



A member of  MUFG



**PT Bank Danamon Indonesia Tbk**

**Investor & Analyst Briefing  
FY24 Financial Results**

**Jakarta, 18 February 2025**



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Strategy Highlights

Financial Highlights

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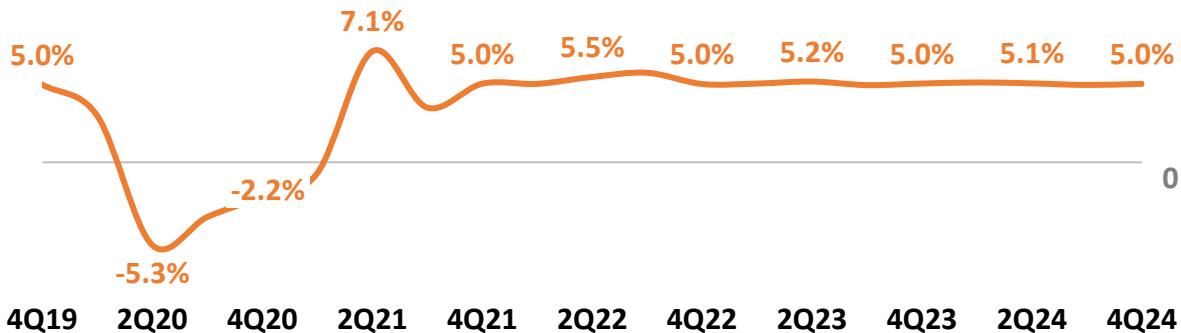




**Macroeconomy**

GDP growth is stable at 5%, driven by increased consumption spending and continued trade surplus

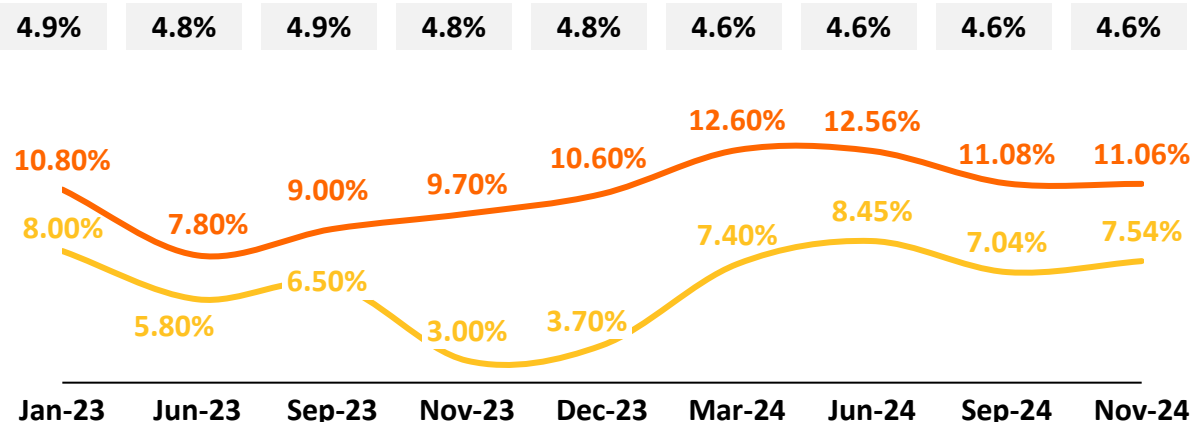
Real GDP Growth (% YoY)



**Banking**

While lending growth continue to be higher than funding growth; posing risk to banking NIM

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



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

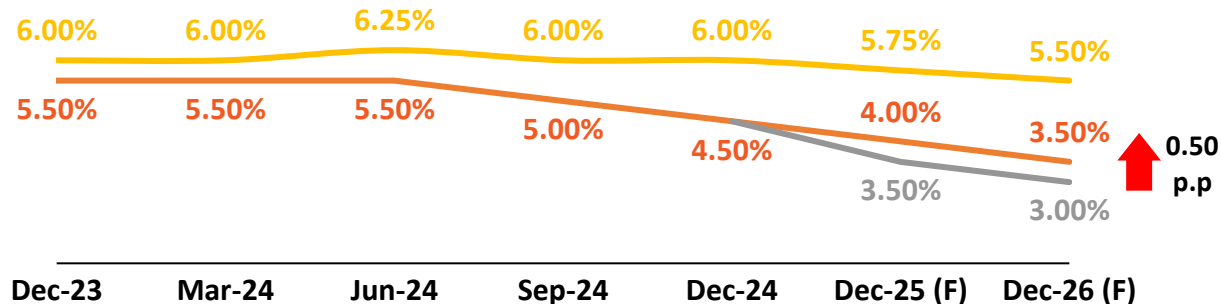
# Macroeconomic and Industry Update

**Macroeconomy**

Fed Rate peaked at 5.50% in 2024. While gradually lowered, latest projection shows slower Fed Rate cut in 2025-2026

US Rate and BI Rate (%)

