



A member of  MUFG



**PT Bank Danamon Indonesia Tbk**

**Investor & Analyst Briefing  
9M24 Financial Results**

**Jakarta, 30 October 2024**



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Strategy Highlights

Financial Highlights

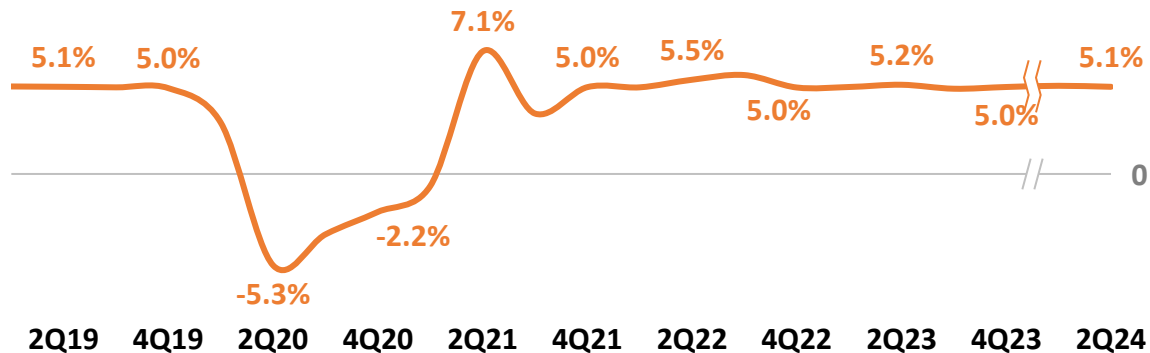
Appendix





**Macroeconomy** Stable GDP growth, driven by increased downstream development and Government consumption spending

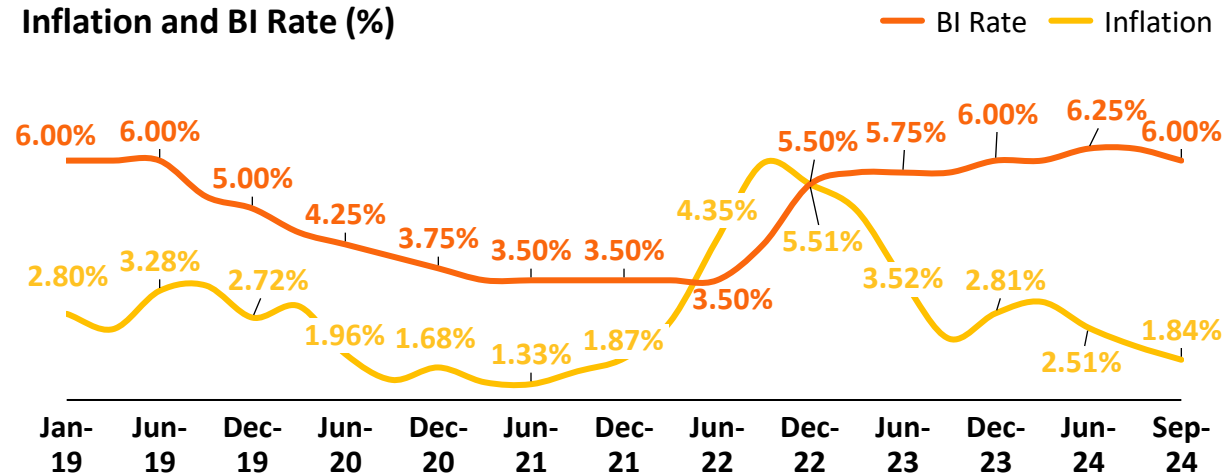
Real GDP Growth (% YoY)



## Macroeconomic and Industry Update

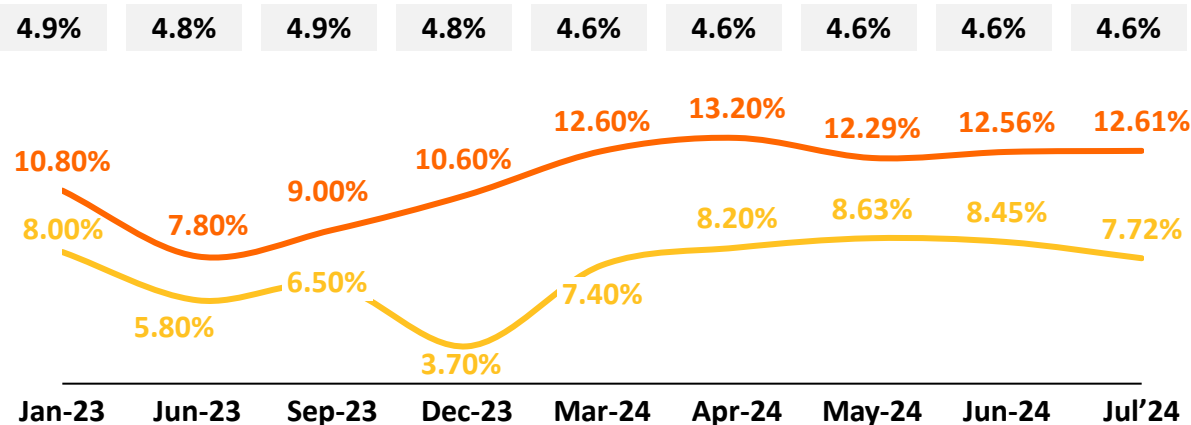
**Macroeconomy** BI Rate has room to decrease with inflation under control, though external pressure pose challenges

Inflation and BI Rate (%)



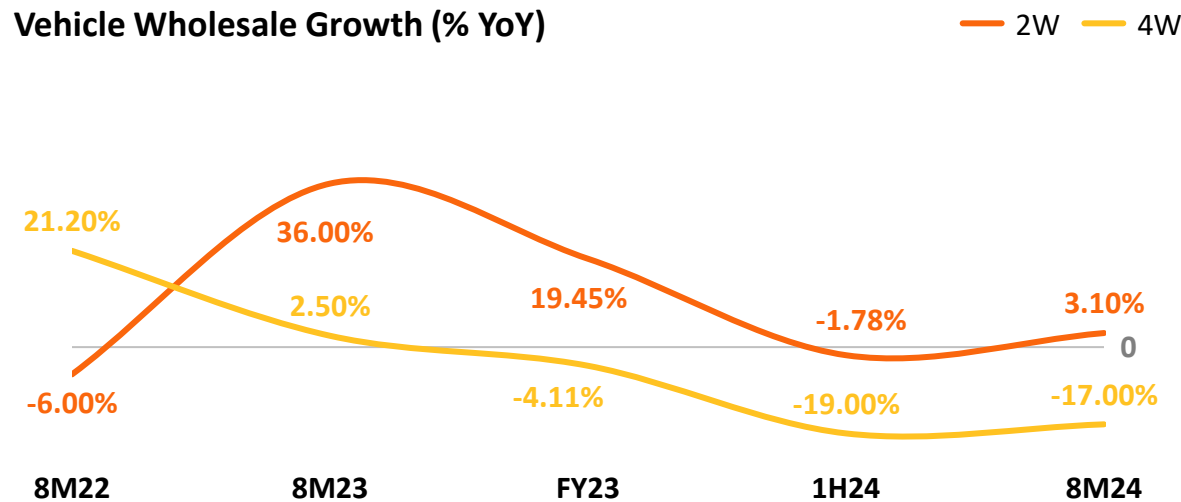
**Banking** Industry<sup>1</sup> Lending and Funding growth remains higher YoY; NIM compression since early 2024

Industry<sup>1</sup> Lending and Funding Growth (% YoY) — Lending Funding NIM



**Multifinance** Automotive sales gradual recovery amid weakening purchasing power, despite extended PPnBM<sup>2</sup> incentives

Vehicle Wholesale Growth (% YoY)



<sup>1</sup>) Industry: Commercial Banks

<sup>2</sup>) PPnBM: Pajak Penjualan atas Barang Mewah or Sales Tax on Luxury Goods

