations for Credit Risk using the Standardized Approach.

TABLE 21. ANALYSIS OF COUNTERPARTY CREDIT RISK EXPOSURE (CCR1)

i. Bank Only

31 December 2024 (in milion Rupiah)

		a	b	c	d	e	f
No	**Description**	**Replacement Cost (RC)**	**Potential Future Exposure (PFE)**	**EEPE**	**Alpha used for EAD regulatory calculation**	**Net Receivables**	**RWA**
1.	SA-CCR (for derivative)	372,830	647,026		1.4	1,427,799	495,471
2.	Internal Model Method (For Derivative and SFT)					N/A	N/A
3.	Basic Approach for credit risk mitigation (for SFT)					N/A	N/A
4.	Comprehensive approach for credit risk mitigation (For SFT)					N/A	N/A
5.	VaR untuk SFT					N/A	N/A
6.	**Total**						**495,471**

Qualitative Analysis
In accordance with SEOJK No 48/SEOJK.03/2017, RWA in Counterparty Credit Risk calculated based on Standard Approach Method for Banks' Derivative Transactions.

TABLE 22. CCR EXPOSURE BASED ON PORTFOLIO CATEGORY AND RISK WEIGHT (CCR3)

i. Bank Only

31 December 2024

	a	b	c	d	e	f
Risk Weight / Portfolio Category	**0%**	**20%**	**30%**	**40%**	**45%**	**50%**
Indonesia						
Receivables on Sovereigns	165,116					
Receivables on Public Sector Entities						127
Receivables on Multilateral Development Banks and International Institutions						
Receivables on Banks		504,558		351,168		10,180
Exposures to Securities Firm and Other Financial Institutions		26,837		176,744		
Receivables on Corporates						
Receivables on Micro, Small, and Retail Businesses Portfolio						
Total	**165,116**	**531,395**	**-**	**527,913**	**-**	**10,307**

ii. Bank as Consolidated with Subsidiary

31 December 2024 (in milion Rupiah)

		a	b	c	d	e	f
No	**Description**	**Replacement Cost (RC)**	**Potential Future Exposure (PFE)**	**EEPE**	**Alpha used for EAD regulatory calculation**	**Net Receivables**	**RWA**
1.	SA-CCR (for derivative)	435,636	823,069		1.4	1,762,186	629,226
2.	Internal Model Method (For Derivative and SFT)					N/A	N/A
3.	Basic Approach for credit risk mitigation (for SFT)					N/A	N/A
4.	Comprehensive approach for credit risk mitigation (For SFT)					N/A	N/A
5.	VaR untuk SFT					N/A	N/A
6.	**Total**						**629,226**

Qualitative Analysis
In accordance with SEOJK No 48/SEOJK.03/2017, RWA in Counterparty Credit Risk calculated based on Standard Approach Method for Banks' Derivative Transactions.

(in million Rupiah)

	g	h	i	j	k	l	m	n
	67,5%	**75%**	**85%**	**100%**	**112,5%**	**150%**	**Others**	**Total Net Receivables**
								165,116
								127
								-
		95,915				5,759		967,580
						1,514		205,095
			444	89,010				89,454
			0			427		427
	-	**95,915**	**444**	**89,010**	**-**	**7,700**	**-**	**1,427,799**

ii. Bank as Consolidated with Subsidiary

31 December 2024

	a	b	c	d	e	f
Portfolio Category \ Risk Weight	0%	20%	30%	40%	45%	50%
Indonesia						
Receivables on Sovereigns	165,116					
Receivables on Public Sector Entities						127
Receivables on Multilateral Development Banks and International Institutions						
Receivables on Banks		504,558		685,556		10,180
Exposures to Securities Firm and Other Financial Institutions		26,837		176,744		
Receivables on Corporates						
Receivables on Micro, Small, and Retail Businesses Portfolio						
Total	**165,116**	**531,395**	**-**	**862,300**	**-**	**10,307**

TABLE 23. EXPOSURE REPORT RELATED TO TRANSACTIONS WITH CENTRAL COUNTERPARTY (CCP)

(in million Rupiah)

No	Component Names	Net Receivables	ATMR
	Exposure Related with CCP Transactions		
1.	Total Exposure to QCCP	18,551	101
2.	Exposures Transacted with QCCP	-	-
	(i) Derivative OTC	-	-
	(ii) Derivative transactions through Stock Exchange	-	-
	(iii) Securities Financing Transactions	-	-
	(iv) Netting Set	-	-
3.	Segregated Initial Margin	10,500	-
4.	Nonsegregated Initial Margin	-	-
5.	Prefunded Default Fund Contribution	8,051	101
6.	Unfunded Default Fund Contribution	-	-
7.	**Total Exposure to NonQCCP**	**-**	**-**
8.	Exposures Transacted with QCCP	-	-
	(i) Derivative OTC	-	-
	(ii) Derivative transactions through Stock Exchange	-	-
	(iii) Securities Financing Transactions	-	-
	(iv) Netting Set	-	-
9.	Segregated Initial Margin	-	-
10.	Nonsegregated Initial Margin	-	-
11.	Prefunded Default Fund Contribution	-	-
12.	Unfunded Default Fund Contribution	-	-
13.	**Exposure Total to QCCP and NonQCCP**	**18,551**	**101**

(in million Rupiah)

	g	h	i	j	k	l	m	n
	67.5%	75%	85%	100%	112.5%	150%	Others	Total Net Receivables
								165,116
								127
								-
		95,915				5,759		1,301,968
						1,514		205,095
			444	89,010				89,454
			0			427		427
	-	**95,915**	**444**	**89,010**	**-**	**7,700**	**-**	**1,762,186**

2. Market Risk

Market Risk Management Implementation

Market Risk Management is a top-down process within Danamon's organizational structure, from the Risk Oversight Committee, the BOD through the Assets and Liabilities Committee (ALCO), and Senior Management actively involved in the planning, approval, review, to assessment of all risks involved.

In general, market risk measurement covers exchange rate and interest rate risks, which are recorded in Danamon's trading and banking books. Market risk measurement includes the process of valuing financial instruments, calculating market risk capital charges, stress testing and sensitivity analysis. The measurement method used refers to regulatory requirements and general standards for market risk management in banking.

Trading risk, including exchange risk and interest rate risk, is primarily managed through a limit structure, and monitored daily by the Market and Liquidity Risk (MLR) Division, which includes exchange rate risk and interest rate risk.

On the other hand, interest rate risk in the banking book is an exposure arising from adverse interest rate market movement on Danamon balance sheet.

Portfolio Considered in Minimum Capital Requirement

Danamon is committed to meeting the Minimum Capital Requirement (CAR) as stilulated by the regulator. Every month, Danamon calculates market risk RWA using the standardized approach. In this calculation, Danamon considers several risk factors, namely: Default Risk Charge (DRC), General Interest Rate Risk (GIRR), Credit Risk Spread (CSR), Foreign Exchange (FX) Risk, Residual Risk Add-On (RRAO), and Credit Valuation Adjustment (CVA). In determining the market risk RWA, Danamon calculates all positions in the Trading Book/Fair Value through Profit or Loss (FVTPL) and includes the Banking Book, specifically for FX and CVA positions.

Market Risk Mitigation for Foreign Exchange Transactions

To mitigate the Market Risk exposures, Danamon bases its market risk management on the following principles:

- Danamon has a sound and comprehensive market risk management system that is closely integrated with its day-today risk management process and system.

- The market risk management involves identification, measurement, monitoring, control, and risk management information systems of all market risk materials/factors, including sound capital adequacy assessment associated with the risks.
- Policies and procedures are structured with due observance of the prudence principle as the foundation of a robust risk management system.
- The market risk management system should cover all material market risks, both on- and off-balance sheet.

TABEL 24. DISCLOSURE OF MARKET RISK USING STANDARDIZED APPROACH

i. Bank Only

Ris	Capital Charge with Standard Approach	Capital Charge with Standard Approach
	Position December 31, 2024	Position December 31, 2023
Risk of GIRR	97,749.90	51,280.20
Risk of CSR (non-securitization)	25,332.84	14,692.21
Risk of CSR (securitization : non-CTP)	-	-
Risk of CSR (securitization : CTP)	-	-
Risk of Equity	-	-
Risk of Commodity	-	-
Risk of Exchange Rate	38,200.02	18,327.53
DRC - (non-securitization)	1,704.87	905.98
DRC - (securitization : non-CTP)	-	-
DRC - (securitization : CTP)	-	-
RRAO	0.00	0.00
Total	**163,295.86**	**85,205.92**

Additional Market RWA Disclosures:
In the reporting period, there were no significant changes that affected Danamon market risk RWA calculation.

	a	b
	Component	**ATMR BA-CVA**
Aggregation of systematic components of CVA risk	42,884.61	
Aggregation of idiosyncratic components of CVA risk	9,859.52	
Total		**187,523.88**

CVA Additional Disclosures:
In the reporting period, Danamon did not have specific hedging transactions for credit Valuation Adjustment (CVA) risk in transactions affected to the BA_CVA reduce version RWA calculation.

ii. Bank as Consolidated with Subsidiary

Risiko	Capital Charge with Standard Approach	Capital Charge with Standard Approach
	Position December 31, 2024	Position December 31, 2023
Risk of GIRR	97,749.90	51,278.72
Risk of CSR (non-securitization)	25,332.84	14,692.21
Risk of CSR (securitization : non-CTP)	-	-
Risk of CSR (securitization : CTP)	-	-
Risk of Equity	-	-
Risk of Commodity	-	-
Risk of Exchange Rate	38,247.96	20,165.59
DRC - (non-securitization)	1,704.87	905.98
DRC - (securitization : non-CTP)	-	-
DRC - (securitization : CTP)	-	-
RRAO	0.00	0.00
Total	**163,353.08**	**87,561.83**

	a	b
	Component	ATMR BA-CVA
Aggregation of systematic components of CVA risk	96,643.96	
Aggregation of idiosyncratic components of CVA risk	19,194.68	
Total		**415,197.88**

Risk Management Implementation of Interest Rate Risk in Banking Book (IRRBB)

a. IRRBB Definition

Interest Rate Risk in Banking Book (IRRBB) refers to the current or prospective risks to Danamon's capital and earnings arising from adverse movements in interest rates that affect Danamon Banking Book positions.

Included in the IRRBB exposure are financial instruments or assets that are recorded as Available-for-Sale (AFS)/Fair Value through Other Comprehensive Income (FVOCI) and as Held-to-Maturity (HTM).

b. Risk Management Strategy and Risk Mitigation for IRRBB

IRRBB is managed for each exposure in a currency that is material in nature, i.e. the exposure of riks that account for a minimum of 5% of either Banking Book assets or liabilities. The major currencies must be actively managed by the Treasury and independently monitored by Risk Management Unit.

In relation to the above, the BOD delegates the authority to the ALCO to monitor and review the structure and trends of the balance sheet in terms of, such as, interest rate risk, including IRRBB. Accordingly, ALCO should conduct regular meetings that include agenda items related to IRRBB.

In general, ALCO's management of IRRBB is supported by the Treasury and Capital Market (TCM) and the Market and Liquidity Risk (MLR).

The TCM has an active role in managing IRRBB exposure within the limits and parameters approved by ALCO, including managing the gap risk, repricing risk, and other risks associated with the IRRBB, as well as performing necessary interest rate hedging. The management is performed based on the decisions and mandates given by ALCO as a senior management committee, which is the apex body entrusted for interest rate risk management and is the owner of the IRRBB limit.

MLR is an independent function within Danamon that is responsible for managing market and liquidity risks. The responsibility of the MLR in relation to the management of the IRRBB includes:

- Identifying, measuring, monitoring, and reporting risk exposure in accordance with regulations, methods, and policies related to IRRBB.
- Developing and reviewing related policies, guidelines, methods, and procedures in managing IRRBB.
- Reviewing the limits associated with IRRBB on a regular basis to ensure they remain adequately set.

c. Periodization of IRRBB Calculations and Measurements Used to Measure Sensitivity to IRRBB

Internally, Danamon measures and monitors IRRBB exposures monthly through the (Economic Value of Equity) ΔEVE and ΔNII (Net Interest Income) methods.

d. Interest Rate Shock Scenario and Stress Scenario Being Used

In accordance with the POJK, IRRBB exposure measurement through ΔEVE is conducted based on 6 (six) interest rate shock scenarios, as follows:

- Parallel shock up
- Parallel shock down
- Steepener shock
- Flattener shock
- Short rates shock up and
- Short rates shock down

IRRBB exposure measurement through ΔNII is conducted based on 2 (two) interest rate shock scenarios, as follows:

- parallel shock-up
- parallel shock down

The amount of interest rate shock used by Danamon in calculating ΔEVE and ΔNII follows the scenario set by the OJK, which is as follows:

(in bps)	Rp	USD
Parallel	400	200
Short	500	300
Long	350	150

e. Modelling Assumptions IRBB

For IRRBB disclosure, Danamon uses the standardized approach as stipulated in the SEOJK.