US Rate: — FFR Projection based on Sep'24 Fed dot plot — BI Rate — FFR Projection based on Dec'24 Fed dot plot



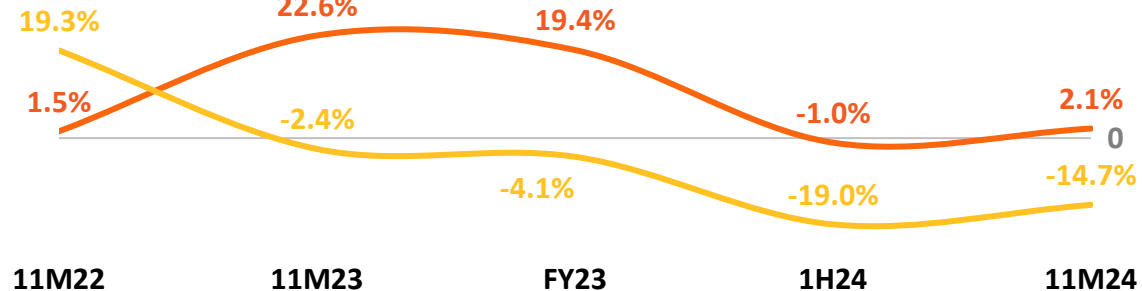
Source: BI Rate 2025-2026 – BDI projection, US Rate 2025-2026 – FOMC Meeting

**Multifinance**

Automotive sales, while still under pressure, is gradually recovering compared to 1H24

Vehicle Wholesale Growth (% YoY)

— 2W — 4W



# Danamon Strategic Overview: FY24 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\*  8% YoY

\* including Trade Finance & Marketable Securities

Funding  9% YoY

NPAT  9% YoY

### Highlighted Metrics (YoY change)

Granular Funding **Rp93.6 Tn**  8% YoY

Risk-adjusted NIM **4.8%**  1.0 p.p

Pre-Provision Operating Profit (PPOP) **Rp8.3 Tn**  1% YoY

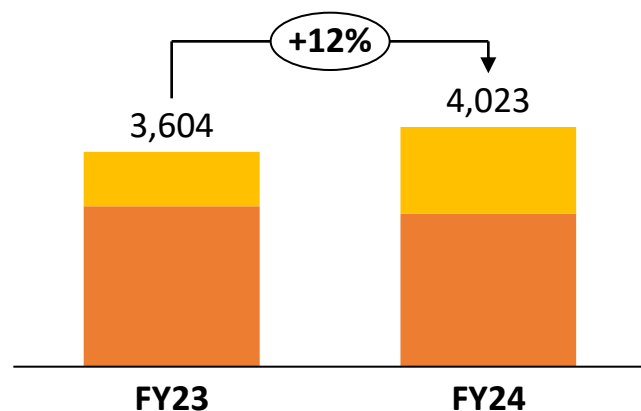
NPL Coverage Ratio **287.2%**  21.3 p.p

# Focus on Targeted "Ecosystem"

## Automotive Ecosystem – Strengthening synergy loan by expanding the retail financing loan with joint initiatives between Danamon and Adira

### Business Synergy

#### Loan Disbursement (Rp bn)



### Business Collaboration

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

## Danamon and Adira joint initiatives on Auto financing in 2024...

### 4 Sponsorship & key events promoting Auto sales

- Indonesia International Motor Show (IIMS) in Jakarta & Surabaya (>590k visitors)
- DXPO in Jakarta & Makassar (>260k visitors)



**>600** Participants in KPM Prima customer gathering and test drive in 8 cities, in collaboration with dealers

## Hajj and Umroh Ecosystem – Expanding customer base and deepen market penetration through collaboration with BPKH, Association, and Travel Agencies

# of Travel Agencies



▲ 213% YoY

Funding\*



▲ 143% YoY

FX Income\*



▲ 374% YoY

### Key initiatives to strengthen hajj & umroh proposition

1. Established relationships with Association & Travel through gathering and Manasik events held in 15 cities
2. Special Referral programs for Travel Agency & Pilgrims to acquire new customers

*\*including from BPKH (Hajj Financial Management Agency), Associations, Travel Agencies, and Hajj & Umrah Pilgrims.*

## Education ecosystem – Building relationships with strategic partners and launch new programs

# of Institutions



>20 Institutions

# of Account



▲ 37% YoY

Funding

from Institution, Parents & Partner



▲ 69% YoY

### Key initiatives to strengthen strategic partnerships in Education

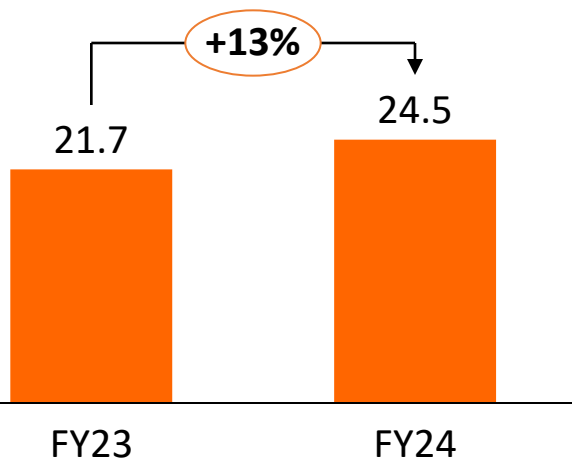
1. Collaboration with partners to build digital edu solutions - learning management, smartcard, and university's mobile apps
2. Launch Edu Savings Plan and Payment programs to support financial planning and payment needs