# Danamon Strategic Overview: 9M24 Results

## 2024-2026 STRATEGIC DIRECTION: GROW AS A FINANCIAL GROUP

Double-digit growth in lending & funding with sustainable profitability

### Business Engines

Enterprise Banking & Financial Institution

SME Banking

Consumer Banking

Adira Finance

### A Strategic Themes

1

Dominant in Targeted Ecosystems



2

Unique MUFG Proposition



3

Data Analytics & Process Improvement



**B** Foundation for Financial Group – new business incubation & inorganic growth

**C** Core Business & Foundation Building – people, IT/digital, branding, branches

Lending ▲ 12% YoY

Funding ▲ 14% YoY

NPAT ▼ 9% YoY

### Highlighted Metrics (YoY change)

Granular Funding **Rp93.0 Tn** ▲ 11% YoY

Risk-adjusted NIM **4.8%** ▼ 1.0 p.p

Pre-Provision Operating Profit (PPOP) **Rp6.3 Tn** ▲ 5% YoY

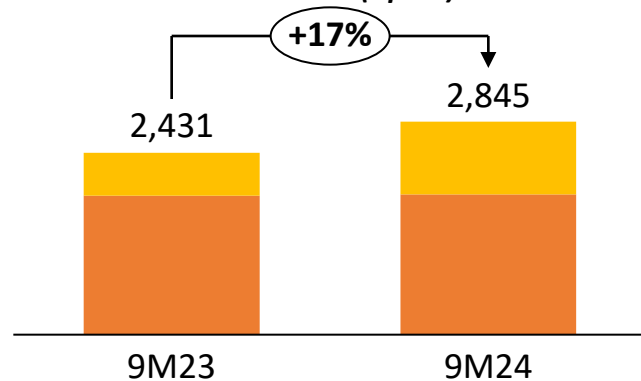
NPL Coverage Ratio **272.3%** ▲ 19.6 p.p

# Focus on Targeted "Ecosystem"

**Automotive Ecosystem** – Synergy loan continues to grow with collaborative efforts between Danamon and Adira Finance across regions

## Business Synergy

Loan Disbursement (Rp bn)



## Business Collaboration

- Retail Financing**
  - Automotive Financing
- Non-Retail Financing**
  - Fleet Financing
  - Dealer Financing

Danamon and Adira joint initiatives across region...



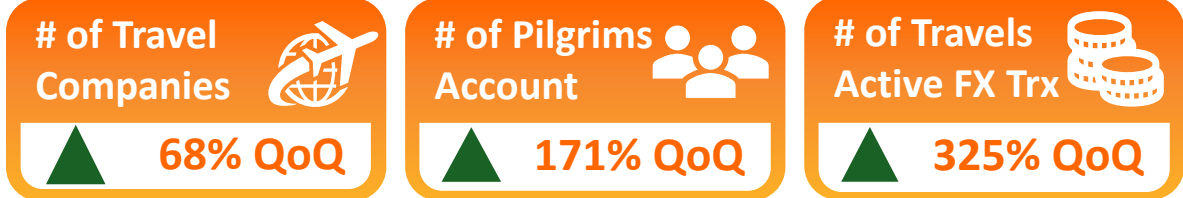
“Danamon collaborated with Adira Finance as one group in DXPO showcasing Banking Solutions and Adira’s Auto and Multi Purpose Loans”



“Danamon x Adira Customer Gathering: KPM Prima Event including Car Test drive with various Brands<sup>1</sup>”

<sup>1</sup>) Wulling, Toyota, Daihatsu, Chery, Mitsubishi, Hyundai, Suzuki, Mazda & BYD

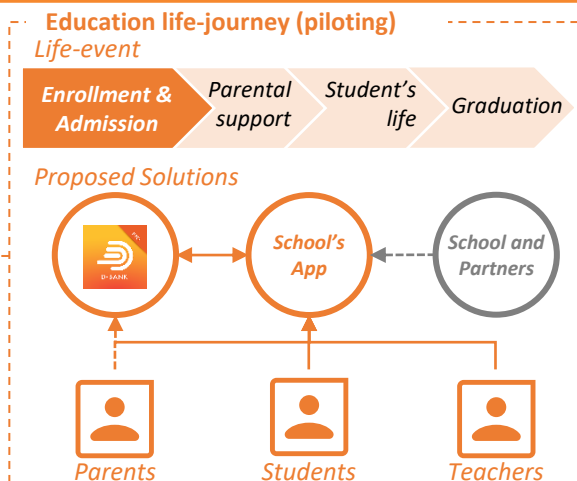
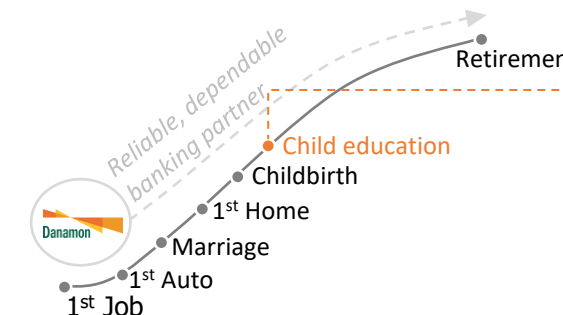
**Hajj and Umroh Ecosystem** – Early traction to support travels companies and pilgrims



Highlighted initiatives to strengthen hajj & umroh proposition

1. Open booth in Manasik & other hajj events in 10 cities
2. Travel Reward Program to acquire new hajj pilgrims from Travel referral

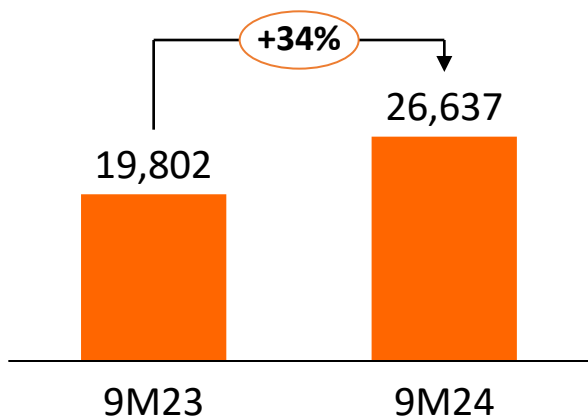
**Education Ecosystem** – Progressive results in strengthening strategic partnerships with Education Institutions



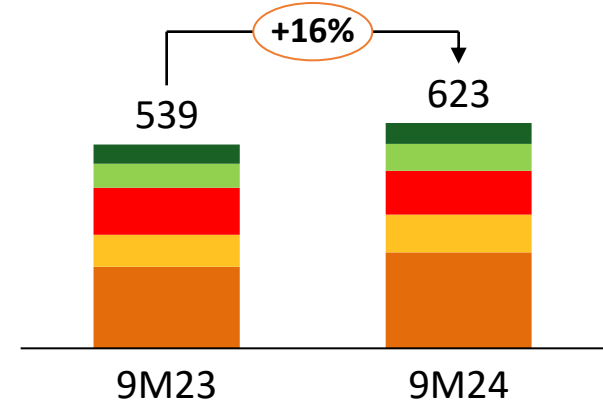


## Grow as a Financial Group

Synergy Loan, Rp bn



# of Synergy deals, accumulated



■ Financial Supply Chain    ■ Employee Benefit Program  
■ EB Bilateral Loan    ■ Sharia Finance    ■ CASA, etc.

### Joint Events as One Financial Group in Indonesia



- Danamon, Adira Finance, MUFG, Home Credit Indonesia and Zurich Indonesia joint-booth during Jak Japan Matsuri 2024



- MUFG Net Zero World (MUFG Now) Joint Event for strengthening momentum of Indonesia's Transition to Net Zero



### Partner Banks Collaboration in ASEAN



Commitment between Partner Banks to strengthen business link in ASEAN region

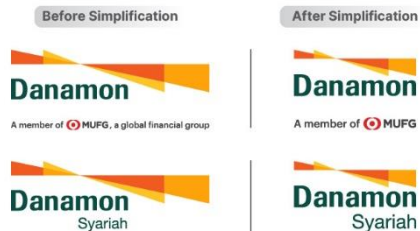


**C Core Business & Foundation Building** – people, IT/digital, branding, branches

**Branding** – Danamon celebrates the 68<sup>th</sup> Anniversary, held DXPO in Jakarta & Makassar and launched simplified logo



Visitor	>260K
New Funding	▲ 92% YoY
# of Trx	▲ 75% YoY



**Logo simplification as reflection of the Bank's continuous transformation**

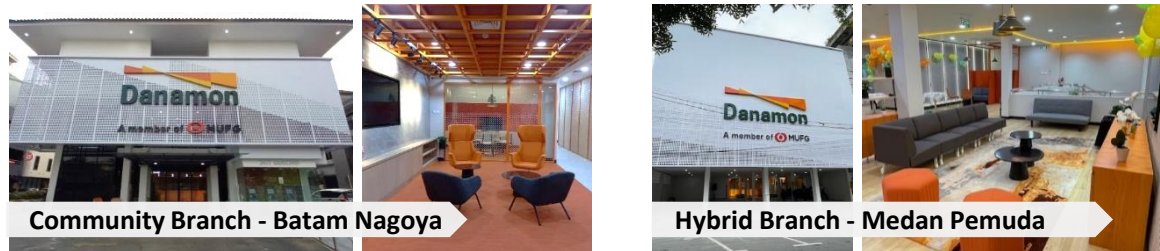
The logo before and after the update will still be used simultaneously