As a complementary tool in managing interest rate risk, under the Internal Capital Assessment Adequacy Process (ICAAP), Danamon also conducts IRRBB simulations using the standardized approach by using internal assumptions of interest rate shock.

f. Hedging of IRRBB and Related Accounting Treatments

In the event that an activity uses hedge accounting, the activity is taken into account in the measurement of IRRBB.

As of the December 2024 report, Danamon's subsidiary had hedge accounting activities, which were included in the scope of the consolidated IRRBB calculation

g. Main Modelling Assumptions and Parametric Used in ΔEVE and ΔNII Calculations

1) In calculating cash flows and discounts on the ΔEVE calculation, Danamon does not include commercial margin components and other spread components.
2) Determination of repricing maturities for NMD is conducted based on a behavioral analysis of

NMD using sufficient historical data.

3) The methodology used to estimate loan prepayment rates and TD early withdrawal rates is the maximum value of prepayment rates and early withdrawal rates based on historical data.
4) At present, no other assumptions that have a material impact on ΔEVE and ΔNII are excluded from the calculations.
5) The method of aggregation between currencies is as follows:
    - For the purpose of measuring a consolidated basis, the calculation is performed by combining the results of the ΔEVE and ΔNII values of each entity based on the same interest rate scenario category and the same currency type.
    - For the purpose of measuring in the aggregation between significant currencies, the calculation is performed by summing up the worst ΔEVE and ΔNII for each type of significant currency.

Quantitative Analysis

1. Average repricing maturity for NMD as of the end of December 2024 is determined based on a behavioural analysis of NMD using sufficient historical data.
2. Maximum repricing maturity for NMD as of the end of December 2024 is determined through internal assumption.

TABLE 25. INTEREST RATE RISK IN BANKING BOOK - IRRBB CALCULATION REPORT

i. Bank Only

Currency : IDR (in million Rupiah)

Scenario \ Period	ΔEVE		ΔNII	
	31-Dec-24	30-Sep-24	31-Dec-24	30-Sep-24
Parallel Up	(4,276,933)	(4,100,406)	(1,243,505)	(1,250,765)
Parallel Down	5,563,296	5,287,756	45,333	103,594
Steepener	(1,382,712)	(1,105,325)		
Flattener	367,897	143,867		
Short Rate Up	(1,719,747)	(1,804,973)		
Short Rate Down	1,926,372	2,020,644		
Maximum Value Negative (Absolute)	4,276,933	4,100,406	1,243,505	1,250,765
Tier 1 Capital (for ΔEVE) or Projected Income (for ΔNII)	36,131,666	35,664,604	10,377,063	10,377,063
Maximum Value divided by Tier 1 Capital (for ΔEVE) or Projected Income (for ΔNII)	11.84%	11.50%	11.98%	12.05%

Currency : USD (in million Rupiah)

Scenario \ Period	ΔEVE		ΔNII	
	31-Dec-24	30-Sep-24	31-Dec-24	30-Sep-24
Parallel Up	(73,386)	(91,418)	44,772	27,471
Parallel Down	85,353	105,003	(122,812)	(123,041)
Steepener	(23,621)	(15,902)		
Flattener	6,581	(5,073)		
Short Rate Up	(25,295)	(43,448)		
Short Rate Down	27,950	46,595		
Maximum Value Negative (Absolute)	73,386	91,418	122,812	123,041
Tier 1 Capital (for ΔEVE) or Projected Income (for ΔNII)	36,131,666	35,664,604	10,377,063	10,377,063
Maximum Value divided by Tier 1 Capital (for ΔEVE) or Projected Income (for ΔNII)	0.20%	0.26%	1.18%	1.19%

Currency : Combined (Rp & USD) (in million Rupiah)

Scenario \ Period	ΔEVE		ΔNII	
	31-Dec-24	30-Sep-24	31-Dec-24	30-Sep-24
Maximum Value Negative (Absolute)	4,350,319	4,191,824	1,366,317	1,373,806
Tier 1 Capital (for ΔEVE) or Projected Income (for ΔNII)	36,131,666	35,664,604	10,377,063	10,377,063
Maximum Value divided by Tier 1 Capital (for ΔEVE) or Projected Income (for ΔNII)	12.04%	11.75%	13.17%	13.24%

ii. Bank as Consolidated with Subsidiary

Currency : IDR

(in million Rupiah)

Scenario \ Period	ΔEVE		ΔNII	
	31-Dec-24	30-Sep-24	31-Dec-24	30-Sep-24
Parallel Up	(4,771,339)	(4,621,548)	(1,198,224)	(1,237,014)
Parallel Down	6,118,294	5,881,257	(1,629)	89,337
Steepener	(1,255,918)	(1,009,873)		
Flattener	137,476	(64,443)		
Short Rate Up	(2,120,401)	(2,200,038)		
Short Rate Down	2,365,588	2,456,444		
Maximum Value Negative (Absolute)	4,771,339	4,621,548	1,198,224	1,237,014
Tier 1 Capital (for ΔEVE) or Projected Income (for ΔNII)	46,240,237	45,656,855	17,862,046	17,862,046
Maximum Value divided by Tier 1 Capital (for ΔEVE) or Projected Income (for ΔNII)	10.32%	10.12%	6.71%	6.93%

Currency : USD

(in million Rupiah)

Scenario \ Period	ΔEVE		ΔNII	
	31-Dec-24	30-Sep-24	31-Dec-24	30-Sep-24
Parallel Up	(73,386)	(91,418)	44,772	27,471
Parallel Down	85,353	105,003	(122,812)	(123,041)
Steepener	(23,621)	(15,902)		
Flattener	6,581	(5,073)		
Short Rate Up	(25,295)	(43,448)		
Short Rate Down	27,950	46,595		
Maximum Value Negative (Absolute)	73,386	91,418	122,812	123,041
Tier 1 Capital (for ΔEVE) or Projected Income (for ΔNII)	46,240,237	45,656,855	17,862,046	17,862,046
Maximum Value divided by Tier 1 Capital (for ΔEVE) or Projected Income (for ΔNII)	0.16%	0.20%	0.69%	0.69%

Currency : Combined (Rp & USD)

(in million Rupiah)

Scenario \ Period	ΔEVE		ΔNII	
	31-Dec-24	30-Sep-24	31-Dec-24	30-Sep-24
Maximum Value Negative (Absolute)	4,844,725	4,712,965	1,321,036	1,360,055
Tier 1 Capital (for ΔEVE) or Projected Income (for ΔNII)	46,240,237	45,656,855	17,862,046	17,862,046
Maximum Value divided by Tier 1 Capital (for ΔEVE) or Projected Income (for ΔNII)	10.48%	10.32%	7.40%	7.61%

3. Liquidity Risk

Liquidity Risk Management Governance

Liquidity risk management is a top-down process, starting from the Risk Oversight Committee of the BOC and the BOD/Senior Management through ALCO, which are actively involved in the planning, approval, review, and assessment of all risks involved.

In order to evaluate the fulfillment of liquidity, ALCO has scope of authority delegated by the BOD to manage the structure of assets and liabilities, including the funding strategies of Danamon. ALCO focuses on liquidity management with the following objectives:

a. Understanding the various liquidity risk sources and integrating the characteristics and risks of various liquidity sources, particularly under stress conditions.
b. Developing a comprehensive risk approach to ensure compliance with the overall risk appetite.
c. Determining relevant funding strategies to meet liquidity requirements, including consolidating all funding resources.
d. Developing effective contingency plans.
e. Improving resilience in the event of a sharp decline of liquidity risk and demonstrating Danamon's ability to address closed access to one or more financial markets by ensuring that funding can be generated through a variety of sources.

ALCO, as a committee of the BOD, serves as the apex body assigned to oversee and evaluate the structure and trends of the balance sheet in terms of liquidity, interest rate risks, and capital management. This involves establishing policies and procedures, determining a limit framework, and evaluating strategies on the balance sheet with the objectives of providing adequate liquidity and capital for Danamon, as well as a diversified funding structure.

Danamon manages liquidity risks through liquidity gap analysis and liquidity ratios. Liquidity risks are measured and monitored on a daily basis based on the limit framework of liquidity risks.

The monitoring and control processes are conducted through the Liquidity Risk Limit mechanism. MLR is an independent division (as the Second Line of Defense) that monitors the limits relevant to liquidity risk on a daily basis by taking into account the risk appetite and business strategy direction of the Bank.

Funding Strategy

As part of the liquidity risk management process, Danamon implements a funding strategy through a diversified Third-Party Fund (TPF) composition in wholesale and retail segment financing. One of the methods used to monitor the funding strategy is through the concentration of funding for large fund providers that are monitored daily.

Liquidity Risk Mitigation Technique

In mitigating liquidity risks, Danamon's liquidity risk management is based on the following principles:

a. Strategies, policies, and practices are geared towards managing liquidity risk to provide sufficient liquidity.
b. A robust process should be in place for identifying, measuring, monitoring, and controlling liquidity risk.
c. The risk management function responsible for liquidity risk management should be structurally and functionally independent from the liquidity risk-taking function (Risk-Taking Unit).
d. There should be active monitoring and control of current and potential liquidity-risk exposures.
e. Funding sources and tenors should be effectively diversified to minimise excessive funding concentrations.
f. A comprehensive Contingency Funding Plan (CFP) that sets out the strategies for addressing liquidity shortfalls in crisis situations should be in place and tested periodically to assess its effectiveness and operational feasibility.
g. Danamon should maintain, on an ongoing basis, a liquidity reserve of high-grade liquid assets, corresponding to the risk tolerance, and prevailing regulations.
h. Danamon's liquidity stress tests should include the on- and off-balance sheet components.

Stress Test

Liquidity-risk stress testing assesses Danamon's capacity to withstand plausible scenarios of a range of severities under various market and/or firm-specific conditions, thereby identifying Danamon's vulnerabilities to specific sources of liquidity risk.

Stress tests should be designed to assess the liquidity risk of the portfolios and the liquidity management strategies of Danamon under extraordinary circumstances. The scenarios used by Danamon are:

a. **General Market Stress/Systemic Problem**
   The aim of this scenario is to illustrate a situation where liquidity at a large number of financial institutions in the country is affected. This situation may be triggered by major macroeconomic and financial problems or a political crisis in the country that causes customers to lose confidence in the banking system.
   A systemic situation arising from market scenarios that are not directly related to the Bank (e.g. sharp fall and high volatility in asset prices, market panic, sudden dry-up in short-term funding markets, and financial/economic difficulties).

b. **Bank-Specific Stress/Name Problem**
   The aim of this scenario is to illustrate a situation where liquidity stress arises as a result of the Bank itself experiencing either real or perceived problems. These problems include deteriorating asset quality, major fraud cases, large trading losses, rumors about Danamon's credibility or a downgrade in its credit rating, and exceptional losses arising from market/credit/ operational issues; this generally leads to an erosion of public trust in the Bank, deposit runs, and overall shortness in liquidity.

Liquidity Risk Measurements

In general, the assessment of liquidity risk may be grouped into regulatory measurements and internal or non-regulatory measurements. To measure regulatory liquidity risk, the Bank has internally set additional thresholds from those pre-set by regulations, where such thresholds are more conservative than those set by regulations.

a. **Liquidity Coverage Ratio (LCR)**
   The purpose of this standard is to ensure that Danamon retains a sufficient level of unencumbered and high-quality assets that are convertible into cash to fulfill liquidity requirements within 30 calendar days under a severe liquidity stress scenario as defined by regulators. At a minimum, liquid asset stocks will enable Danamon to maintain its operations for up to 30 days during the stress scenario, by which time it is assumed that appropriate corrective actions have been taken by the management and/or regulators. The minimum limit that must be met according to regulatory provisions is 100%.