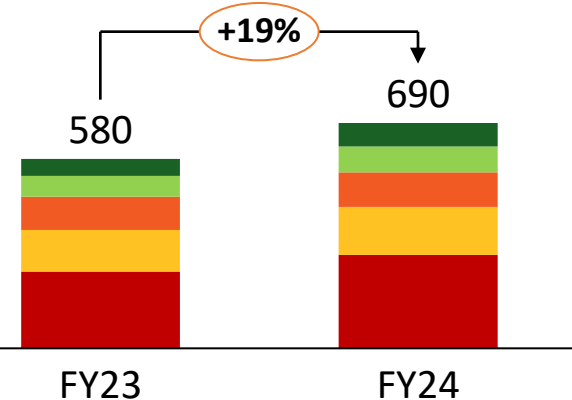
# Expand Collaboration & Building New Opportunities

## Grow as a Financial Group

Synergy Loan, Rp tn



# of Synergy deals, accumulated



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

### Key Highlights – Ecosystem Collaboration FY24 result

#### Employee Benefit Program

# of Payroll Accounts

▲ **7x** YoY

#### Automotive

# of Anchors

▲ **45%** YoY

# of Distributors

▲ **16%** YoY

### Collaboration Initiatives as a Financial Group in 2024

#### Branch Collaboration



Home Credit Indonesia Merchant in Danamon Branches

#### Fintech



NextHub Global Summit 2024

#### Joint Events



DXPO Jakarta & Makassar



Jakarta Fair 2024



Tech in Asia Conference 2024



MUFG Fintech Festival

#### Investment and Business Matching



Investment Matching



Business Matching

#### Sustainability



MUFG Net Zero World (MUFG NOW)

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

**D-Bank PRO – Improve customer engagement & experience through new features**

# of Engaged User


▲ 14% YoY

# of Trx

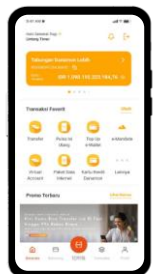
▲ 28% YoY

Trx Value

▲ 26% YoY



D-BANK PRO  
by Danamon



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New Features

Wealth Management

FX Online

Transfer & Payment

Credit Card

Unsecured Personal Loan

Acct. Maintenance

**Danamon Cash Connect – New features to ease the payment and transaction for Corporates and Business Owners**

# of User


▲ 17% YoY

# of Trx


▲ 8% YoY

Trx Value

▲ 16% YoY



D  
connect



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New Features

- **Payment and Transfer**  
BPJSTK's Payment, Remittance in SAR currency
- **Tax Payment**  
Generate ID Billing (MPNG2), Payment Billing ID (MPNG3)
- **Ease of Transactions**  
BI-FAST Bulk Credit, BI-FAST Direct Debit

# Continuous Improvement in Foundation Building

**Branch Network – Continuously invest in new branch concept across the regions and conduct Community Events to deepen customer engagement**

Funding (CASA & TD)

▲ 16% YoY

Loan Disbursed

▲ 19% YoY

New to Bank

▲ 91% YoY



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Branches Transformed by 2024 across 48 cities in Indonesia

...with 343 Community Events in 2024

Investment opportunities in '25



BDI Slamet Riyadi - Makassar

Flowers bouquet workshop



BDI Sudirman - Balikpapan

**People – Collaboration Program with MUFG and Partner Banks**

1. **Global Mobility Program**
  - Cross Border mobility, to MUFG Tokyo and Partner Banks
  - Local Mobility, to MUFG Group in Indonesia
2. **Executive Leadership Program**
  - Executive Leadership Academy in MUFG Tokyo, collaboration group training between  MUFG  Danamon  ADIRA FINANCE  HOME CREDIT  ZURICH