# Continuous Improvement in Foundation Building

**Branch Network** – Continuously invest in new branch concept across the regions to deepen customer and community relationships

Funding (CASA & TD)	▲ 10% YoY	Loan Disburse	▲ 13% YoY	New to Bank	▲ 22% YoY
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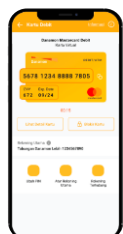
**23 new branches transformed across 20 cities as of Q3 2024**



**D-Bank PRO** – Improve consumer engagement through new features and products

# of Engaged User	▲ 10% YoY	# of Trx	▲ 26% YoY	Trx Value	▲ 25% YoY	<b>D-BANK PRO by Danamon</b>
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**New Features and Debit Card launched**



- 1 Request physical Debit Card via D-Bank PRO
- 2 30-second approval money transfer from Credit Card



**Danamon LEBIH PRO Debit Card:** New debit card with 9 currencies & auto switching

**Danamon Cash Connect** – New programs to enable connectivity for Corporates and Business Owners

# of User	▲ 16% YoY	# of Trx	▲ 6% YoY	Trx Value	▲ 14% YoY	<b>D connect</b>
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**New Program launched**



- Giro BISA Savings\*:**
- Free 55x Bi-Fast
  - Free 55x SKN RTGS
  - Free BPJS Ketenagakerjaan fee

\*T&C apply



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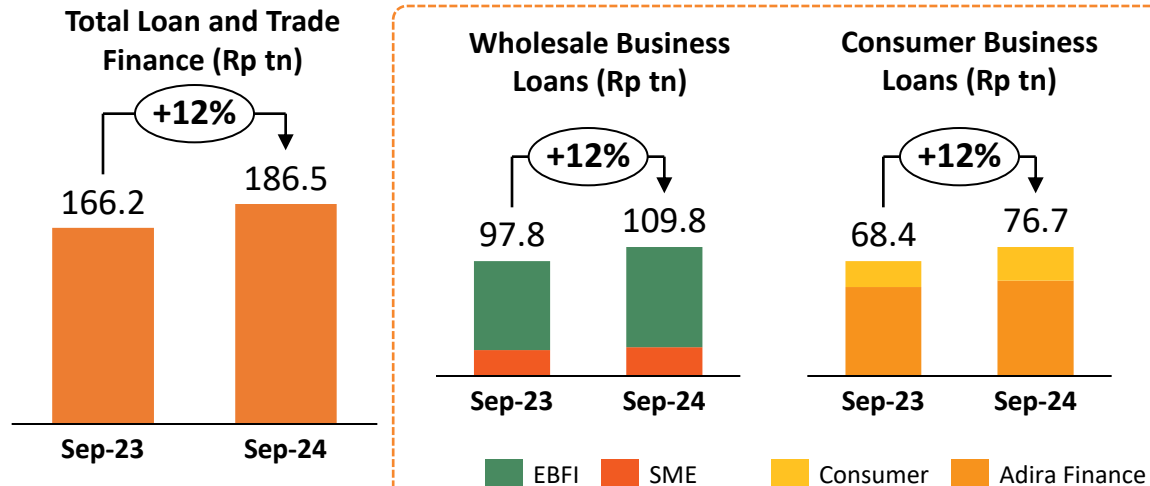
Appendix



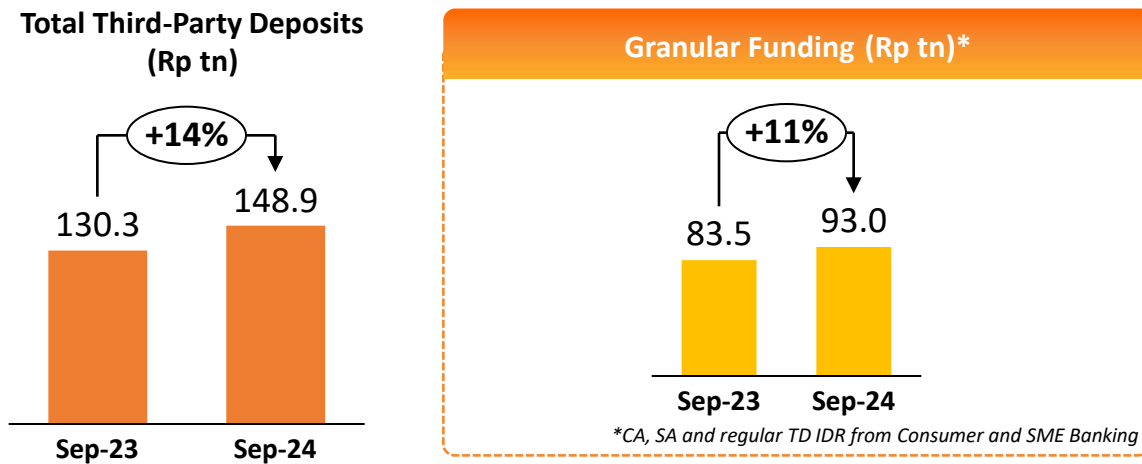


# Consistent Loan Growth Across Lines of Business supported by Ample Liquidity

## Strong Growth in All 4 Business Engines

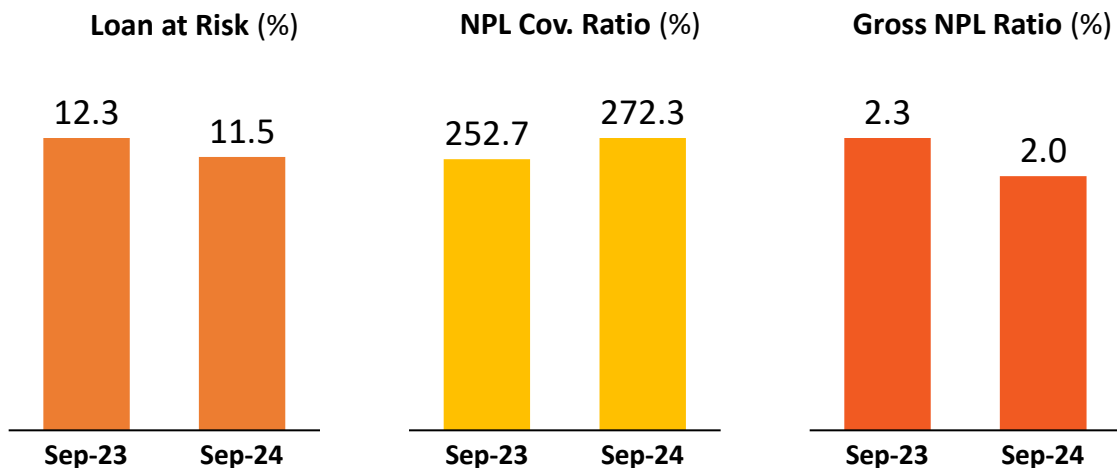


## Adequate Liquidity & Funding Growth



While funding growth shifted to TD due to higher interest rate environment, **Granular Funding** also grew by 11% YoY.

## Healthy Asset Quality



## Sustainable Profitability



## Double Digit Growth in Lending & Funding Resulted in Robust Asset Growth

In Rp bn	Sep-23	Sep-24	YoY	Dec-23	Mar-24	Jun-24	Sep-24	QoQ
<b>Total Assets</b>	<b>208,277</b>	<b>240,384</b>	<b>15%</b>	<b>221,305</b>	<b>226,562</b>	<b>231,916</b>	<b>240,384</b>	<b>4%</b>
Total Loan Portfolio and Trade Finance <sup>1)</sup>	166,183	186,519	12%	174,882	179,721	183,852	186,519	1%
Government Bonds	14,186	18,699	32%	16,318	18,163	18,843	18,699	-1%
<b>Total Funding</b>	<b>144,491</b>	<b>167,862</b>	<b>16%</b>	<b>155,447</b>	<b>160,982</b>	<b>167,052</b>	<b>167,862</b>	<b>0%</b>
CASA	67,372	65,188	-3%	73,444	69,990	67,254	65,188	-3%
Time deposits	62,889	83,715	33%	66,988	73,221	78,796	83,715	6%
Borrowings and LT. Funding	14,230	18,960	33%	15,015	17,770	21,002	18,960	-10%
<b>Equity</b>	<b>48,289</b>	<b>50,508</b>	<b>5%</b>	<b>49,237</b>	<b>48,824</b>	<b>49,342</b>	<b>50,508</b>	<b>2%</b>

1) Trade Finance includes marketable securities.