TABLE 26. LIQUIDITY COVERAGE RATIO (LCR) CALCULATION REPORT

No	Components	BANK				
		31-Dec-24		30-Sep-24		
		The outstanding value of liabilities and commitments/ contractual invoice value	The value of HQLA after a haircut or outstanding liabilities and commitments multiplied by the run-off rate or the value of contractual invoices times the inflow rate	The outstanding value of liabilities and commitments/ contractual invoice value	The value of HQLA after a haircut or outstanding liabilities and commitments multiplied by the run-off rate or the value of contractual invoices times the inflow rate	
1.	Total data points used in the calculation of the LCR		63 days		65 days	
HIGH QUALITY LIQUID ASSET (HQLA)						
2.	Total High Quality Liquid Asset (HQLA)		39,609,930		41,091,434	
CASH OUTFLOWS						
3.	TOTAL CASH OUTFLOWS		77,030,726		72,760,055	
CASH INFLOWS						
4.	TOTAL CASH INFLOWS	52,199,349	48,152,727	47,403,319	43,598,827	
			TOTAL ADJUSTED VALUE1		TOTAL ADJUSTED VALUE1	
5.	TOTAL HQLA		39,609,930		41,091,434	
6.	NET CASH OUTFLOWS		28,877,999		29,161,228	
7.	LCR (%)		137.16%		140.91%	

(in million Rupiah)

	CONSOLIDATED			
	31-Dec-24		30-Sep-24	
	The outstanding value of liabilities and commitments/ contractual invoice value	The value of HQLA after a haircut or outstanding liabilities and commitments multiplied by the run-off rate or the value of contractual invoices times the inflow rate	The outstanding value of liabilities and commitments/ contractual invoice value	The value of HQLA after a haircut or outstanding liabilities and commitments multiplied by the run-off rate or the value of contractual invoices times the inflow rate
		63 days		65 days
		39,747,375		41,244,015
		77,433,575		**73,448,910**
	55,706,795	**49,988,907**	**50,791,718**	**45,357,053**
		TOTAL ADJUSTED VALUE1		**TOTAL ADJUSTED VALUE1**
		39,747,375		**41,244,015**
		27,444,668		**28,091,857**
		144.83%		**146.82%**

Individual Analysis

In general, the liquidity condition of Danamon is still very good. Liquidity risk management is supported by measurement of liquidity risk parameters that indicate a low level of risk. In addition, Danamon is also supported by strong capital.

In accordance with POJK No. 42/POJK.03/2015, Banks are obliged to perform Individual and Consolidated quarterly reports for KBMI 3 Banks for the position of the December 2024 report based on the daily average from October - December 2024.

The average LCR ratio of Danamon individually for Quarter-IV 2024 was 137.16%. This ratio is still above the minimum ratio value stipulated in POJK No.42/ POJK.03/2015 which is 100%.

The composition of the LCR for Quarter-IV 2024 is described in the section below.

The composition of High Quality Liquid Assets (HQLA) owned by the Bank in Quarter-IV 2024 was still dominated by Placements with Bank Indonesia (BI) and securities issued by the Central Government and BI. On average, during Quarter-IV 2024, the largest composition of HQLA was Placements with BI of 52.23% of the total HQLA, followed by securities issued by the Central Government and BI, amounting to 42.87%, cash or cash equivalents 4.14%, Corporate Bonds Level 2A at 0.46% and Corporate Bonds Level 2B at 0.30%.

The composition of TPF owned by the Bank remains diversified the wholesale and retail segments. To maintain the stability of TPF so as not to be concentrated on a particular party, as risk mitigation, the Bank internally monitors the funding concentration ratio on a daily basis and continues to make efforts to diversify TPF in a sustainable manner.

Overall, the total derivative transactions conducted by the Bank did not have a significant impact on the LCR calculation. In terms of composition, the comparison of the net cash outflow of derivative transactions (derivative transaction cash outflow minus derivative transaction cash inflow) to the total net cash outflow is 0.10%, with the cash outflow of derivative transactions being greater than the cash inflow of derivative transactions. In addition, the background for derivative portfolio activities is still limited to plain vanilla products, most of which are carried out for hedging needs, supporting customer transactions, or liquidity needs in Balance Sheet Management.

The implementation of Danamon liquidity management in accordance with what we have reported in the liquidity risk profile includes the following:
1. In terms of risk management, the Board of Commissioners and Board of Directors have awareness of liquidity management risk and is represented through the ALCO and ROC with clear and independent duties and responsibilities.
2. In terms of risk management, the Bank has a contingency funding plan (CFP), monitoring and reporting of liquidity limits through ALCO and ROC, managing positions and liquidity risk, as well as funding strategies and policies/procedures as well as monitoring liquidity risk limits and reviewed regularly.
3. The Bank has and implements a liquidity risk management process, independent human resources and a liquidity management information system.
4. The Bank has a sufficient risk control system through a risk management work unit and a compliance work unit that is independent from the operational work unit and the line business.

b. Net Stable Funding Ratio (NSFR)

In accordance with regulatory provisions, Danamon also applies the calculation of the Net Stable Funding Ratio (NSFR). NSFR is defined as the ratio of Available Stable Funding (ASF) and Required Stable Funding (RSF). ASF is the amount of stable liabilities and equity over a period of 1 (one) year to fund Danamon activities, while RSF is the amount of assets and administrative account transactions that need to be funded by stable funding. The purpose of this ratio is to measure Danamon’s liquidity resilience through a stable funding profile in accordance with the composition of the on- and off-balance sheets. The minimum limit that must be met in accordance with regulatory provisions is 100%.

Consolidated Analysis

The Bank's consolidated liquidity also shows very good conditions. Liquidity risk management in both the main entity and its subsidiaries is carried out through measurement, supervision and control of liquidity risk parameters, which generally indicate a low level of risk.

In accordance with POJK No. 42/POJK.03/2015, Banks are obliged to perform Individual and Consolidated quarterly reports for KBMI 3 Banks for the position of the December 2024 report based on the daily average from October - December 2024.

The average Consolidated LCR ratio of PT Bank Danamon Indonesia Tbk for Quarter IV 2024 is 144.83%.This ratio is still above the minimum ratio value stipulated in POJK No.42/ POJK.03/2015 which is 100%.

The composition of the LCR for Quarter-IV 2024 is described in the section below.

The LCR consolidation calculation is a combination of Danamon LCR calculation as the main entity with the subsidiary's LCR, in this case PT Adira Dinamika Multi Finance, Tbk. (ADMF), a financial services institution engaged in financing or multi finance.

On a consolidated basis, the combined of LCR from subsidiaries has a marginal impact on HQLA by adding cash or cash equivalents, increasing/ reducing cash outflows through bond issuance and interbank borrowing, as well as increasing cash inflows through retail and interbank asset claims.

Composition of High Quality Liquid Assets (HQLA) owned by the Bank on a consolidated basis in Quarter-IV 2024 was still dominated by Placements with BI of 52.05% of the total HQLA, followed by Securities issued by the Central Government and BI at 42.72%, Cash or Cash equivalents of 4.47%, Corporate Bonds Level 2A at 0.46% and Corporate Bonds Level 2B at 0.30%.

Analysis of the Composition of TPF as an outflow component, the majority are in the Main Entity (Danamon) which remains diversified in funding from wholesale and retail segments. Supervision of the concentration of funding is monitored on a daily basis.

Derivative transactions are centered on the Main Entity (Danamon). As stated in the Individual analysis, the ratio of derivative transactions both in terms of receivables and liabilities to total assets and liabilities (including capital) has a minimal impact on the LCR calculation. The background of the derivative portfolio activity is only limited to plain vanilla products for hedging needs, supporting customer transactions, or liquidity needs through Balance Sheet Management.

The implementation of Consolidated liquidity management in accordance with what we have reported in the consolidated liquidity risk profile, includes the following:

1. In terms of risk governance, the board of commissioners and board of directors of both the Main Entity and Subsidiaries have awareness of liquidity management risk which is represented through the ALCO and ROC with clear and independent duties and responsibilities.
2. In terms of risk management, the Main Entity and/or Subsidiaries have contingency funding plans (CFP), monitoring and reporting of liquidity limits through ALCO and ROC, managing positions and liquidity risks as well as funding strategies and policies/procedures and limits. liquidity risk which is monitored and reviewed regularly.
3. The Main Entity and Subsidiaries have and implement a liquidity risk management process, independent human resources and a liquidity management information system.
4. The Main Entity and Subsidiaries have adequate risk control systems through risk management work units and compliance work units that are independent of operational work units and Line of Business.

TABLE 27. NSFR REPORT

i. Bank Only

No	ASF Component	30 September 2024 Outstanding Value Based on Remaining Period (In Million Rupiah)		
		No Period	<6 months	≥6 months - 1 year
1.	**Capital:**	**52,262,388**	**-**	**-**
2.	Capital in Accordance to POJK KPMM	52,262,388	-	-
3.	Other Capital Instruments	-	-	-
4.	**Deposits originating from individual customers and Funding from micro and small business customers:**	**36,378,735**	**35,327,764**	**1,706,242**
5.	Stable Deposits and Funding	25,051,711	7,101,116	231,409
6.	Less Stable Deposits and Funding	11,327,024	28,226,648	1,474,833
7.	**Funding originating from Corporate customers:**	**29,753,244**	**51,847,259**	**2,362,207**
8.	Operational Deposits	20,008,870	-	-
9.	Other funding originating from Corporate customers	9,744,374	51,847,259	2,362,207
10.	Liabilities with interdependent asset pairs	-	-	-
11.	Liabilities and other equities	8,071,766	-	12,247
12.	NSFR derivative liabilities		-	
13.	Equities and other liabilities that are not included in the above categories	8,071,766	1,397,810	12,247
14.	**Total ASF**	**126,466,132**	**87,175,023**	**4,080,695**

No	ASF Component	30 September 2024 Outstanding Value Based on Remaining Period (In Million Rupiah)		
		No Period	<6 months	≥6 months - 1 year
15.	**Total HQLA in the framework of calculating the NSFR**			
16.	**Deposits with other financial institutions for operational purposes**	**1,532,973**	**-**	**-**
17.	**Loans classified as Current and Special Mention (performing) and marketable securities**	**-**	**75,799,696**	**27,899,588**
18.	To financial institutions guaranteed by HQLA Level 1	-	511,891	-
19.	To financial institutions that are not guaranteed with Level 1 HQLA and loans to financial institutions without collateral	-	11,079,569	2,320,496
20.	To non-financial companies, individual customers and customers of micro and small businesses, the Government of Indonesia, governments of other countries, Bank Indonesia, central banks of other countries and public sector entities, including:	-	63,221,635	24,691,609
21.	Meet the qualifications to get a risk weight of 35% or less, according to the SE OJK ATMR for Credit Risk	-	-	-
22.	Residential mortgage backed loans that are not being guaranteed, which include:	-	-	-
23.	Meet the qualifications to get a risk weight of 35% or less, according to the SE OJK ATMR for Credit Risk	-	678,800	691,636
24.	Securities that are not being pledged as collateral, are not default on payment, and are not included as HQLA, including shares traded on an exchange	-	307,800	195,846
25.	**Assets with interdependent liabilities pairs**	**-**	**-**	**-**

(in million Rupiah)

			31 December 2024				
		Total Weighted Value	Outstanding Value Based on Remaining Period (In Million Rupiah)				Total Weighted Value
	≥1 year		No Period	<6 months	≥6 months - 1 year	≥1 year	
	-	**52,262,388**	**52,871,608**	**-**	**-**	**-**	**52,871,608**
	-	52,262,388	52,871,608	-	-	-	52,871,608
	-	-	-	-	-	-	-
	600	**67,691,278**	**34,727,788**	**37,089,769**	**2,135,424**	**600**	**68,133,008**
	-	30,765,024	24,655,498	6,567,836	271,172	-	29,919,781
	600	36,926,255	10,072,290	30,521,933	1,864,252	600	38,213,228
	75,000	**29,849,256**	**30,011,075**	**54,871,406**	**1,556,223**	**75,000**	**31,687,259**
	-	10,004,435	20,298,723	-	-	-	10,149,361
	75,000	19,844,821	9,712,352	54,871,406	1,556,223	75,000	21,537,898
	-	-	-	-	-	-	-
	-	6,123	8,014,147	-	17,525	-	8,762
				-			
	447,330	6,123	8,014,147	1,123,419	17,525	536,778	8,762
	75,600	**149,809,045**	**125,624,618**	**91,961,175**	**3,709,171**	**75,600**	**152,700,638**