Global Experience – Danamon Talent Swap to VietinBank





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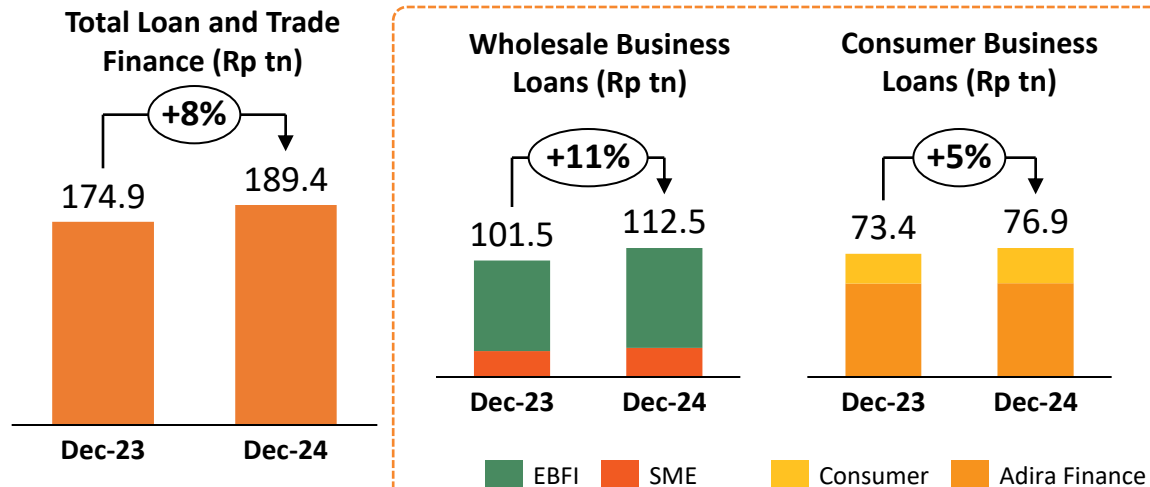
Appendix



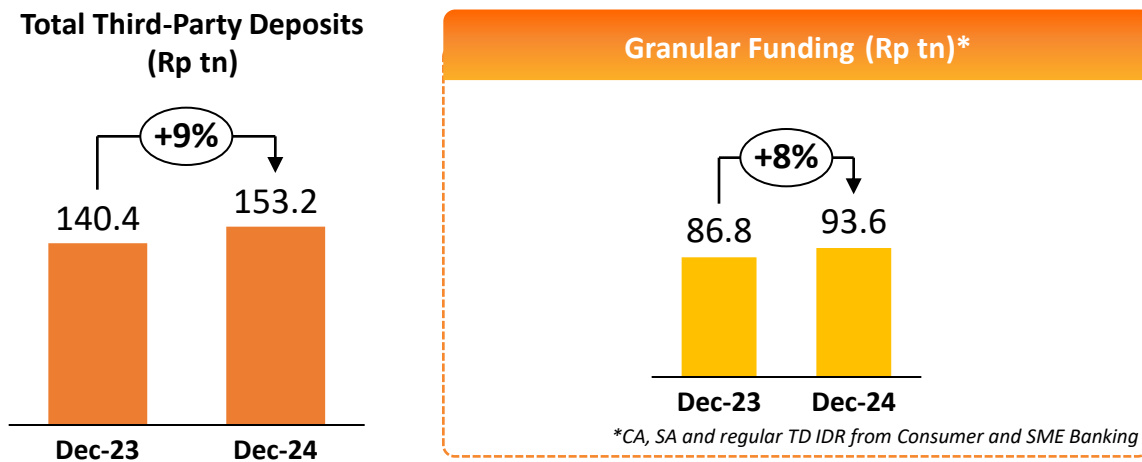


# Sustainable Growth with Healthy Asset Quality

## Sustainable Loan Growth

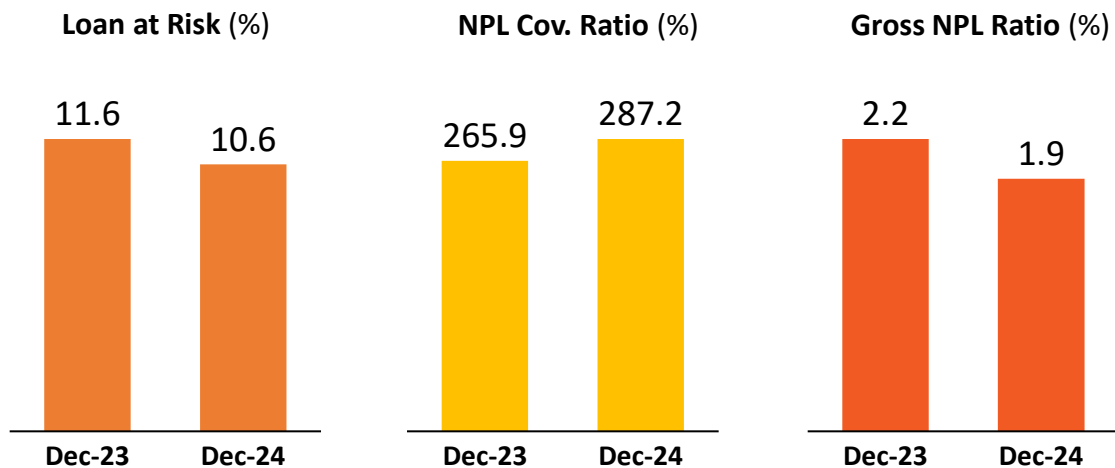


## Adequate Liquidity & Funding Growth



While funding growth shifted to TD due to higher interest rate environment, **Granular Funding** also grew by 8% YoY.