## Steady YoY Growth of Operating Income and PPOP

In Rp bn	9M23	9M24	YoY	4Q23	1Q24	2Q24	3Q24	QoQ
<b>Net Interest Income</b>	<b>11,297</b>	<b>11,700</b>	<b>4%</b>	<b>3,916</b>	<b>3,917</b>	<b>3,902</b>	<b>3,881</b>	<b>-1%</b>
Non Interest Income	2,017	2,487	23%	974	822	792	874	10%
<b>Operating Income</b>	<b>13,314</b>	<b>14,187</b>	<b>7%</b>	<b>4,890</b>	<b>4,739</b>	<b>4,693</b>	<b>4,754</b>	<b>1%</b>
Operating Expenses	(7,348)	(7,911)	8%	(2,608)	(2,473)	(2,695)	(2,743)	2%
<b>PPOP</b>	<b>5,965</b>	<b>6,276</b>	<b>5%</b>	<b>2,281</b>	<b>2,266</b>	<b>1,999</b>	<b>2,011</b>	<b>1%</b>
Cost of Credit	(2,684)	(3,379)	26%	(1,003)	(1,202)	(1,216)	(962)	-21%
<b>Operating Profit</b>	<b>3,282</b>	<b>2,897</b>	<b>-12%</b>	<b>1,278</b>	<b>1,064</b>	<b>783</b>	<b>1,049</b>	<b>34%</b>
<b>NPAT</b>	<b>2,561</b>	<b>2,332</b>	<b>-9%</b>	<b>943</b>	<b>831</b>	<b>624</b>	<b>877</b>	<b>41%</b>

## Continuous Improvement in Asset Quality

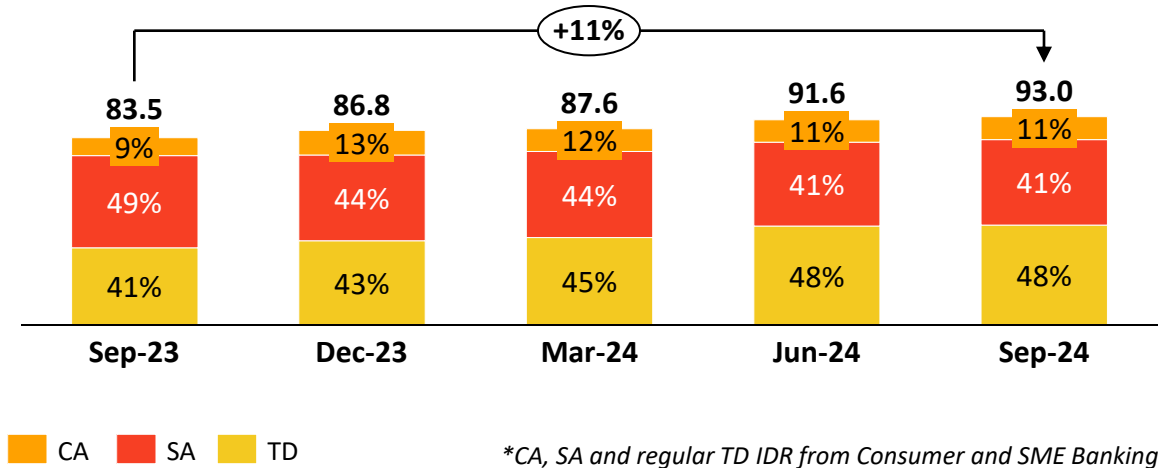
In %	9M23	9M24	YoY	4Q23	1Q24	2Q24	3Q24	QoQ
NIM	8.2	7.4	-0.8	8.0	7.7	7.4	7.1	-0.3
CoC	2.4	2.6	0.2	2.4	2.8	2.8	2.1	-0.7
Risk-adjusted NIM	5.8	4.8	-1.0	5.6	4.9	4.6	4.3	-0.3
Cost to Income	55.2	55.8	0.6	53.3	52.2	57.4	57.7	0.3
CASA Ratio	51.7	43.8	-7.9	52.3	48.9	46.0	43.8	-2.3
RIM	101.0	99.3	-1.7	97.3	98.5	99.8	99.3	-0.5
NPL Gross	2.3	2.0	-0.3	2.2	2.2	2.2	2.0	-0.1
Loan Loss Coverage (LLC)	252.7	272.3	19.6	265.9	261.8	263.2	272.3	9.1
Loan at Risk Coverage incl. COVID <sup>1)</sup>	48.0	47.8	-0.2	50.0	48.1	47.2	47.8	0.6
ROAA	1.7	1.4	-0.3	1.8	1.5	1.1	1.5	0.4
ROAE	8.2	7.0	-1.2	8.6	7.5	5.7	7.8	2.1
CAR	28.4	26.1	-2.3	27.5	26.1	25.9	26.1	0.2

1) NPL + SM + Restructured Loan Coll. 1 including COVID Restructured Loans (Under Forbearance).

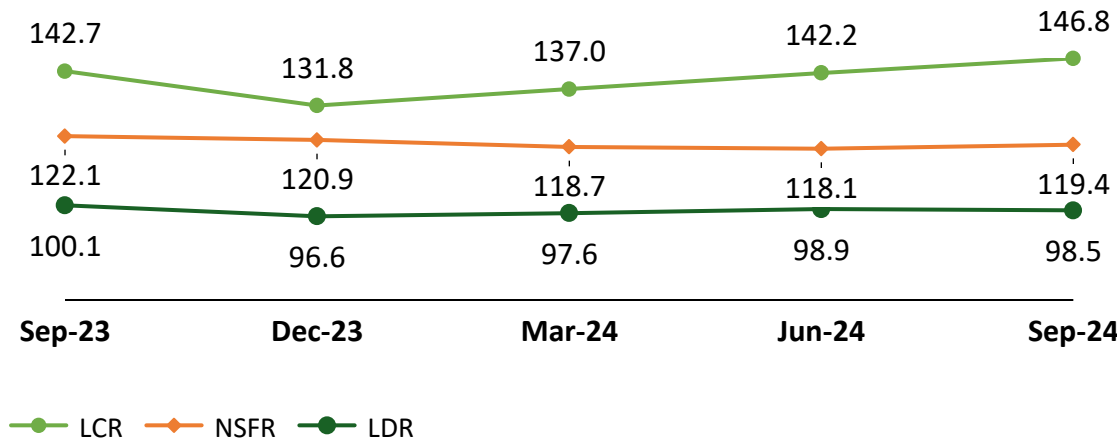


# Stable Granular Funding with Solid Capital Structure

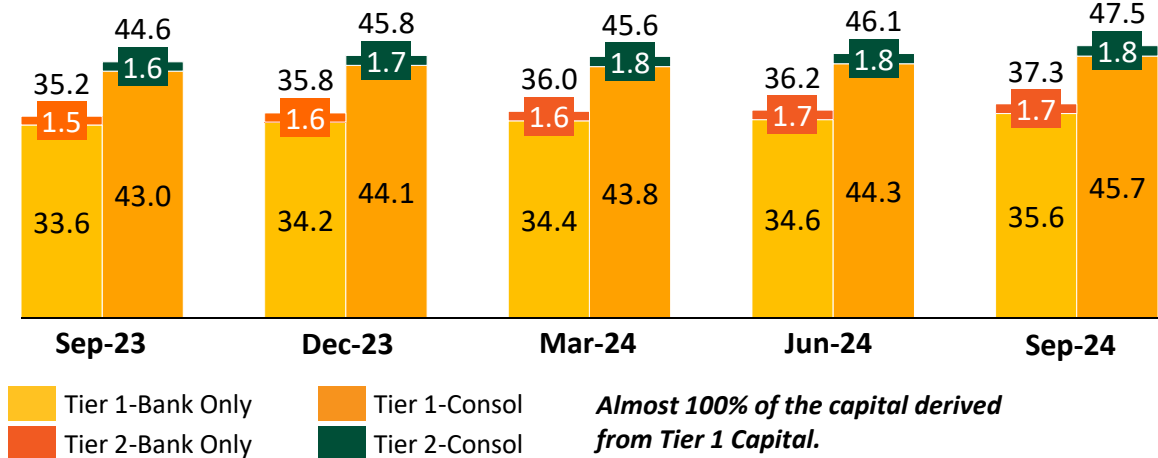
## Strong Focus on Granular Funding\* (Rp tn)