			31 December 2024				
		Total Weighted Value	Outstanding Value Based on Remaining Period (In Million Rupiah)				Total Weighted Value
	≥1 year		No Period	<6 months	≥6 months - 1 year	≥1 year	
		2,752,244					**3,847,439**
	-	**766,486**	**1,124,832**	**-**	**-**	**-**	**562,416**
	61,063,348	**93,015,806**	**-**	**75,359,227**	**28,336,776**	**60,978,066**	**93,547,310**
	-	51,189	-	1,785,799	-	-	178,580
	9,364,150	12,186,333	-	12,480,594	1,879,363	8,726,346	11,538,117
	38,442,848	71,103,347	-	60,161,997	25,514,434	38,189,172	71,599,682
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	12,650,011	8,907,725	-	711,869	722,454	13,295,711	9,359,373
	606,339	767,211	-	218,968	220,526	766,837	871,558
	-	**-**	**-**	**-**	**-**	**-**	**-**

No	ASF Component	30 September 2024		
		Outstanding Value Based on Remaining Period (In Million Rupiah)		
		No Period	<6 months	≥6 months - 1 year
26.	**Other Assets:**	**-**	**16,251,511**	**242,176**
27.	Physical commodities that are traded, including gold	-		
28.	Cash, securities and other assets recorded as initial margin for derivative contracts and cash or other assets submitted as default funds to the central counterparty (CCP)		-	-
29.	NSFR derivative assets		-	88,323
30.	NSFR derivative liabilities before deduction with variation margin		-	141,607
31.	All other assets that are not included in the above categories	-	16,251,511	12,247
32.	**Off Balance Sheet**		**110,507,820**	**2,807,403**
33.	**Total RSF**			
34.	**Net Stable Funding Ratio (%)**			

Individual Analysis

The NSFR of Danamon in December 2024 for individual Bank positions was 123.51%, increase compared to the position in September 2024 of 122.97%. Overall, during Quarter IV/2024, Danamon's NSFR was always above the OJK requirement of a minimum of 100%.

Danamon's Total Available Stable Fund (ASF) for December 2024 is IDR 152.70 trillion (weighted value) with the largest component coming from deposits from individual and micro customers amounting to IDR 68.13 trillion (weighted value) and capital of IDR 52.87 trillion (weighted value).

Compared to the position in September 2024, total ASF was increase by IDR 2.89 trillion (weighted value) mainly due to an increase in Deposits from ColDRorate Customers of IDR 1.84 trillion (weighted value) & Capital of IDR 0.61 trillion (weighted value).

Danamon's Total Required Stable Fund (RSF) is IDR 123.63 trillion (weighted value) with the largest component coming from Loans in the Current and Special Mention category (performing) and securities that are not in default amounting to IDR 93.55 trillion (weighted value) and other assets amounting to IDR 25.15 trillion (weighted value).

(in million Rupiah)

≥1 year	Total Weighted Value	31 December 2024				
		Outstanding Value Based on Remaining Period (In Million Rupiah)				Total Weighted Value
		No Period	<6 months	≥6 months - 1 year	≥1 year	
9,879,350	**24,849,438**	**-**	**16,081,556**	**119,966**	**9,263,849**	**25,150,644**
	-	-				-
-	-		-	-	-	-
-	88,323		-	-	-	-
-	141,607		-	102,442	-	102,442
9,879,350	24,619,509	-	16,081,556	17,525	9,263,849	25,048,202
622,076	**441,553**		**114,659,263**	**3,630,464**	**762,228**	**526,962**
	121,825,528					**123,634,772**
	122.97%					**123.51%**

Individual Analysis

Compared to the position in September 2024, total RSF increased by IDR 1.81 trillion (weighted value) mainly due to an increase in Loans in the Current & Special Mention Category (performing) and Securities increased by IDR 0.53 trillion (weighted value) and HQLA amounting to IDR 1.09 trillion (weighted value).

As of December 2024, the Bank does not have interdependent assets or liabilities.

The implementation of Danamon liquidity management in accordance with what we have reported in the liquidity risk profile, includes several things as follows :

1. In terms of risk management, the BOC and BOD have awareness of liquidity management risk and is represented through the ALCO and ROC with clear and independent duties and responsibilities.
2. In terms of risk management, Danamon has a contingency funding plan (CFP), monitoring and reporting of liquidity limits through ALCO and ROC, managing positions and liquidity risk, as well as funding strategies and policies/procedures as well as monitoring liquidity risk limits and reviewed regularly.
3. Danamon has and implements a liquidity risk management process, independent human resources and a liquidity management information system.
4. Danamon has a sufficient risk control system through a risk management unit and a compliance unit that is independent from the operational unit and line of business.

ii. Bank as Consolidated with Subsidiary

No	ASF Component	30 September 2024 Outstanding Value Based on Remaining Period (In Million Rupiah)		
		No Period	<6 months	≥6 months - 1 year
1.	**Capital:**	**52,385,628**	**-**	**-**
2.	Capital in Accordance to POJK KPMM	52,385,628	-	-
3.	Other Capital Instruments	-	-	-
4.	**Deposits originating from individual customers and Funding from micro and small business customers:**	**36,378,735**	**35,327,764**	**1,706,242**
5.	Stable Deposits and Funding	25,051,711	7,101,116	231,409
6.	Less Stable Deposits and Funding	11,327,024	28,226,648	1,474,833
7.	**Funding originating from Corporate customers:**	**28,808,748**	**58,262,943**	**6,800,019**
8.	Operational Deposits	20,008,870	-	-
9.	Other funding originating from Corporate customers	8,799,878	58,262,943	6,800,019
10.	Liabilities with interdependent asset pairs	-	-	-
11.	Liabilities and other equities	8,037,921	-	108,266
12.	NSFR derivative liabilities		-	
13.	Equities and other liabilities that are not included in the above categories	8,037,921	2,532,191	108,266
14.	**Total ASF**	**125,611,031**	**93,590,707**	**8,614,527**

No	ASF Component	30 September 2024 Outstanding Value Based on Remaining Period (In Million Rupiah)		
		No Period	<6 months	≥6 months - 1 year
15.	**Total HQLA in the framework of calculating the NSFR**			
16.	**Deposits with other financial institutions for operational purposes**	**2,951,274**	**-**	**-**
17.	**Loans classified as Current and Special Mention (performing) and marketable securities**	**-**	**83,223,512**	**34,133,844**
18.	To financial institutions guaranteed by HQLA Level 1	-	511,891	-
19.	To financial institutions that are not guaranteed with Level 1 HQLA and loans to financial institutions without collateral	-	11,079,569	2,320,496
20.	To non-financial companies, individual customers and customers of micro and small businesses, the Government of Indonesia, governments of other countries, Bank Indonesia, central banks of other countries and public sector entities, including:	-	70,645,451	30,925,865
21.	Meet the qualifications to get a risk weight of 35% or less, according to the SE OJK ATMR for Credit Risk	-	-	-
22.	Residential mortgage backed loans that are not being guaranteed, which include:	-	-	-
23.	Meet the qualifications to get a risk weight of 35% or less, according to the SE OJK ATMR for Credit Risk	-	678,800	691,636
24.	Securities that are not being pledged as collateral, are not default on payment, and are not included as HQLA, including shares traded on an exchange	-	307,800	195,846
25.	**Assets with interdependent liabilities pairs**	**-**	**-**	**-**

(in million Rupiah)

		31 December 2024				
	Total Weighted Value	Outstanding Value Based on Remaining Period (In Million Rupiah)				Total Weighted Value
≥1 year		No Period	<6 months	≥6 months - 1 year	≥1 year	
-	**52,385,628**	**52,988,417**	**-**	**-**	**-**	**52,988,417**
-	52,385,628	52,988,417	-	-	-	52,988,417
-	-	-	-	-	-	-
600	**67,691,278**	**34,727,788**	**37,089,769**	**2,135,424**	**600**	**68,133,008**
-	30,765,024	24,655,498	6,567,836	271,172	-	29,919,781
600	36,926,255	10,072,290	30,521,933	1,864,252	600	38,213,228
8,133,218	**40,126,379**	**29,111,875**	**60,941,936**	**5,038,343**	**8,061,620**	**41,414,939**
-	10,004,435	20,298,723	-	-	-	10,149,361
8,133,218	30,121,944	8,813,153	60,941,936	5,038,343	8,061,620	31,265,578
-	-	-	-	-	-	-
-	1,601,885	7,979,232	-	257,412	-	1,668,304
			-			
1,995,083	1,601,885	7,979,232	2,397,352	257,412	2,076,376	1,668,304
8,133,818	**161,805,171**	**124,807,313**	**98,031,705**	**7,431,178**	**8,062,220**	**164,204,669**

		31 December 2024				
	Total Weighted Value	Outstanding Value Based on Remaining Period (In Million Rupiah)				Total Weighted Value
≥1 year		No Period	<6 months	≥6 months - 1 year	≥1 year	
	2,752,249					**3,847,439**
-	**1,475,637**	**1,670,592**	**-**	**-**	**-**	**835,296**
76,038,692	**112,573,884**	**-**	**82,695,238**	**34,589,150**	**75,732,540**	**112,882,805**
-	51,189	-	1,785,799	-	-	178,580
9,364,150	12,186,333	-	12,480,594	1,879,363	8,726,346	11,538,117
53,425,767	90,667,864	-	67,498,007	31,766,808	53,012,614	90,993,799
-	-	-	-	-	-	-
-	-	-	-	-	-	-
12,650,011	8,907,725	-	711,869	722,454	13,295,711	9,359,373
598,764	760,772	-	218,968	220,526	697,869	812,935
-	**-**	**-**	**-**	**-**	**-**	**-**

No	ASF Component	30 September 2024		
		Outstanding Value Based on Remaining Period (In Million Rupiah)		
		No Period	<6 months	≥6 months - 1 year
26.	**Other Assets:**	**494,882**	**7,768,506**	**270,156**
27.	Physical commodities that are traded, including gold	-		
28.	Cash, securities and other assets recorded as initial margin for derivative contracts and cash or other assets submitted as default funds to the central counterparty (CCP)		-	-
29.	NSFR derivative assets		-	88,323
30.	NSFR derivative liabilities before deduction with variation margin		9,703	151,310
31.	All other assets that are not included in the above categories	494,882	7,758,803	30,523
32.	**Off Balance Sheet**		**110,507,820**	**2,807,403**
33.	**Total RSF**			
34.	**Net Stable Funding Ratio (%)**			

Consolidated Analysis

The NSFR of Danamon in December 2024 for Danamon's consolidated position was 120.20%, increase compared to the position in September 2024 of 119.41%. Overall, during Quarter IV/2024, Danamon's consolidated NSFR was always above the OJK requirement of a minimum of 100%.

Danamon's consolidated Total ASF for the position in December 2024 is IDR 164.20 trillion (weighted value) with the largest component coming from deposits originating from individual customers and funding originating from micro and small business customers amounting to IDR 68.13 trillion (weighted value) and Capital of IDR 52.98 trillion (weighted value).

Compared to the position in September 2024, total ASF has increased by IDR 2.39 trillion (weighted value) mainly due to an increase in funding originating from Corporate customers of IDR 1.29 trillion (weighted value) and capital of IDR 0.60 trillion (weighted value).

Danamon's total RSF on a consolidated basis is IDR 136.60 trillion (weighted value) with the largest component coming from loans in the Current and Special Mention category (performing) and non-default securities amounting to IDR 112 .88 trillion (weighted value) and other assets of IDR 18.51 trillion (weighted value).

c. **Maximum Cumulative Outflow (MCO)**

MCO measures forecast the liquidity profiles of Danamon under defined scenarios with specified survival horizons and calibrated assumptions.

For assessing liquidity adequacy, liquidity profiles are forecast at specified tenor buckets on a cumulative basis. To remain solvent, Danamon needs to ensure that either a positive cash flow is maintained in each maturity bucket or sufficient cash can be generated from a source of funding to satisfy the funding requirements on a daily basis.