## Healthy Asset Quality



## Stable Profitability



## Robust Asset Growth

In Rp bn	Dec-23	Dec-24	YoY	Mar-24	Jun-24	Sep-24	Dec-24	QoQ
<b>Total Assets</b>	<b>221,305</b>	<b>242,335</b>	<b>10%</b>	<b>226,562</b>	<b>231,916</b>	<b>240,384</b>	<b>242,335</b>	<b>1%</b>
Total Loan Portfolio and Trade Finance <sup>1)</sup>	174,882	189,380	8%	179,721	183,852	186,519	189,380	2%
Government Bonds	16,318	18,699	15%	18,163	18,843	18,699	18,699	0%
<b>Total Funding</b>	<b>155,447</b>	<b>170,813</b>	<b>10%</b>	<b>160,982</b>	<b>167,052</b>	<b>167,862</b>	<b>170,813</b>	<b>2%</b>
CASA	73,444	63,840	-13%	69,990	67,254	65,188	63,840	-2%
Time deposits	66,988	89,385	33%	73,221	78,796	83,715	89,385	7%
Borrowings and LT. Funding	15,015	17,589	17%	17,770	21,002	18,960	17,589	-7%
<b>Equity</b>	<b>49,237</b>	<b>51,068</b>	<b>4%</b>	<b>48,824</b>	<b>49,342</b>	<b>50,508</b>	<b>51,068</b>	<b>1%</b>

1) Trade Finance includes marketable securities.



## Steady YoY Growth of Operating Income

In Rp bn	FY23	FY24	YoY	1Q24	2Q24	3Q24	4Q24	QoQ
<b>Net Interest Income</b>	<b>15,212</b>	<b>15,587</b>	<b>2%</b>	<b>3,913</b>	<b>3,892</b>	<b>3,861</b>	<b>3,920</b>	<b>2%</b>
Non Interest Income	2,991	3,318	11%	826	801	893	797	-11%
<b>Operating Income</b>	<b>18,203</b>	<b>18,904</b>	<b>4%</b>	<b>4,739</b>	<b>4,693</b>	<b>4,754</b>	<b>4,718</b>	<b>-1%</b>
Operating Expenses	(9,957)	(10,565)	6%	(2,473)	(2,695)	(2,743)	(2,654)	-3%
<b>PPOP</b>	<b>8,247</b>	<b>8,339</b>	<b>1%</b>	<b>2,266</b>	<b>1,999</b>	<b>2,011</b>	<b>2,063</b>	<b>3%</b>
Cost of Credit	(3,687)	(4,405)	19%	(1,202)	(1,216)	(962)	(1,026)	7%
<b>Operating Profit</b>	<b>4,560</b>	<b>3,934</b>	<b>-14%</b>	<b>1,064</b>	<b>783</b>	<b>1,049</b>	<b>1,038</b>	<b>-1%</b>
<b>NPAT</b>	<b>3,504</b>	<b>3,179</b>	<b>-9%</b>	<b>831</b>	<b>624</b>	<b>877</b>	<b>848</b>	<b>-3%</b>

## Asset Quality Remains Healthy

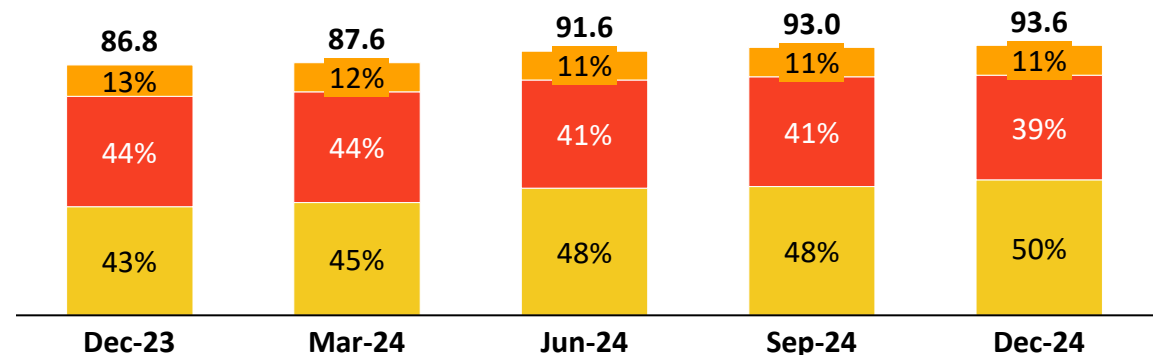
In %	FY23	FY24	YoY	1Q24	2Q24	3Q24	4Q24	QoQ
NIM	8.2	7.3	-0.9	7.7	7.4	7.1	7.1	0.0
CoC	2.4	2.5	0.1	2.8	2.8	2.1	2.2	0.1
Risk-adjusted NIM	5.8	4.8	-1.0	4.9	4.6	5.0	4.9	-0.1
Cost to Income	54.7	55.9	1.2	52.2	57.4	57.7	56.3	-1.4
CASA Ratio	52.3	41.7	-10.6	48.9	46.0	43.8	41.7	-2.1
RIM	97.3	97.5	0.2	98.5	99.8	99.3	97.5	-1.8
NPL Gross	2.2	1.9	-0.3	2.2	2.2	2.0	1.9	-0.1
Loan Loss Coverage (LLC)	265.9	287.2	21.3	261.8	263.2	272.3	287.2	14.9
Loan at Risk Coverage incl. COVID <sup>1)</sup>	50.0	51.3	1.3	48.1	47.2	47.8	51.3	3.5
ROAA	1.7	1.4	-0.3	1.5	1.1	1.5	1.4	-0.1
ROAE	8.3	7.1	-1.2	7.5	5.7	7.8	7.4	-0.4
CAR	27.5	26.2	-1.3	26.1	25.9	26.1	26.2	0.1