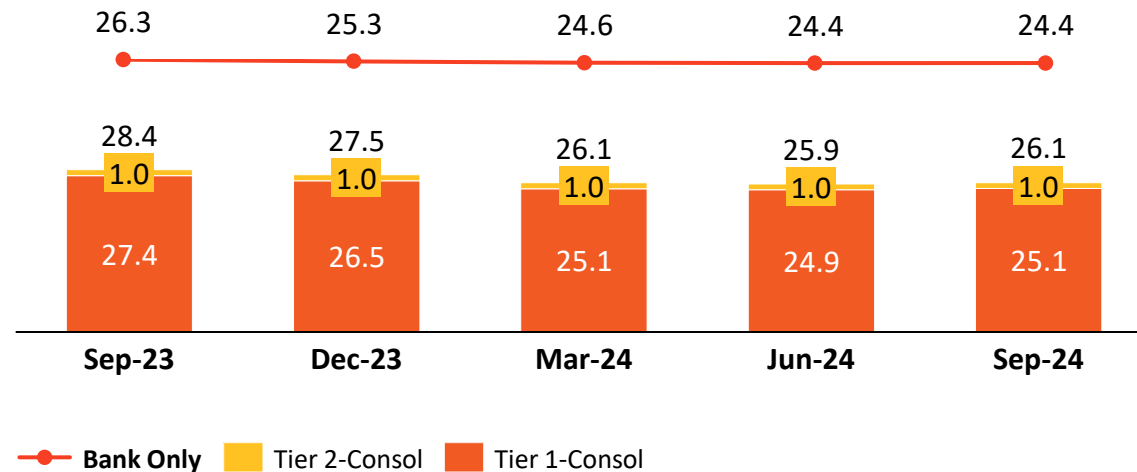
## LCR, NSFR & LDR (%)



## Tier 1 and Tier 2 Consolidated Capital (Rp tn)

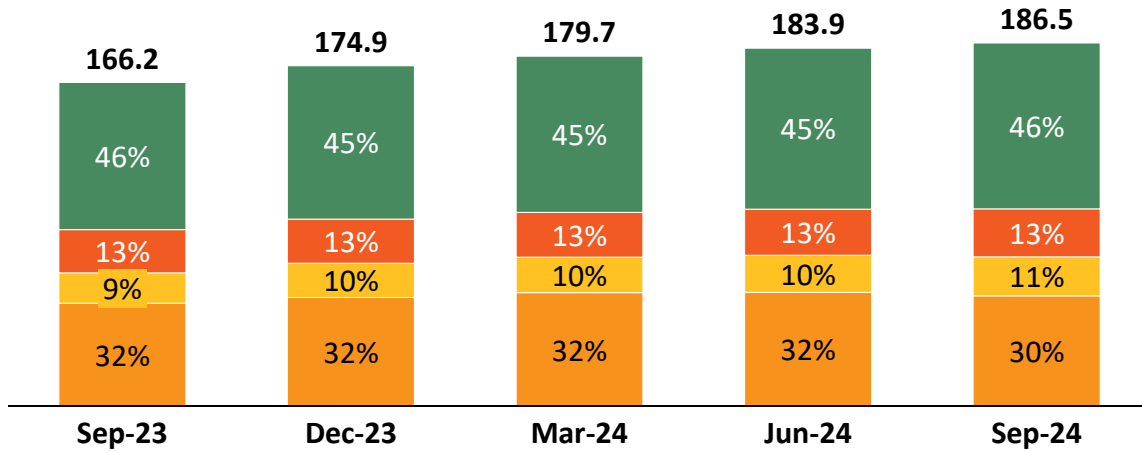


## Capital Adequacy Ratio (%)



# Well Diversified Loan Portfolio

## Composition of Loan Portfolio & Trade Finance<sup>1)</sup> (Rp tn)



1) Trade finance includes marketable securities.

## Growth of Loan Portfolio & Trade Finance<sup>1)</sup> (Rp bn)

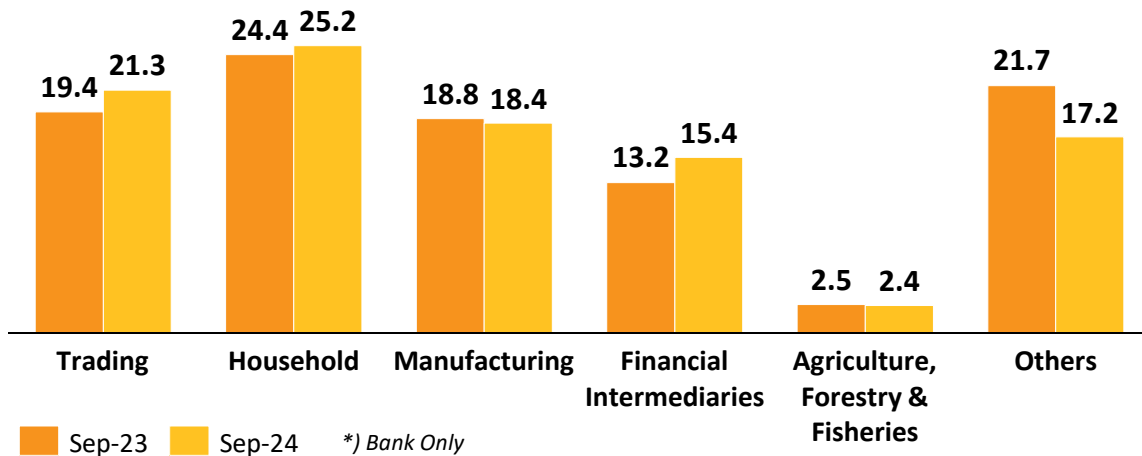
	Rp bn	Sep-23	Sep-24	YoY	Jun-24	QoQ
Wholesale Business	EB <sup>2)</sup> & FI	75,633	85,261	13%	82,699	3%
	SME	22,159	24,546	11%	23,643	4%
Consumer Business	Consumer <sup>3)</sup>	15,325	20,070	29%	19,156	5%
	Adira Finance	52,816	56,642	7%	58,354	-3%
<b>Total</b>		<b>166,183</b>	<b>186,519</b>	<b>12%</b>	<b>183,852</b>	<b>1%</b>

1) Trade finance includes marketable securities.

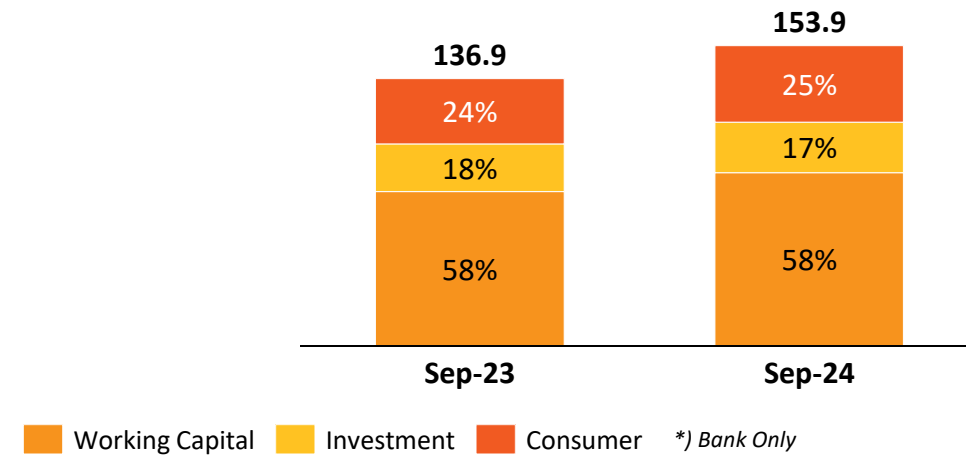
2) Enterprise Banking: Commercial and Corporate.

3) Consumer: Mortgage, Unsecured Personal Loan, Credit Card, and Others.