(in million Rupiah)

		31 December 2024				
	Total Weighted Value	Outstanding Value Based on Remaining Period (In Million Rupiah)				Total Weighted Value
≥1 year		No Period	<6 months	≥6 months - 1 year	≥1 year	
11,252,712	**18,262,657**	**676,631**	**7,405,279**	**167,526**	**10,576,770**	**18,511,479**
	-	-				-
-	-		-	-	-	-
-	88,323		-	-	-	-
34,583	195,596		3,215	105,657	8,652	117,525
11,218,129	17,978,739	676,631	7,402,063	61,869	10,568,118	18,393,954
622,076	**441,553**		**114,659,263**	**3,630,464**	**762,228**	**526,962**
	135,505,980					**136,603,981**
	119.41%					**120.20%**

Consolidated Analysis

Compared to the position in September 2024, the consolidated total RSF has increased by IDR 1.09 trillion (weighted value) mainly due to an increase in HQLA of IDR 1.09 trillion (weighted value).

As of December 2024, Danamon does not have interdependent assets or liabilities.

The implementation of Danamon liquidity management in accordance with what we have reported in the liquidity risk profile, includes the following :

1. In terms of risk management, the BOC and BOD have awareness of liquidity management risk and is represented through the ALCO and ROC with clear and independent duties and responsibilities.
2. In terms of risk management, Danamon has a contingency funding plan (CFP), monitoring and reporting of liquidity limits through ALCO and ROC, managing positions and liquidity risk, as well as funding strategies and policies/procedures as well as monitoring liquidity risk limits and reviewed regularly.
3. Danamon has and implements a liquidity risk management process, independent human resources and a liquidity management information system.
4. Danamon has a sufficient risk control system through a risk management unit and a compliance unit that is independent from the operational unit and Line of Business.

Scenarios are crafted to set the underlying market and Bank-specific conditions and severity on which the cash flow profile is forecast in assessing liquidity adequacy. The scenarios used for liquidity risk management are:

- Baseline atau Business as Usual (BAU)
- General Market Stress Test or Systemic Problem
- Bank Specific Crisis or Name Problem

d. Large Fund Provider (LFP)

As explained in the previous section, as part of its funding strategy, Danamon monitors the concentration of funding towards large funding providers (LFP). In general, this monitoring aims to limit dependence on certain funding providers, which could otherwise cause problems with Danamon's liquidity position in the event of large withdrawals of funds.

TABLE 28. ENCUMBRANCE (ENC)

(in million Rupiah)

	a	b	c	d
	Encumbered Assets	Assets held or agreed with the central bank but not yet used to generate liquidity	Unencumbered Assets	Total
Cash and Cash Equivalent	-	-	2,286,078	2,286,078
Part of the placement with Bank Indonesia that can be withdrawn during stress	-	6,382,075	12,469,056	18,851,131
Securities issued by the Central Government and Bank Indonesia in Rupiah and foreign currencies	-	6,670,818	10,366,359	17,037,176
Securities in the form of debt securities issued by non-financial corporations that meet the criteria of Article 11 paragraph (1) letter b POJK No 42/POJK.03/2015 regarding LCR	-	-	143,850	143,850
Securities in the form of debt securities issued by corporations that meet the criteria of Article 12 paragraph (1) letter b POJK No 42/POJK.03/2015 regarding LCR	-	-	255,183	255,183

Qualitative Analysis
At the end of December 2024, the Bank have assets classified as encumbered assets, also had assets that were kept or agreed with the central bank but had not yet been used to generate liquidity, in the form of Rupiah and foreign currency statutory reserves of IDR 6.38 trillion and the Macroprudential Liquidity Buffer (PLM) of IDR 6.67 trillion. Overall, the Bank has assets that qualify as HQLA of IDR 38.57 trillion, which is dominated by Securities issued by the Central Government and Bank Indonesia.

Contingency Funding Plan

An event of liquidity stress is an emergency situation with the potential to have a substantial impact on Danamon liquidity position. To anticipate a liquidity crisis, Danamon maintains a Contingency Funding Plan (CFP), which formally establishes strategies to face a liquidity crisis and procedures to compensate for cash-flow deficits during emergency situations. A CFP should comprehensively describe contingency management strategies, escalation procedures, and responsibilities for addressing liquidity stress.

With regards to the CFP, there are indicators that represent external factors (market Indicators) and internal factors, namely CFP Monitoring, with the following indicator details:

Internal Indicators	Market Indicators
• Macroprudential Intermediation Ratio • Liquidity Coverage Ratio • Stress Test Maximum Cummulative Outflow	• Rupiah exchange rate against the US dollar • Inflation rate • Trade Balance • Credit Rating • Rate of return of Government Bonds • Government Bond Yield • Credit Default Swap (CDS) Spread • JCI • Import & Debt Cover

4. Operational Risk

The definition of operational risk is specified in OJK Regulation No. 18/POJK.03/2016. Operational risk is a loss arising from the inadequacy or failure of internal processes, human error, system failure, or a problem caused by an external event that affects the Bank's operational activities.

Danamon's approach to operational risk management is to define the best mitigation strategy to get an optimum balance between operational risk exposure, the effectiveness of control mechanisms, and to create a risk appetite as a Danamon strategy by consistent implementation of an Operational Risk Management (ORM) framework.

Major components of the Operational Risk Management Framework that are consistently applied are:

a. Three Lines of Defense

In the implementation of the ORM framework, the Three Lines of Defense concept is applied, as elaborated below:

- Line of business and Supporting Functions act as the owners of the risk management process. ORM within Business Lines/ Supporting Functions and the Internal Control Functions within each Risk Taking Unit (RTU) serve as the first line of defense in enforcing daily operational risk management. They are responsible for identifying, managing, mitigating, and reporting operational risks.
- The ORM Division, in collaboration with the Information Risk Management (IRM) Division, the Compliance Unit, and the Legal Division, functions as the second line of defense, responsible for overseeing operational risk management at Danamon. The ORM Division is tasked with designing, defining, developing, and maintaining the overall operational risk framework, monitoring its implementation by RTUs, ensuring the adequacy of controls over policies and procedures, and serving as the coordinator/facilitator for effective operational risk management activities.
- Meanwhile, the Internal Audit Working Unit (IAU) operates independently as the third line of defense, responsible for identifying weaknesses in operational risk management and assessing the implementation of the operational risk management framework to ensure it is conducted in accordance with applicable regulations.

b. Operational Risk Management

The operational risk management framework of Danamon and its subsidiary is implemented in an integrated manner.

The process involves:

1. Risk identification, which is used to identify and analyze inherent risks in new products, services, and processes, as well as to ensure adequate preventive control over all processes.

2. Risk assessment at the operating unit level is supported by the Risk/Loss Event Database (R/LED), Self-Raise, Risk Control Self-Assessment (RCSA), and Key Risk Indicators (KRI) to assess Danamon's risk profile quantitatively and to identify the effectiveness of operational risk management.

   The measurement of operational risk uses the Standardized Measurement Approach based on SEOJK No. 6/SEOJK.03/2020.

   Danamon's individual and consolidated quantitative operational risk disclosures are illustrated in the following tables.

TABEL 29. QUANTITATIVE EXPOSURE OF OPERATIONAL RISKS

i. Bank Only

December 31, 2024 (in Million Rupiah)

No	Details	Standardized Approach
1.	Business Indicator Components (BIC)	876,708
2.	Internal Loss Multiplier (ILM)	1
3.	Operational Risk Minimum Capital (ROC)	876,708
4.	RWA for Operational Risks	10,958,852

ii. Bank as Consolidated with Subsidiary

December 31, 2024 (in Million Rupiah)

No	Details	Standardized Approach
1.	Business Indicator Components (BIC)	1,010,547
2.	Internal Loss Multiplier (ILM)	1
3.	Operational Risk Minimum Capital (ROC)	1,010,547
4.	RWA for Operational Risks	12,631,842

3. Operational risk is monitored through periodic reports on the management by the Risk Management Committee to identify emerging issues related to weaknesses or failures in the implementation of control functions.

   In addition, one of the primary mitigations of operational risks is the implementation of comprehensively coordinated insurance through maximum insurance policy coverage of Danamon's operational risk exposure.

4. Risk control is conducted by ensuring operational policy and control adequacy in all operational procedures to mitigate operational risks.

   Insurance Management implementation is done as a major operational risk mitigation effort and is conducted in a well-coordinated manner to ensure an optimum balance between operational risk exposures, effectiveness of control mechanisms, insurance coverage, premium expenses, and Danamon's risk appetite.

   One controlling function is the implementation of Quality Assurance/Internal Control in each unit at Danamon, which refers to the general practices in the industry, the application of quantitative measurements of Bankwide control effectiveness, and cross-validation with a control mechanism conducted by independent parties (Internal Audit Working Unit (IAU)). The focus of QA for this year and the years to come is to enhance QA inspection methods and develop an integrated, effective, measurable, and informative QA application system, which will be implemented across the QA Units in Danamon and its subsidiary.

c. **Supporting Infrastructure**
The implementation of the comprehensive operational risk management process is supported by the ORMS (Operational Risk Management System), an internally designed real-time online tool to strengthens the capture, analysis, and reporting of operational risk data by enabling risk identification, assessment/measurement, monitoring, and control/mitigation, which is conducted in an integrated manner.

d. **IT & Cyber Risk Management**
Risks generated by the extensive use of Information Technology systems in supporting the business processes are identified as a subset of the operational risks in the Enterprise Risk Management framework.

As such, in managing the technology related risk, in general, the implementation refers to the bankwide agreed process related to the risk management cycle, which is governed by the Operational Risk Management Policy, including:

- Risk identification, which is used to identify and analyse inherent risks in the use of information technology to support any new products, services, and processes, as well as to ensure adequate preventive controls over all processes.
- Risk assessment at the information technology operating unit level, which is supported by the Risk/Loss Event Database (R/LED), Risk Control Self-Assessment (RCSA), and Key Risk Indicators (KRI), to assess the Bank's risk profile related to information technology.

Nevertheless, on a broader scale, specific process implementation of risk management related to the use of information technology refers to the frameworks under the Cyber Risk Management Policy.

The Cyber Risk Management Policy provide the minimum requirements for the implementation of information security at Danamon, which all employees (both permanent and contract) must comply with, including third parties who work and gain access to Danamon's information.

The Cyber Risk Management Policy was developed by adopting international standards that regulate Information Security, i.e. ISO 27001. Additionally, it also takes Indonesian laws and regulations into consideration.

The key to success in implementing the aspects of Information Security as governed by the Cyber Risk Management Policy is the awareness, culture, commitment, and collective efforts of all lines of business and support functions at Danamon, starting from the employee level up to the senior management level.

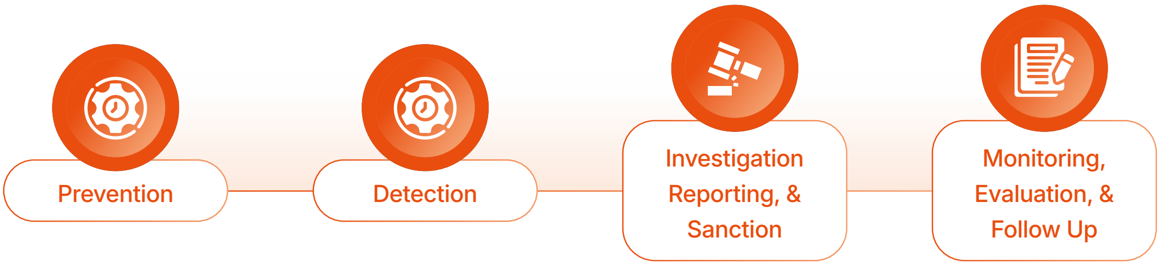
e. **Business Continuity Management (BCM)**
BCM was developed to improve Danamon's resilience and establish preventive measures to respond to all incidents that may disrupt the continuity of the Bank's activities, regardless of the causes. This includes risks classified as low probability-high impact in order to safeguard the stakeholders' interests, reputation, brand, and valuable business activities, as well as to increase Danamon's resilience. The management and implementation of BCM in Danamon does not only focus on handling disturbances such as natural disasters, but also focuses on and covers deviations that might threaten Danamon's operational strategic plans.

The Business Continuity Management policy is managed by the Operational Risk Management, Fraud, and QA – Risk Management Division, and its implementation is managed by the Sustainability Finance Division.

f. **Fraud**
Danamon mitigates and manages risks arising from fraud based on the framework of the anti-fraud strategy as set forth in the "Anti-Fraud Management Policy and Framework," which has been implemented nationally in Danamon and its subsidiary. These policies and strategies are in line with POJK No. 39/POJK.03/2019 regarding the implementation of anti-fraud strategies for Commercial Banks, which Danamon has reported to the OJK every half year.