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



## Growth in Granular Funding and Strong Capital

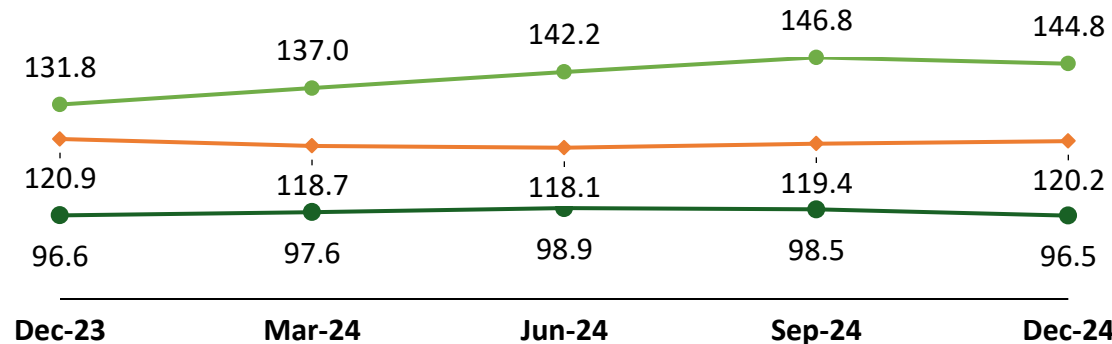
### Strong Focus on Granular Funding\* (Rp tn)



CA SA TD

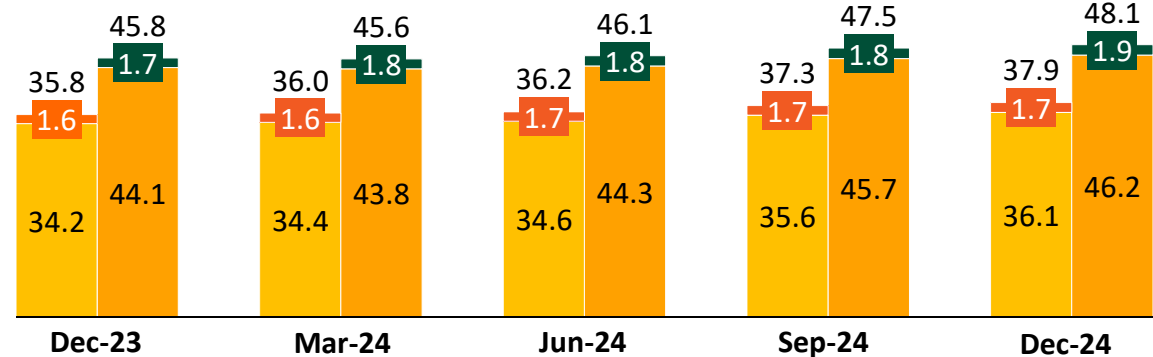
\*CA, SA and regular TD IDR from Consumer and SME Banking

### LCR, NSFR & LDR (%)



LCR NSFR LDR

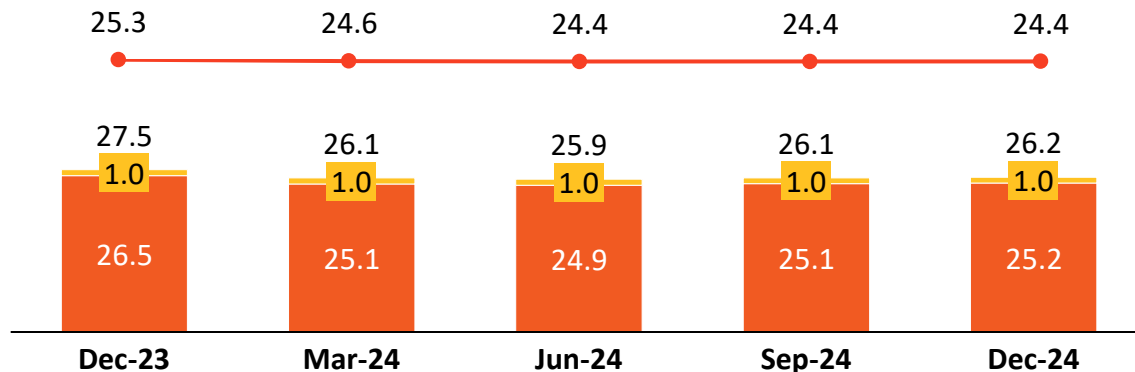
### Tier 1 and Tier 2 Consolidated Capital (Rp tn)



Tier 1-Bank Only Tier 1-Consol  
Tier 2-Bank Only Tier 2-Consol

Almost 100% of the capital derived from Tier 1 Capital.