## Loans by Sector (% of total loans)\*



## Loans by Purpose (Rp tn)\*

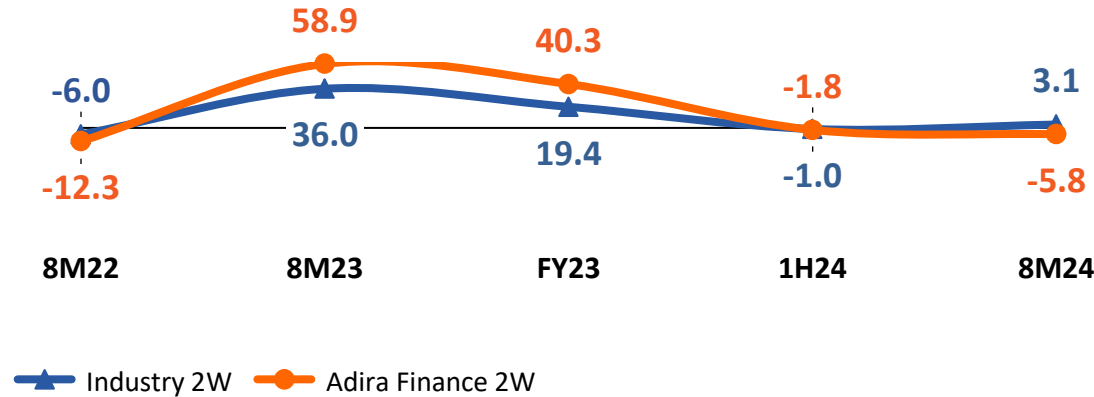




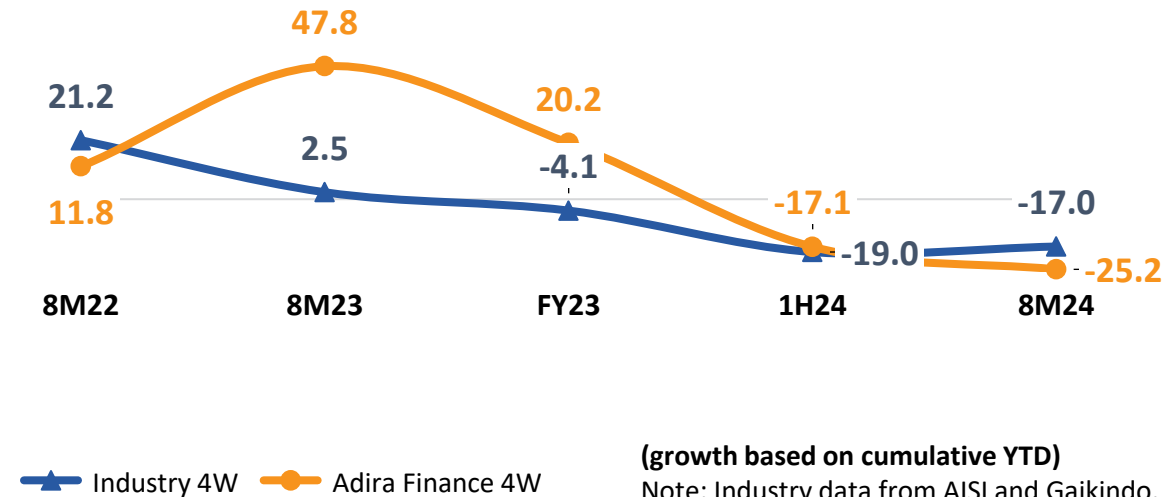
# Steady Growth Despite Prudent New Financing

## Units New Financing Growth vs. Industry (% YoY)

### 2-Wheelers (2W)

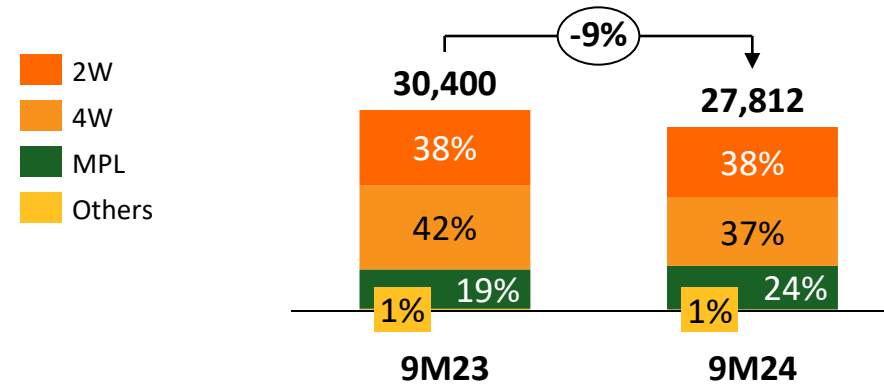


### 4-Wheelers (4W)



## New Financing Amount (Rp bn)

Being more prudent in disbursing new financing in order to maintain healthy asset quality and in line with lower industry demand



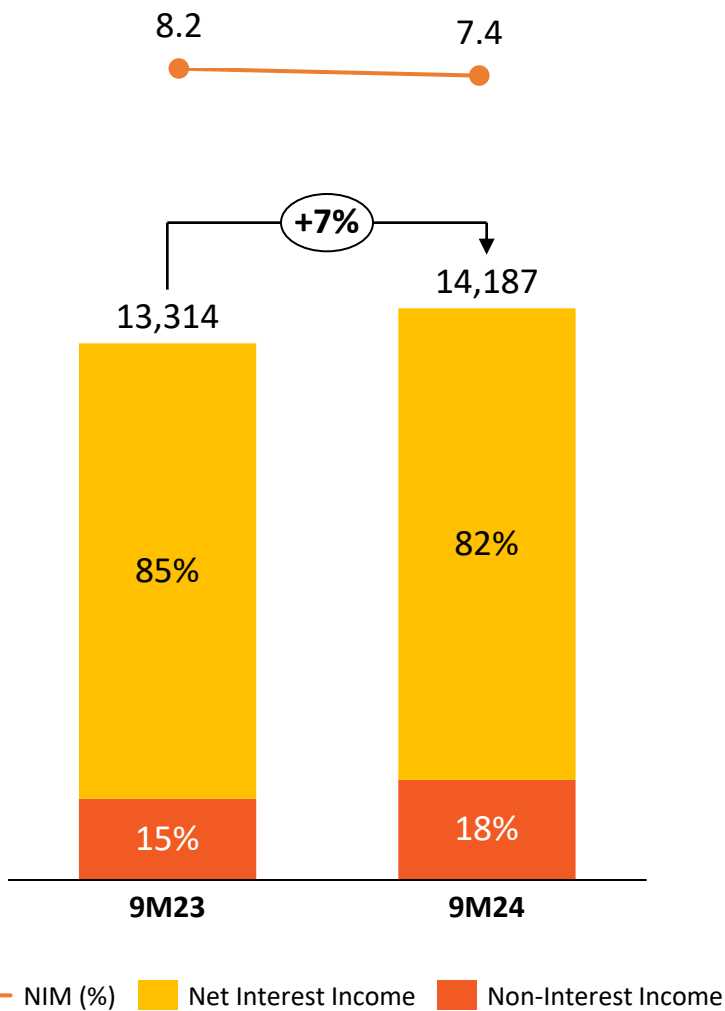
## Outstanding Loans

Rp bn	Sep-23	Sep-24	YoY	Jun-24	QoQ
2W Auto Loans	17,596	18,987	8%	19,403	-2%
4W Auto Loans	26,480	26,918	2%	28,356	-5%
Multi-Purpose Loans (MPL)	8,136	9,973	23%	9,694	3%
Others*	602	765	27%	901	-15%
<b>Total Loans</b>	<b>52,816</b>	<b>56,642</b>	<b>7%</b>	<b>58,354</b>	<b>-3%</b>

\*White goods, heavy equipment and others

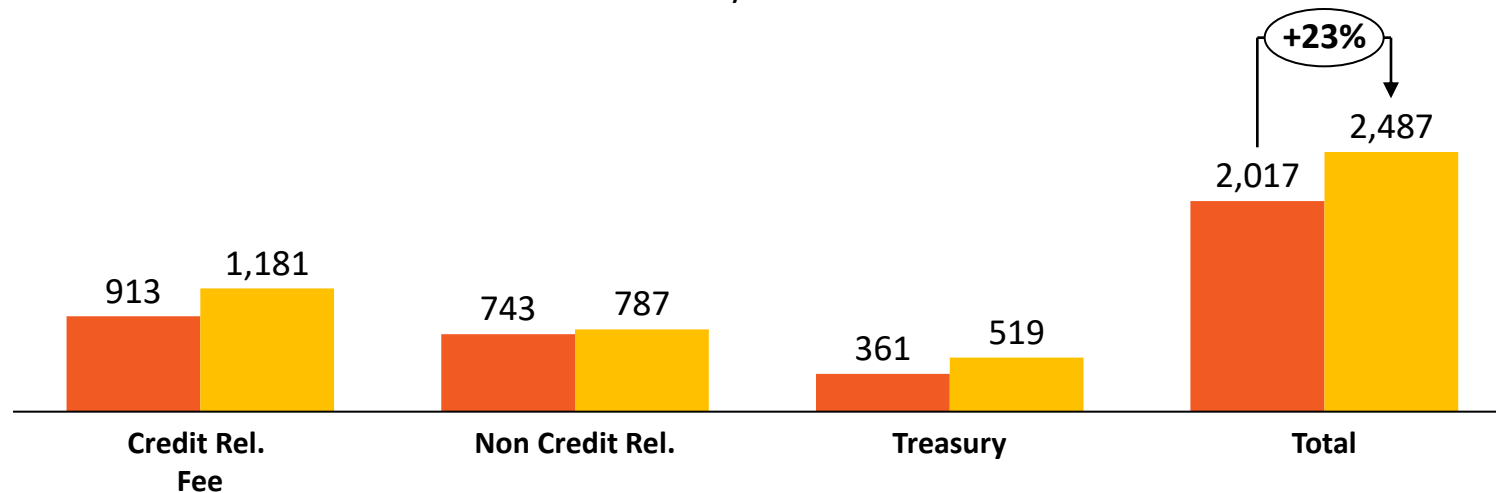
# Strong YoY Growth in Non-Interest Income Contributes to Higher Operating Income