Danamon has consistently implemented the four pillars of the fraud control strategies, which consist of prevention, detection, investigation, reporting and sanctions, and monitoring, evaluation, and follow-up.

Danamon has implemented this strategy with various initiatives by involving employees and systems, including continuous improvement of internal controls effectiveness, active supervision by management, as well as culture development and concern for anti-fraud across all levels of Danamon's organization.



Fraud can affect any part of an institution and the Bank needs to remain vigilant and put more emphasis on internal control and risk management

5. **Legal Risk**

   Legal risk is risk caused by lawsuits and/or weaknesses of juridical aspects. Legal risk occurs due to, among others, litigation factors, absence of supporting statutory regulations factors, or weaknesses in contract execution factors, such as unfulfillment of validity conditions of contractor unperfect execution process of collateral documents. Legal risk is one of the important aspects because the Financial Services Authority (OJK) may issue an order to stop Danamon and/or its Subsidiary's products in the event that the implementation of Danamon and/or its Subsidiary's products is assessed or has the potential to significantly increase legal risk due to complaints or demands from customers.

   Along with the increasing scope of Danamon and/or its Subsidiary's business and dynamic product development, as influenced by many factors, the level of legal risk needs to be properly managed. Basically, the main objective of legal risk management implementation is to ensure that the risk management process can minimize the possibility of negative impacts of juridical weakness, absence and/or amendments of laws and litigation processes in the activities of Danamon and/or its Subsidiary.

   a. **Danamon Legal Risk Management Organization**
   Legal risk in Danamon is managed by a team coordinated by the Legal Division and chaired by the Head of Legal Counsel. In the implementation of legal risk management, the legal risk management team under the Legal Division cooperates with the relevant working units, namely the Service Excellent & Customer Care Division, Industrial Relation Division, Consumer Collection Division, Litigation Division, and Remedial Division.

   b. **Legal Risk Management Policies and Procedures**
   Danamon has already established a Legal Term Framework and Standard Operation Procedure (SOP) of Legal Risk Profile, which are evaluated periodically based on Danamon's internal/external development, regulatory changes, and compliance with the Financial Services Authority (OJK) regulations on risk management.

   c. **Legal Risk Management and Control Mechanism**
   Legal Risk Management is conducted through a process of identification, assessment, monitoring, and risk control, as well as through a management information system. In the identification process, all lines of business, support functions, and Subsidiary are required to identify and analyze factors that can lead to the occurrence of legal risks in the lines of business,

products, processes, and information technology that have an impact on Danamon's financial position and reputation. Risk identification also includes legal risk assessments arising from operational activities/products/agreements to:

- protect the interest of Danamon and/or its Subsidiary, individually or consolidated, and
- have and exercise legal rights according to prevailing laws and regulations.

In assessing the inherent risk of legal risk, the following parameters/indicators are used:

- Litigation factors.
- Weaknesses in legal binding factors.
- Absence/changes in laws and regulations factors.

In relation to the implementation of legal risk management, Danamon has implemented the following:

- Implementation of legal risk monitoring by Danamon Senior Management (especially for high-risk legal cases).
- Development of Legal Term Framework and Standard Operation Procedure (SOP) for Legal Risk Profile, which regulates the identification and mapping of legal risks, including the mitigation and matrix parameters for the inherent risk and quality of legal risk management implementation.

The implementation of a comprehensive legal risk management process with the monitoring of legal risks is expected to be consistent, with active participation of all concerned parties. With the Legal Division as the division in charge, the existing legal risks are expected not to exceed the risk appetite previously determined by Danamon's Management. To ensure the improvement quality of legal risk management, Danamon regularly provides legal training/socialization for employees.

6. Strategic Risk

Weaknesses or inaccuracies in strategy formulation, as well as failure to anticipate changes in the business environment, could cause strategic risk. Strategic risk management is intended to address a variety of risks due to inadequate strategy establishment and implementation.

a. Strategic Risk Management Organization

The Strategic Risk Unit plays a role in managing strategic risk and is under active supervision of Danamon's BOC, BOD, and Sharia Supervisory Board. Danamon's Strategic Risk working unit covers all line of business and support functions which work closely with the Financial Planning Division of the CFO Directorate to analyze and monitor strategic risk.

b. Strategic Risk Management

The implementation of strategic risk management involves active oversight of the BOC, BOD, and Sharia Supervisory Board.

The BOD and the BOC are responsible for preparing and approving Bank's strategic plan and business plan which includes legal regulations and communicate to Bank's employees in every level organization. BOD also hold responsibility for Risk Management implementation on Strategic Risk.

Meanwhile, Sharia Supervisory Board is responsible for conduct periodic evaluations and provide directions for improvement related to fulfillment of Sharia Principle.

c. Inherent Strategic Risk

Danamon and its subsidiary have run proper management of inherent strategic risks. In principle, Danamon and its subsidiary have a clear and well-defined vision and mission with clear and measurable achievement steps.

Danamon and its subsidiary anticipate more intensified competitive and diverse business competition by providing maximum service to existing customers and potential new customers. To support the strategic initiatives, Danamon and its subsidiary will continue to improve collaboration and synergy with MUFG and other related entities within the group. Furthermore, Danamon and its subsidiary will continue to improve human resource capabilities, optimize banking service through branch network transformation and digital development, and invest in operational process improvement. Danamon and its subsidiary will remain selective and prudent in providing loans and maintaining asset quality.

d. **Strategic Risk Management Implementation Quality**
The implementation of risk management has been accomplished with satisfactory rating. Nevertheless, Danamon and its subsidiary continue to improve upon it. The formulation of an acceptable level of risk (risk appetite) is sufficient in the form of limits, policies, and procedures for risky processes. Risk managers in each division and subsidiary are in placed to support the implementation of the business strategies that have been formulated.

Danamon and its subsidiary continue to monitor various relevant strategic risk elements and regularly update the mitigation action plan in response to the dynamic business environment.

7. Compliance Risk

Compliance risk is the risk that may arise due to Danamon's failure to comply with regulatory provisions, including the Sharia Principles for sharia business units.

Danamon implements compliance risk management to minimize the possible negative impacts of Bank behaviour that does not comply with or does not implement the rules and regulations of the competent authority or regulator.

Implementation of Risk Management for compliance risk is adjusted to the size and complexity of Danamon's business.

In implementing compliance risk management, Danamon not only monitors its compliance risk individually but also its compliance risk in a consolidated manner with subsidiary. With the appointment of Danamon as the main entity of the MUFG Group Financial Conglomeration, Danamon also monitors compliance risk in an integrated manner within the MUFG Group Financial Conglomeration.

a. **Compliance Risk Management Organization**
The Board of Directors and the Board of Commissioners actively supervise the implementation of risk management, including compliance risk, through regular Risk Management Committee and Risk Monitoring Committee meetings. Oversight ensures effective implementation of compliance risk management in supporting Compliance Culture at all levels of the organisation and Danamon's business activities.

Danamon has a Director in charge of the compliance function (Compliance Director) who has met the independence requirements and has no concurrent positions prohibited by regulations.

The Compliance Director is assisted by the Compliance Working Unit (SKK) consisting of the Regulatory Compliance & Advisory Division and the Regulatory Compliance & Assurance Division which are independent in performing compliance functions as regulated by the provisions of the Financial Services Authority (OJK), Bank Indonesia (BI), and statutory provisions including Sharia principles for Sharia Business Units.

b. **Compliance Risk Management Policy and Strategy**
Danamon has a Risk Management Policy that regulates the Risk Management Framework for the Bank and the implementation of Risk Management in each type of risk including compliance risk comprehensively.

For the implementation of the compliance function, Danamon has policies and terms of reference for the implementation of the compliance function which are reviewed regularly. Compliance risk management strategies are implemented in line with the risk appetite and risk tolerance set by the Bank.

c. Compliance Risk Management Implementation Process

Compliance risk management is implemented by taking steps that can control and minimise compliance risk, among others:

- Providing socialization of provisions and training (e-Learning) to strengthen and improve awareness and culture of compliance.
- Conduct gap analysis, analyze the impact of new regulations, and propose adjustments to internal policies and procedures.
- Conducting compliance reviews on the implementation of prevailing regulations.
- Monitoring the fulfilment of commitments to authorised Regulators.
- Conduct self-assessment of compliance risk.

8. Reputation Risk

Reputation risk is a risk due to decrease in stakeholder's level of confidence that comes from negative perception of the Bank, triggered by a variety of undesirable events, such as negative publicity on the Bank's operations, a violation of business ethics, customer complaints, governance weakness, Corporate culture and other events that may impair the Bank's reputation.

a. Reputation Risk Management Organization

Danamon's reputation risk is managed by the Corporate Secretary Working Unit, which coordinates with units that handle customer complaints, finance units, treasury units, and units that handle Corporate Communications.

Consolidated reputation risk is managed through collaboration with the risk teams of subsidiary.

b. Policy and Mechanism of Reputation Risk Management

Danamon has a Risk Management Policy and standard operational reputation risk procedures. The mechanism of reputation risk management refers to regulations that focus on the following:

- Negative news related to the owner of Danamon and/or companies related to Danamon.
- Violation of common practices of business ethics/norms.
- The amount and level of customer usage of Danamon's complex products and the amount and materiality of Danamon's cooperation with its business partners.
- Frequency, types of media, and materiality of negative publicity of Danamon.
- Frequency and materiality of customer complaints.

c. Risk Management During Crisis

Danamon has reputation risk management in place during a crisis.

Danamon always strives to implement high standards of reputation risk management through continuous improvement and updates of governance, policies, appropriate procedures, utilization of improved information systems, and continuous improvement of the quality of human resources.

9. Investment Risk

Investment Risk arises because the Bank also bears the loss of customer business financed under a profit-loss sharing basis that both using profit and loss sharing or net revenue sharing method. The investment risk solely arises from the distribution of financing based on profit-sharing, whether in the form of *mudharabah* contracts or *musyarakah* contracts (for example, *mudharabah*, *musyarakah*, and *mutanaqishah musyarakah* or MMQ).

Financing based on a *mudharabah* contract takes the form of business cooperation between the Bank, which provides all the capital, and the customer, who acts as fund manager, by sharing in the profits of the business, based on the contract agreement, while the loss will be fully borne by the Bank unless the customer is proven to have committed wilful misconduct, is negligent, or has violated the agreement.

Financing based on a *musyarakah* contract takes the form of cooperation between the Bank and its customers for a certain business, in which each party invests a certain portion of funds, under the provision that the profits will be shared based on an agreement, while any loss will be borne by all parties, according to the respective funding proportions.

Musyarakah mutanaqisah or MMQ is *musyarakah* or *syirkah*, where the ownership of assets (goods) or capital of one *syarik* (Bank) is reduced because of gradual purchases by other parties (customers).

Organization and Policy of Investment Risk Management

Investment risk organization and policy is the same as Credit Risk Organization, given that both risks arise from financing activities.

Danamon's Sharia Business Unit (UUS) has a working unit responsible for analysing reports containing actual the realization with the business targets. Danamon maintains adequate infrastructure to monitor the business performance and operations of those financed by the Bank, or who are regarded as partners.

Risk management involves oversight of the Board of Directors, Board of Commissioners, and Sharia Supervisory Board in its implementation. Committees have been set up to support this function, the Bank established a Risk Monitoring Committee, Risk Management Committee, and Asset & Liability Management Committee.

The DPS conducts periodic evaluations of the Risk Management policies and procedures for the Bank's Investment Risk related to the fulfillment of Sharia Principles, evaluates the accountability of the Board of Directors, and provides direction for improvements in the implementation of the Risk Management policy for Investment Risk related to the fulfillment of Sharia Principles.

The implementation of investment risk management is regulated in the Risk Management Policy - Bank and Consolidation, which is reviewed periodically. Limits are set in accordance with the setting of parameters and thresholds for the investment risk profile.

Investment Risk Mitigation

The periodic monitoring of risks taken in accordance with risk appetite and business performance remains within the desired limits.

To prevent any breach on the part of customers and as collateral for Danamon if customers should make intentional mistakes, be negligent, or violate agreements, Danamon requests collateral from customers who are financed. Collateral type and collateral assessment follow the prevailing collateral policies that applied in financing business in general.