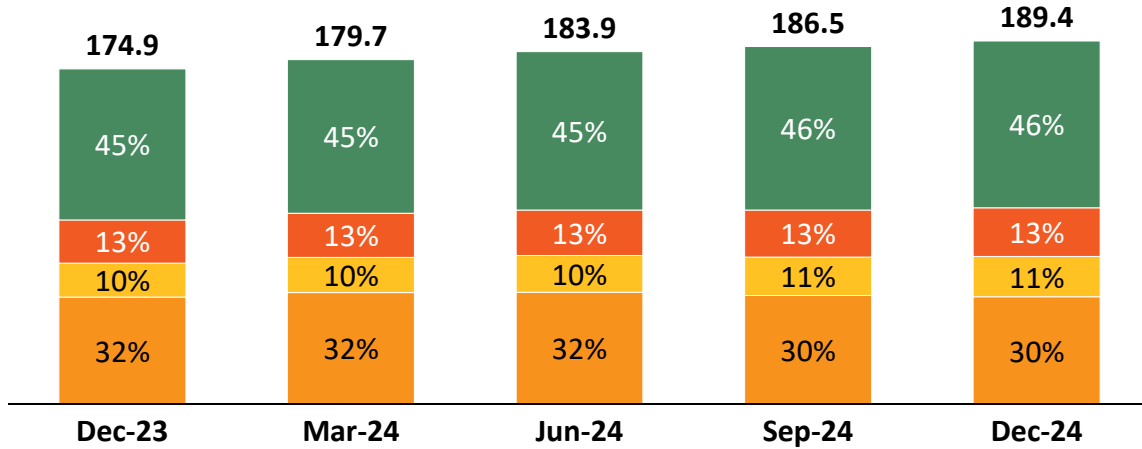
### Capital Adequacy Ratio (%)



Bank Only Tier 2-Consol Tier 1-Consol

# Double Digit Growth in EBFI, SME and Consumer 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)

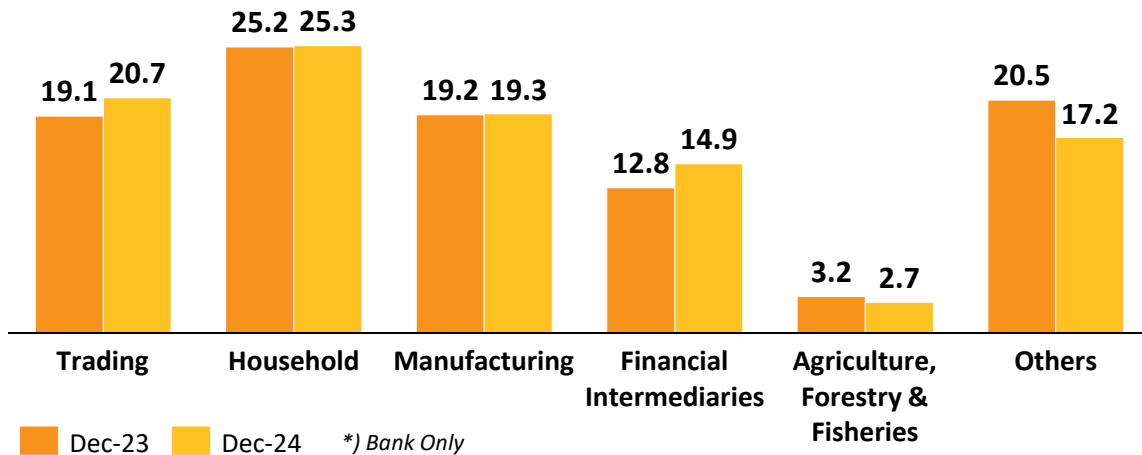
	Rp bn	Dec-23	Dec-24	YoY	Sep-24	QoQ
Wholesale Business	EB <sup>2)</sup> & FI	78,844	87,072	10%	85,261	2%
	SME	22,644	25,405	12%	24,546	3%
Consumer Business	Consumer <sup>3)</sup>	17,668	20,937	19%	20,070	4%
	Adira Finance	55,727	55,966	0%	56,642	-1%
<b>Total</b>		<b>174,882</b>	<b>189,380</b>	<b>8%</b>	<b>186,519</b>	<b>2%</b>

1) Trade finance includes marketable securities.