Revenue Composition (Rp bn)

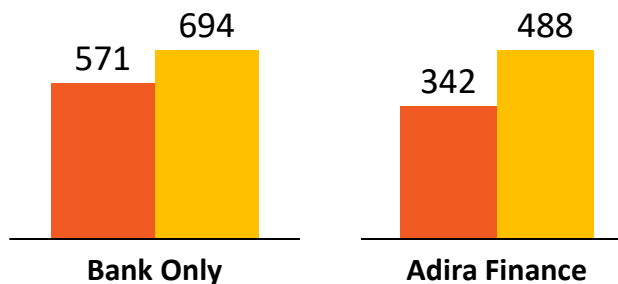


Non-Interest Income (Rp bn)

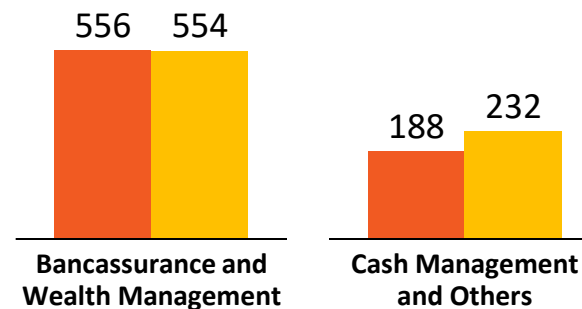
23% YoY Growth in Non-Interest Income mainly driven by Credit related Fees in line with increase in Loan Balance and Treasury related non-interest income.



Credit Related Fee (Rp bn)



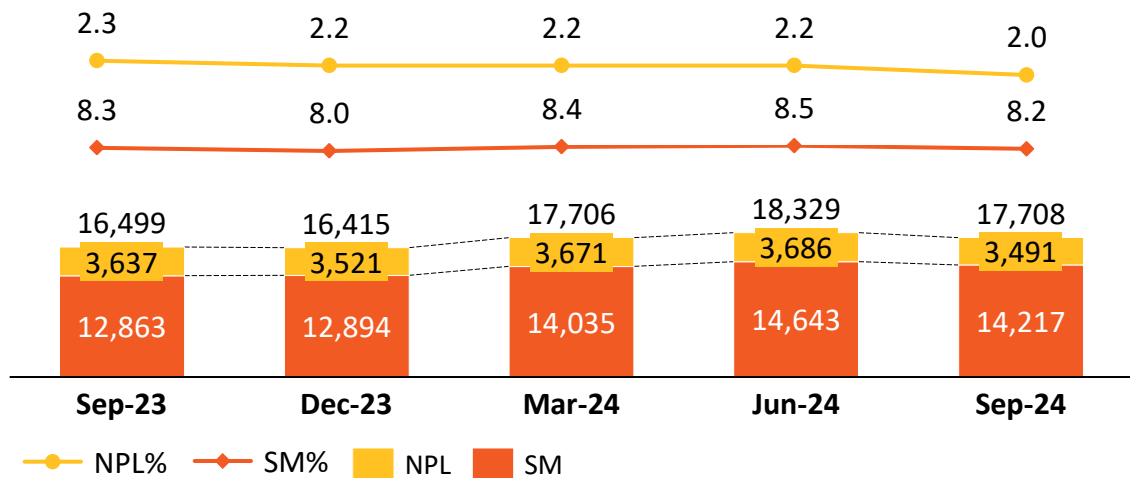
Non-Credit Related Fee (Rp bn)



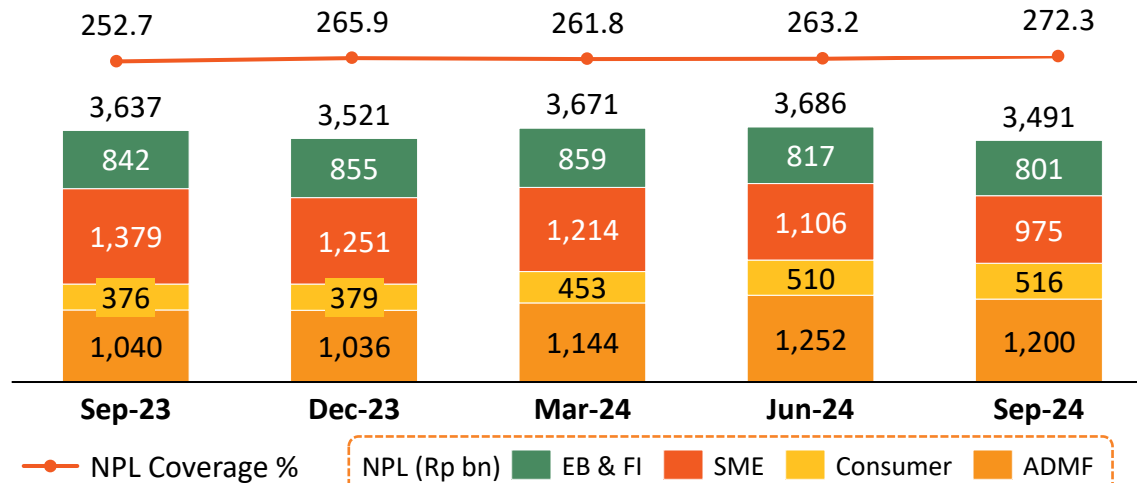
■ 9M23 ■ 9M24

# Improved Asset Quality along with Manageable Cost of Credit

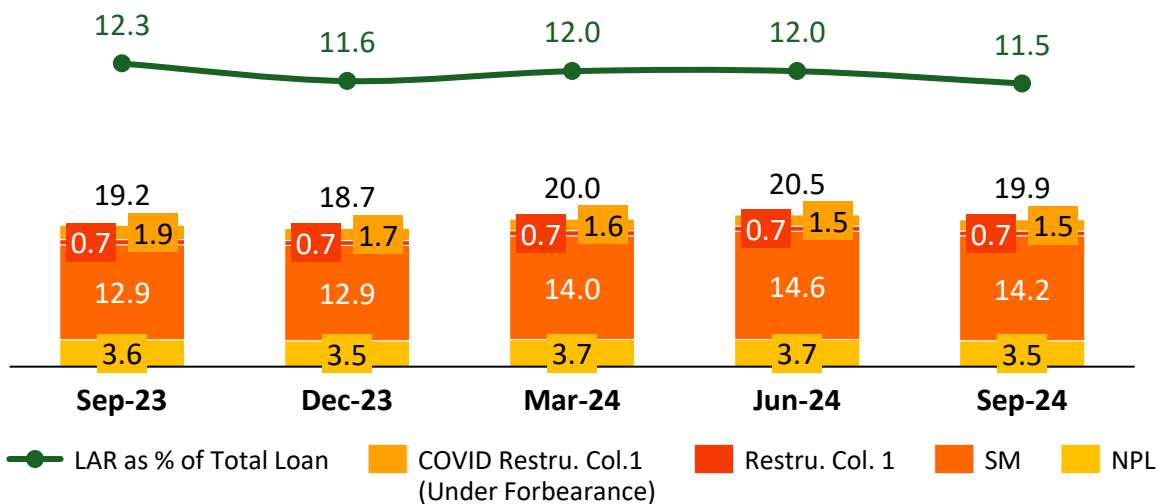
### NPL & SM: Ratio (%) & Amount (Rp bn)