10. Rate of Return Risk

Rate of Return Risk arises from changes in the level of return rates paid by the Bank to a customer, due to changes in returns received by the Bank and/or from the financing, which can affect the behaviour of funding a third-party customer of the Bank. Rate of Return Risk Management also applies to the Sharia Business Unit (UUS).

Active oversight of the Board of Directors, Board of Commissioners and Sharia Supervisory Board, also the Return Risk Management Policy

Risk management involves oversight of the Board of Directors, Board of Commissioners, and Sharia Supervisory Board in its implementation. To support the oversight function, the Bank established a Risk Monitoring Committee, Risk Management Committee, and Asset & Liability Management Committee.

The DPS conducts periodic evaluations of the Risk Management policies and procedures for the Bank's Return Risk related to the fulfillment of Sharia Principles and evaluates the accountability of the Board of Directors, and provides direction for improvements in the implementation of the Risk Management policy for Return Risk related to the fulfillment of Sharia Principles.

The implementation of return risk management is regulated in the Risk Management Policy - Bank and Consolidation, which is reviewed periodically. Limits are set in accordance with the setting of parameters and thresholds for the return risk profile.

Rate of Return Risk Mitigation
Monitor the rate of returns of the Bank every month compared with the returns of other Banks and maintain the composition of the source of funding from third-party funds with low yields.

HUMAN CAPITAL **MANAGEMENT**

"High-performance human resource is one of key topic in efforts to enhance the performance of the Bank. Various initiatives in the core areas of HR management, including recruitment, training & development, and performance management, are aligned to improve human resource productivity, which ultimately contributes to achieving high performance for the Company."

To attract top external talent and retain employees, the Company has an Employee Value Proposition (EVP) that represents the unique advantages offered by the Company. There are four pillars in the EVP, which include:

1. **Global Exposure**. Danamon provides opportunities for employees to gain experience working in the MUFG Group through the Three Months Intensive Program and Global Exposure Talent Swap.
2. **Rise to Excellence**. Danamon encourages employees to continuously realize a high-performance organization and fosters a culture of innovation, among other initiatives, through the appointment of D' Champion and Danamon Innovation Race program.
3. **Own Your Future**. Danamon offers various self-development and career development opportunities in line with employees' aspirations and potential, including building new talent for long-term needs through a management trainee program for fresh graduates.
4. **Wellness and Wellbeing**. Danamon applies a balanced approach towards employee performance and welfare which facilitated through activities under Danamon Club (D'Club) and many CSR activities with the theme of Sustainability Environment.

RECRUITMENT DAN SELECTION

Danamon prefers internal hires in the form of job rotations and assignments, which also contribute further to employee learning and development. However, to support the growth and business development, Danamon may from time to time have to hire from external candidates through the use of available social media and career site services and artificial intelligence, including LinkedIn, besides using other sourcing strategies such as referrals, campus hiring, virtual career fairs and other means of recruitment.

Other than that, Danamon continues to collaborate, Corporate, support career sponsorship and webinars with prominent universities and organizational communities. Danamon also provides internship opportunities for final semester college students, for example through the *Kampus Merdeka* and the DAYATARA Program (Internship for the Disabled) Program that aims to prepare them for the real work environment.

On top of Danamon Bankers Trainee (DBT) which has entered its 25th batch, Danamon also developing specialized programs based on sectors, such as Danamon Technology Trainee (DTT) in IT, Danamon Banking Officer (DBO) in Sales, and Danamon SME Trainee (DST) in the SME segment.

COMPETENCY TRAINING AND DEVELOPMENT

In the era of globalization and rapid technological advancement, companies are compelled to make continuous adaptations and innovations to remain competitive. Employee training and competency development become essential elements to support the Company's internal progress and drive business innovation.

During 2024, a total of 483 training programs were conducted, focusing on the development of technical skills, soft skills, and leadership. A total of 106,027 participants attended the training, with an average learning time of 40.76hours per employee. In an effort to provide flexible and efficient training, Danamon has enhanced the quality of its internal learning platform and added several new e-learning contents. Additionally, Danamon collaborates with external learning platforms such as LinkedIn Learning and Coursera. With these developments, Danamon can offer more affordable and accessible training and provide various learning modules that meet individual and Company development needs.

To prepare sales personnel, Danamon organizes a structured learning training specifically for the Branch Network called the Branch Sales Academy (BSA). This training includes the development of sales skills, product understanding, and effective communication techniques, enabling participants to offer the best customer service and deliver against the stated sales targets.

TALENT MANAGEMENT AND WORKER CAREER DEVELOPMENT

Danamon identifies talents using two main criteria: performance and potential, to ensure the availability and readiness of future leaders, especially in strategic positions within the Company. To enhance employee engagement across the organization, Danamon also conducts talent reviews and calibrations to determine appropriate development plans that align with individual potential and position needs. Additionally, succession planning is carried out to maintain business continuity and operational sustainability through leadership succession to produce leaders with proven ability to become future leaders who can go with the Company's strategy.

HR MANAGEMENT INFORMATION SYSTEM

The use of Artificial Intelligence (AI) features in the personnel system initiated in 2023 continud to be enhanced in 2024. Danamon Virtual Employee Assistance (Denva) feature, which could automatically answer questions from employees regarding Human Capital policies and products, is still utilized and its usage is being expanded to cover broader areas, such as industrial relations. Learning and training modules have also been improved. The latest version of these modules, referred to as the New Experience, has been made more engaging by showcasing relevant training programs for each employee.

Wider utilization and use of the employee communication portal have also been implemented. This portal is used to inform employees about various programs and products of the Bank and its business group. The Bank's products that are communicated are credit cards and hajj financing. Regarding credit card products, employees can find information about various main and supplementary card programs with various benefits applicable to them on the employee communication portal. There is a feature that employees can use to submit credit card applications, as well as a tracking feature where employees can monitor the progress of their submitted product applications. The performance of this communication portal has been quite good, resulting in approximately double the number of credit card applications compared to the previous application mechanisms.

Another improvement made is the addition of AI features in the job description drafting module. With this feature, users only need to input the job title and a few key sentences related to the job description, after which they can use the "enhance with AI" feature to obtain a longer and more comprehensive narrative of the job description. A similar approach is applied to the performance feedback menu, where the AI feature can create a more in-depth narrative elaboration based on the brief input provided by the user regarding the feedback to be given to other employees.

INDUSTRIAL RELATIONS

To ensure compliance with labor regulations and harmonious working relationships that help sustain the increasingly advanced business operations, workplace tranquility, and the improvement of worker welfare, Danamon has agreed to renew the Collective Labor Agreement (CLA) with the Labor Union for the period from August 1, 2024, to July 31, 2026. Additionally, to strengthen the bond between employees and management, Danamon supports employee engagement activities across all work locations through face-to-face recreational activities.

In the area of social activities, Karyawan Danamon Peduli (KDP) run programs to help their fellow employees who are going through hardships, grief, give medical aid, as well as educational assistance. This KDP program also facilitates employees to be able to help other employees who are affected by disasters.

Danamon also facilitates employee interest and talent activities through D'Club. These activities take the form of routine sports as well as art activities, such as dance and music. Not only D'Club internal routine activities, participation in activities organized by the OJK and other institutions, both government and private, are also encouraged. D'Club also organizes sports tournaments in big cities and other activities such as health seminars, blood donations and bazaars to celebrate Eid al-Fitr and Christmas.

EMPLOYEE REMUNERATION AND WELFARE

Danamon formulates its remuneration policy based on the principle of meritocracy, where the Company provides rewards based on competencies and work performance. This policy is implemented through the SIPASTI strategy, which consistently offers both short-term and long-term incentives in the form of financial and non-financial rewards. Employee remuneration components are divided into fixed components based on job value, job family, market scarcity of the position, market benchmarks, and variable rewards components in the form of performance bonuses and incentives. Performance bonuses are awarded for considering several aspects, including the Company's performance against established targets, industry benchmarks, the performance of each unit, and individual performance. Incentives are provided to positions that directly generate revenue, such as sales and collections personnel, designed to enhance motivation and foster effective sales or collection behaviors. A fair and balanced compensation system is expected to create a productive work environment, drive performance, and motivate Danamon employees to excel and make more contributions.

In terms of employee welfare, in addition to providing BPJS Health and Old Age Security (JHT) facilities, Danamon offers health insurance with total benefits management for the family, providing flexibility in usage according to the needs of employees and their families, pension funds, and mortgage (KPR) facilities for employees. Danamon also provides motor vehicle allowance facilities through the Car Ownership Cash Program (COCP), where eligible employees receive vehicle allowance in cash that will be added to their monthly salary. Additionally, benefits for retiring employees are provided in accordance with applicable laws and regulations.

HUMAN CAPITAL STRATEGY AND WORK PLAN 2025

The main work plan for Human Capital in 2025 will remain focused on developing employee capabilities and productivity. This development will be carried out through various programs managed internally within the Company, as well as various collaborative programs within the MUFG business group in Indonesia. Various talent exchange programs across MUFG business entities have been designed and will continue to be implemented in the future. Furthermore, employee performance management will also remain necessary. Underperforming employees will receive development programs, with ongoing monitoring by their respective unit leaders. System capabilities will be continuously built to allow Danamon to analyze various personnel data for more informed decision-making based on reliable data.

This page is intentionally left blank

INFORMATION **TECHNOLOGY**

"Seizing momentum to expedite growth, maintain operational excellence, and prepare for transitioning towards evolving IT as a business catalyst. In 2024, Danamon's IT focused on "Stabilization" which elaborated into continuous initiatives for franchise building and foundational building to support Danamon's digital transformation journey."

2024 INFORMATION TECHNOLOGY ACCOMPLISHMENTS

Danamon's IT believes that enhancing digital capability & digital partnership is crucial to catalyse Danamon's franchise building. With the drift of customer transactions from physical branches to digital channels, Danamon continues to enhance our Mobile Banking D-Bank PRO by adding new capabilities such as mutual fund transactions online, a simplified customer onboarding process via Mobile Banking, BPJS-TK subscription fee payment, enabled money transfer with Credit Cards as a source of funds, and virtual debit card creation. Improving service to our customers has always been our priority, and we upgraded our internal call centre system to bring a better experience when servicing our customers queries.

As part of our commitment to delivering optimal technology services to both business units and customers, technology modernization is kept underway as we continue to revitalize, monitor the utilization, and maintain hardware and software capacity appropriately, allowing Danamon's IT Infrastructure to quickly respond to changes, improve resiliency, and support business growth. The adoption of modern technologies such as Machine Learning has also been implemented to help us better monitor and find the problem's root cause in a timely manner.

To ensure reliability and service delivery uptime, Danamon's IT also strengthens the on-premises infrastructure by providing modern industry-standard data center facilities. This initiative is achieved through relocating our core infrastructure to a data center provider with adequate certification.

Danamon's IT realizes that cybersecurity threat attempts and variances are increasing worldwide. Thus, we continuously strengthen our cyber resilience by implementing several key protections both to secure the Bank from external threats and to prevent exploitation of internal data, such as vulnerabilities, early detection, user behaviour analysis, data loss prevention, and end-point protection tools. Cyber Maturity Assessment has also been conducted as part of our compliance with the regulatory requirements. We also realize the importance of Information Security Management System by obtaining ISO 27001 certification in the Application Development and Operations of D-Bank PRO and Danamon Cash Connect (DCC).

Danamon's IT appreciates innovative ideas and aspirations coming from internal and external stakeholders. To leverage and properly administer this, the D-Champ (Danamon Champions) initiative has been launched and successfully gained fresh ideas from a variety of respondents. And to continue the growth of the next generation of IT talent, Danamon's Technology Trainees (DTT) have been successfully recruited and integrated into the IT organizations.

2025 STRATEGY

TRANSFORMATION TO BECOME BUSINESS CATALYST

Adoption of Next Generation technology is believed to become future business opportunities for Danamon. Generative Artificial Intelligence (Gen AI), Machine Learning (ML), Automation, are key focuses for Danamon's IT to embrace the role as a business catalyst. 2025 will be a checkpoint for Danamon's IT to fundamentally build the foundation and continue the deployment of these technologies to several operational & tactical processes.

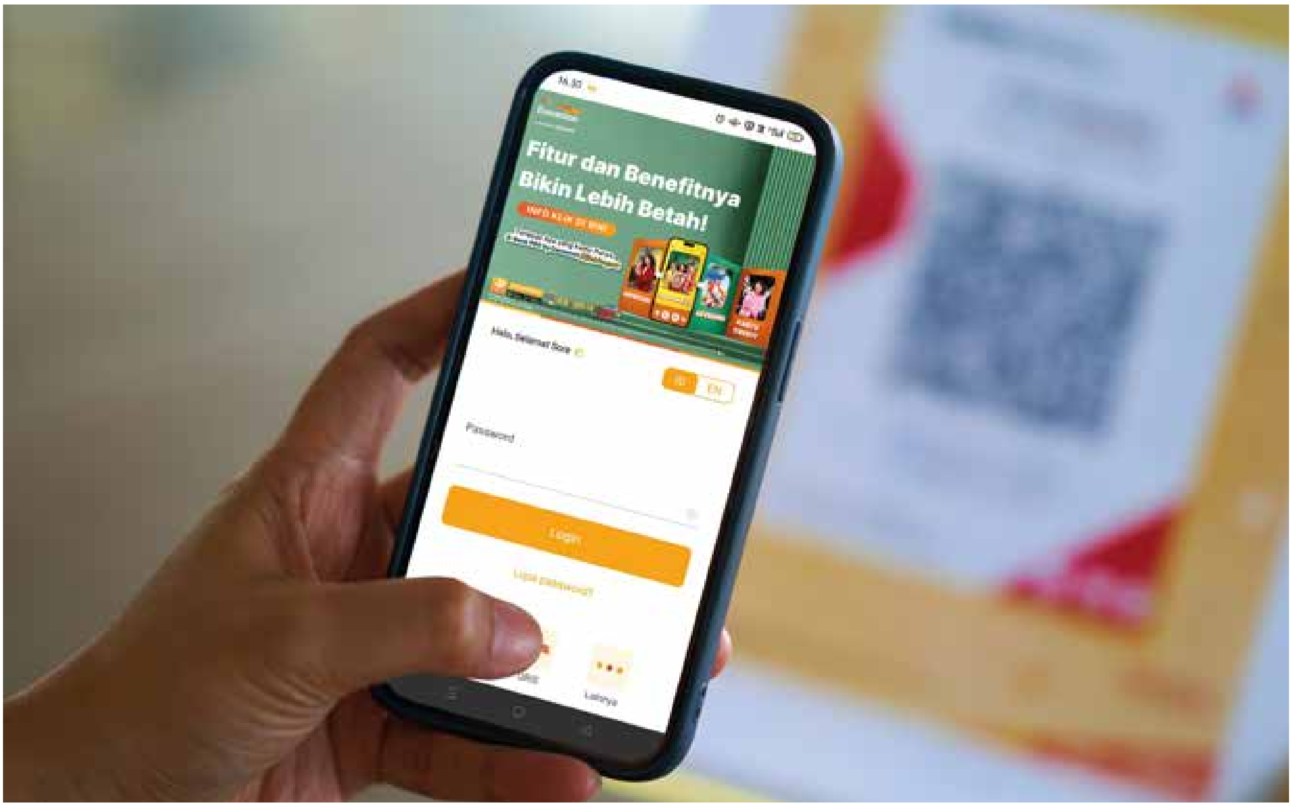
Looking to the future of digital capability & digital partnership, Danamon will continue our presence by revamping our Mobile Banking system with improved user experience and faster response time. In supporting the Bank with modern and reliable data, Data Lakehouse & Data Analytic Platform initiatives are built to have better data quality with increased reliability supported by a robust architecture of cloud computing.

For other foundational aspects of technology, Danamon's IT will continue to ensure the core systems are running on flexible, scalable, and resilient technology, namely a new platform for Danamon core banking, a new treasury & trade system, and deploying a more robust payment hub.

Cybersecurity will continue to be Danamon focus to increase resilient cyber risk management capabilities and eliminate threats and vulnerabilities effectively. Danamon is committed to always providing safe services for customers by enhancing our cybersecurity key capabilities through industry standard tools alongside establishing a stronger governance framework for cybersecurity.

Demand for technology services is growing at a very fast pace, and it is crucial to optimize the partnership between IT and the Business Unit by continuously strengthening our IT BPA team. Alongside the delivery of IT services, we also realize the importance of maintaining the quality of deliverables by establishing Testing Center of Excellence (TCOE) to establish a standardized end-to-end testing framework & execution strategy.

By the end of 2025, Danamon's IT aspires to become Danamon business catalyst while continuing to deliver business demand with excellent quality in a timely manner.

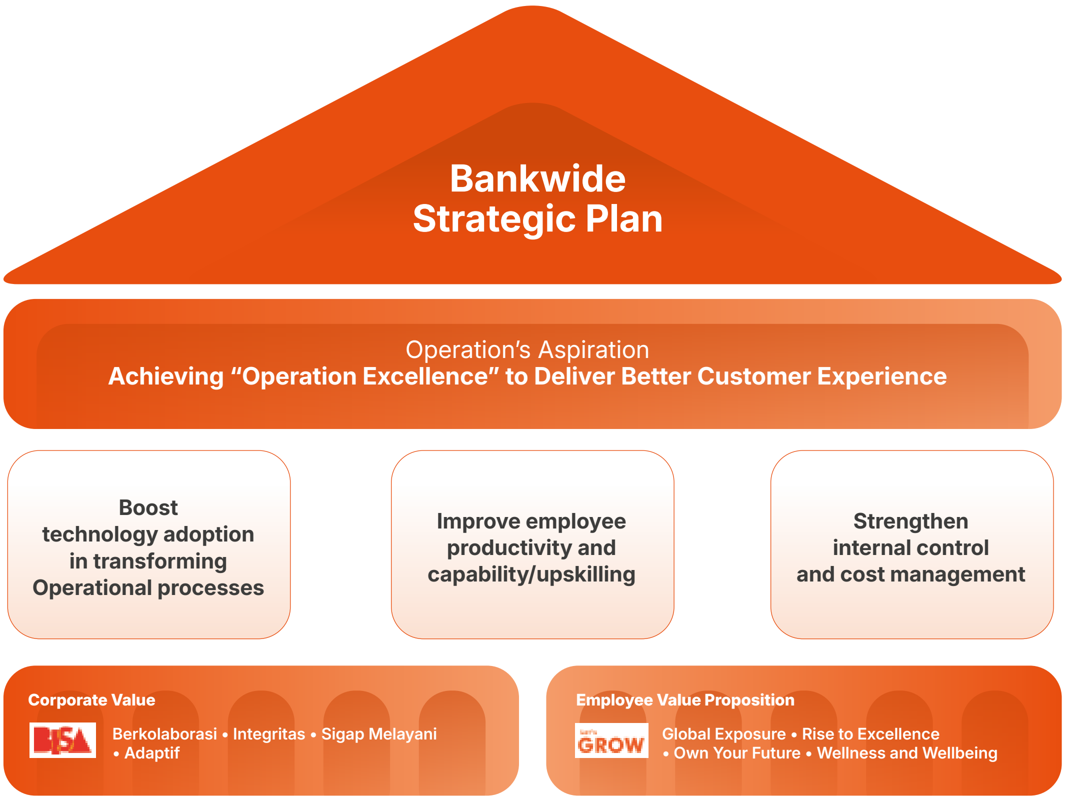


OPERATIONS

"Danamon's Operations focus on achieving operational excellence to deliver a better customer experience by striving for a higher standard of efficiency and effectiveness in operational processes, boosting technology adoption, improving employee productivity and capability, and strengthening internal control and cost management."

Danamon's Operations is responsible for executing banking transactional processes and has been committed to improving the efficiency and effectiveness of operational processes to support Danamon business growth. Through continuous evaluation, Operations aims to provide the best service and control over every transaction.

To continue actively supporting Danamon Aspirations, Operations will continue to align with the Bankwide Strategic Plan, with Operations Strategic House as follows:



PERFORMANCE IN 2024

With the main objective to improve customer experience when transacting with Danamon, transformation in process optimization is implemented through various initiatives.

A. Boost technology adoption in transforming Operational processes.

The following are initiatives related to system improvements, automation, and business process optimization carried out in 2024, namely:

1. Optimization of the remittance process through enhanced nostro distribution logic and improved customer experiences in foreign exchange cross-currency incoming funds.

2. Continued development of the collateral appraisal system and the implementation of QR Code system for collateral document management.
3. Continuously carry out reengineering of the credit operations area by utilizing RPA (Robotic Process Automation) technology, processing time optimization, and process accuracy measurement in several operational areas.
4. Implementation of supporting applications to facilitate the clearing process for Treasury derivative transactions, along with continued development to accommodate the new Treasury system.
5. Implementation of a custodian system to support an integrated custodian process.
6. Implementation of the banking intermediary system of MPN G3 on tax payments according to the mandate of DJP and DJPB.
7. Support the implementation of Loan Initiation with Current Account as Collateral and Privilege Loan for Mortgage Customers.
8. Process improvement for the Regulatory Reporting process, covering Antasena Reporting and the Reporting of Foreign Exchange Flow Activities.
9. Continue the utilization of digital document storage in wider operational areas.

B. Improve employee productivity and capability/ upskilling.

The Operations team's productivity remained the main objective and was implemented through various programs, i.e. reskilling and upskilling programs, job rotations, leadership trainings, and certifications as well as technology utilization within the Banking industry. The following are programs carried out throughout 2024, including:

1. Implement planned training and development programs that have been identified based on business and individual employee needs, focusing on the execution of Reskilling (expanding capabilities) and Upskilling (improving capabilities).
2. Prioritizing the internal recruitment process through rotation, job enlargements, employee re-assignments, and executing succession planning in the leadership team as part of employee career development.
3. Coaching and training through special and intensive development programs, including certifications related to risk management, payments and rupiah currency management, capital markets, Custodian Bank, Trade Finance, and collateral appraisers.
4. Continuously supporting Danamon Bankers Trainee (DBT) program for work functions in Operations, as well as mentoring activities to sharpen understanding of banking operational processes.

C. Strengthen internal control and cost management.

As an effort to strengthen internal control through a robust control support system, Operations has focused on several initiatives, such as:

1. Implementation of credit processing system enhancement related to the distribution of Corporate group limit sharing.
2. Continue developing the dispute and chargeback monitoring system for card transactions as part of risk mitigation and compliance function fulfilment.
3. Optimization of email management in the Trade Operation area to support the Trade Finance transaction processing function.
4. Enhanced the control functions in the Core Banking system for daily transactions.
5. Implementation of a monitoring system for documents that have not been fulfilled in operational areas (TBO/to-be-obtained documents).
6. Ensuring operational cost management is properly implemented by performing monthly financial/ expense analysis/reports.

AWARDS AND RECOGNITION IN 2024

Danamon's Operations team has received awards for their continuous efforts to meet customers' expectations.

1. The 2024 Elite Quality Recognition Award: awarded by J.P. Morgan Chase Bank for US Dollar Clearing MT202.
2. The 2024 Elite Quality Recognition Award: awarded by J.P. Morgan Chase Bank for US Dollar Clearing MT103.
3. The US Dollar Payments STP Excellence Award: awarded by Citibank for Commercial Payments.
4. Indonesia Central Securities Depository (KSEI) award for participation in the development of capital market infrastructure KSEI-Cash Management System (K-CASH).

PLANS FOR THE FUTURE

To anticipate future business challenges and maximize technology utilization, Operations will continue conducting reviews for system improvements, exploring automation opportunities, and improving processes through collaboration with relevant directorates. Operations People Development will also carry out the learning and development framework custom-made for operations working teams and is committed to executing a strong risk control culture to ensure seamless operational processes.

The following are initiatives included in the 2025 planning, which are:

1. Continuing the adoption of RPA (Robotic Process Automation) technology and Process Re-engineering to optimize processing time and process accuracy in several operational areas.
2. Supporting Danamon strategic activities in implementing Treasury System Replacement.
3. Continuing the automation of the User ID management process to enhance control.
4. Reconciliation automation for high-volume transactions.
5. Continuing process improvement for the Regulatory Reporting process, covering Antasena Reporting and SLIK Reporting.
6. Continuing Operations support in the implementation of the Branch Transformation project to ensure that the implementation and design are aligned with the needs, fulfill the control functions, system access authority, and policies and procedures.
7. Continuing the training and development program focusing on the execution of Reskilling (expanding capabilities) and Upskilling (improving capabilities) in both soft and technical skills.