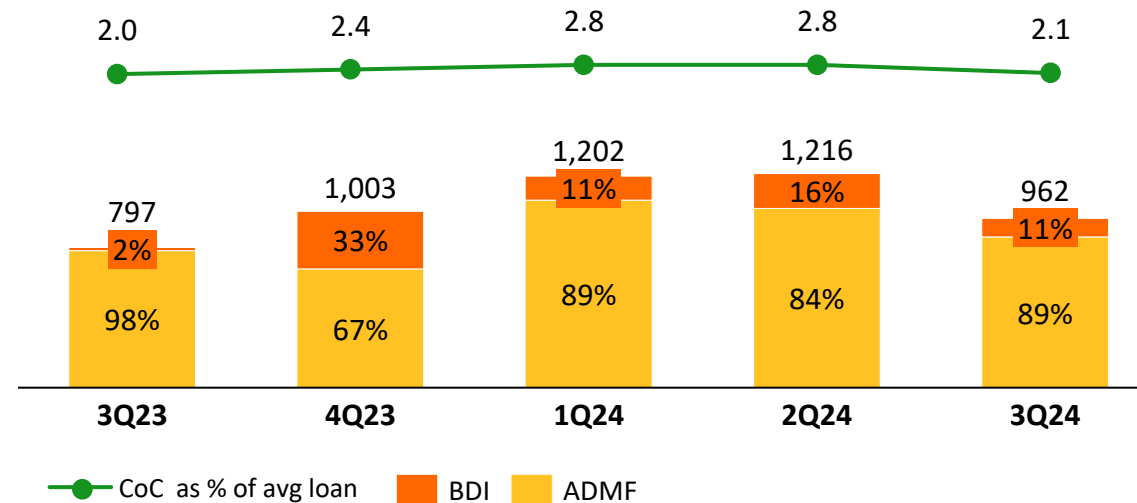
### NPL Coverage Ratio (%) & NPL Amount (Rp bn)



### Loan at Risk (% of Total Loans and Rp tn)



### Cost of Credit (% of Avg Loans and Rp bn)





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Strategy Highlights

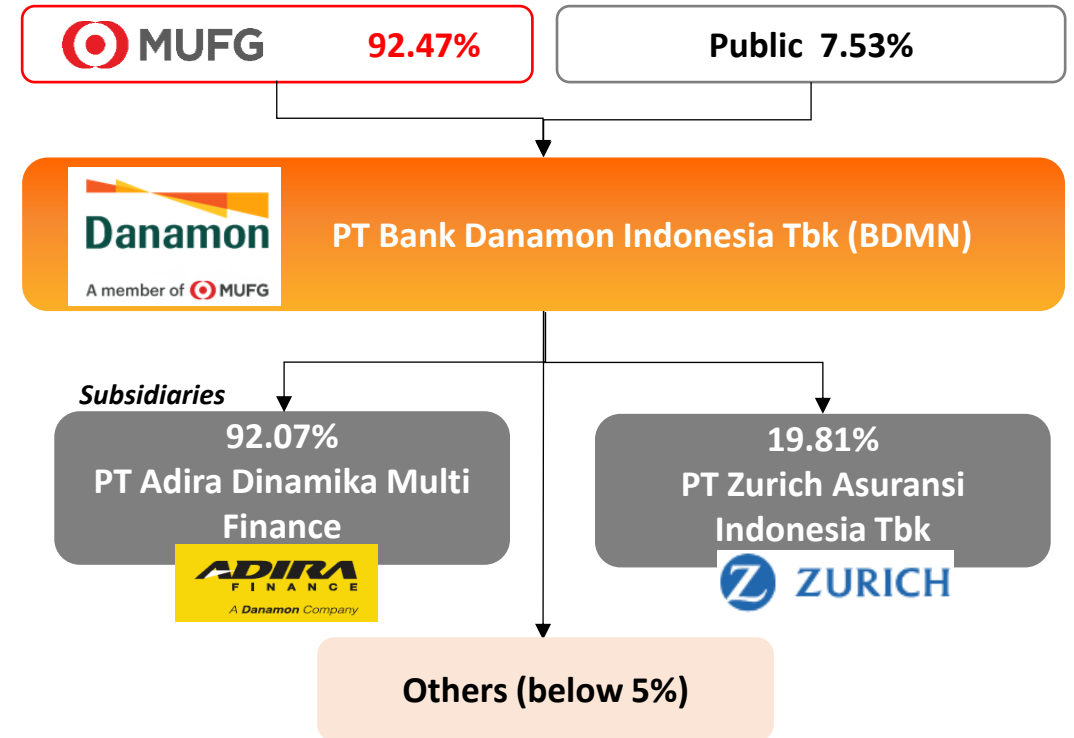
Financial Highlights

Appendix

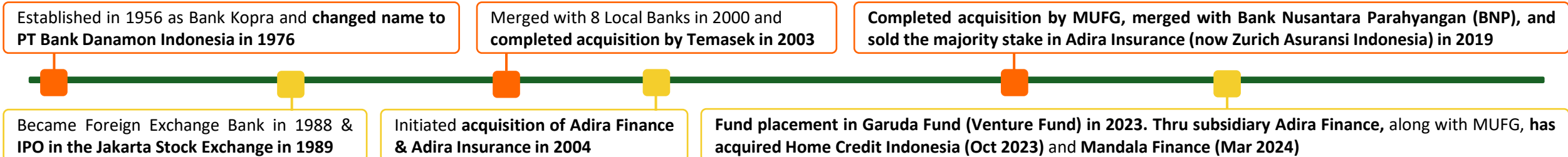


## Company Overview

Proven Track Record	Established on 16 July 1956 ~ 68 Years of Operations	
Stable Credit Ratings	Fitch Ratings : BBB Pefindo : idAAA	
Robust Capitalization	Bank Only : Rp 37.3 Tn Consolidated : Rp 47.5 Tn	
Extensive Network Across Indonesia	~ 844 Total Branch Offices across Indonesia	
	Danamon : 360 Adira Finance : 484	
Resilient Resources and Talents	ATMs & CRMs : 1,069 (60,000 incl. ATM Bersama, PRIMA and ALTO Network)	
	~ 25,771 Total Employees	
	Danamon : 8,507 Adira Finance : 17,264	



## Corporate Milestone



# Member of Board of Commissioners



**Yasushi Itagaki**  
President Commissioner



**Halim Alamsyah**  
Vice President Commissioner (Independent)



**Nobuya Kawasaki**  
Commissioner



**Dan Harsono**  
Commissioner



**Peter Benjamin Stok**  
Independent Commissioner



**Hedy Maria Helena Lopian**  
Independent Commissioner



# Member of Board of Directors



**Daisuke Ejima**  
President Director



**Honggo Widjojo Kangmasto**  
Vice President Director



**Hafid Hadeli**  
Vice President Director



**Herry Hykmanto**  
Syariah Director



**Rita Mirasari**  
Compliance Director



**Dadi Budiana**  
Risk Management Director



**Muljono Tjandra**  
Finance Director



**Thomas Sudarma**  
EBFI Director



**Jin Yoshida**  
Global Alliance Strategy Director

# Highlighted Events in 9M24

1Q24

2Q24

3Q24

**BUSINESS COLLABORATION & PARTNERSHIP**



**IIMS  
Jakarta 2024**  
15–25 Feb 2024



**Danamon  
Syariah Travel  
Fair 2024**  
21-24 Mar 2024



**IIMS  
Surabaya 2024**  
24 May-2 Jun 2024



**Danamon X BPJS  
Ketenagakerjaan**  
3 Jun 2024



**DXPO Jakarta & Makasar**  
18-21 Jul 2024 | 22-25 Aug 2024



As part of Danamon's 68<sup>th</sup> Anniversary celebration, Danamon proudly presents DXPO 2024 in Jakarta and Makassar. Through the event, Danamon and its group members offered comprehensive financial solutions tailored to customers' needs to be the ideal banking partner of choice for customers.



**SUSTAINABILITY**



**Danamon Peduli  
Program: Organic  
Waste Shredding  
Machines**  
15 Mar 2024



**Library  
Rejuvenation**  
14 Jun 2024



**MUFG Net Zero World (MUFG NOW)**  
4 Sep 2024

Together with MUFG Bank Ltd, Danamon hosted MUFG NOW to support energy transition in Indonesia.



**CUSTOMER  
ENGAGEMENT**



**Bridestory  
Market 2024**  
01-04 Feb 2024



**Danamon  
Privilege**  
27 Jun 2024



**Danamon Golf Event**  
27 Jul 2024

This event is a form of Danamon's appreciation for the loyalty and trust of its corporate customers.





A member of  MUFG



# THANK YOU

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