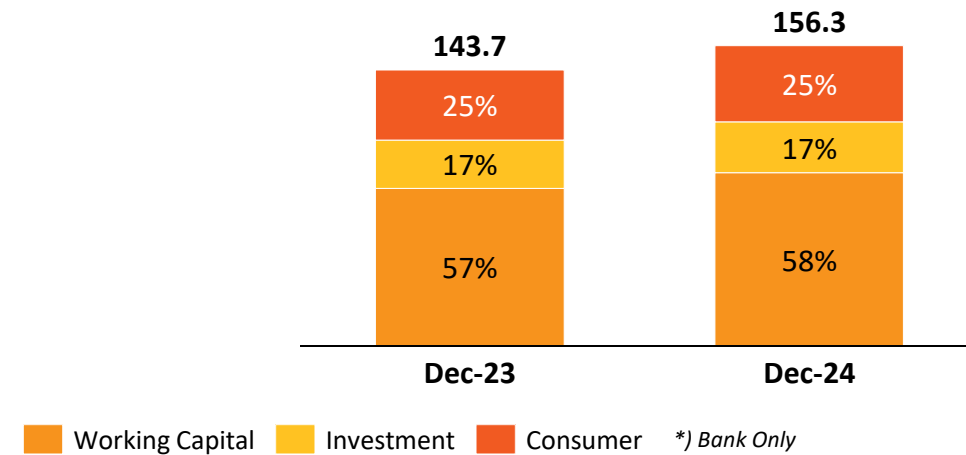
2) Enterprise Banking: Commercial and Corporate.

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

Loans by Sector (% of total loans)\*



Loans by Purpose (Rp tn)\*

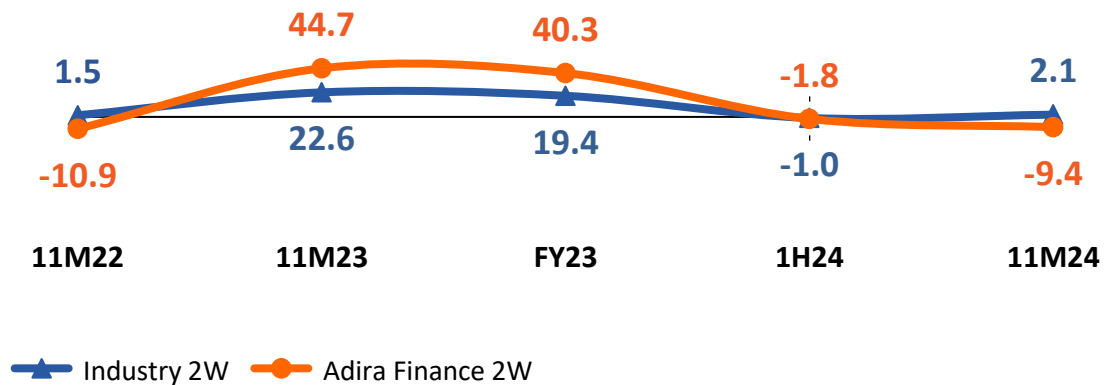




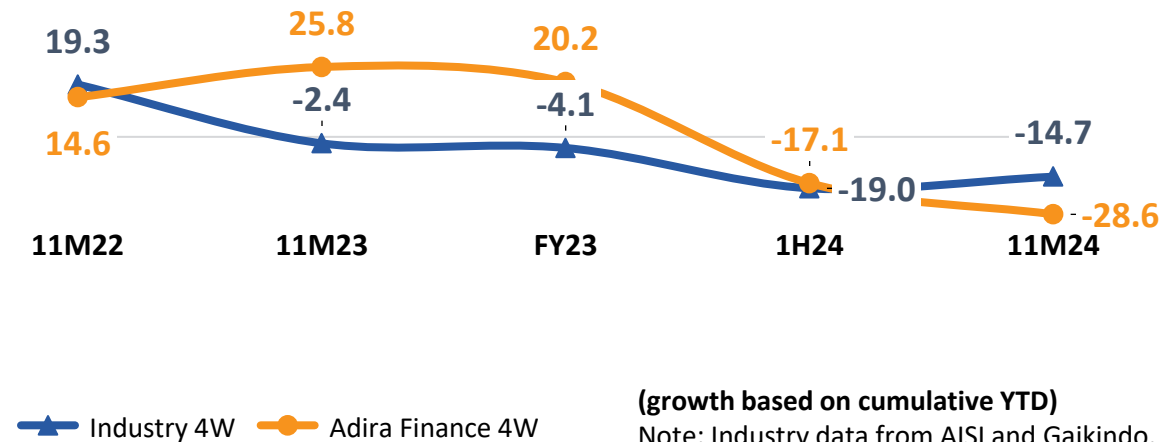
# Lower Auto Loans Offset by Growth in Non-Auto Loans

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

### 2-Wheelers (2W)

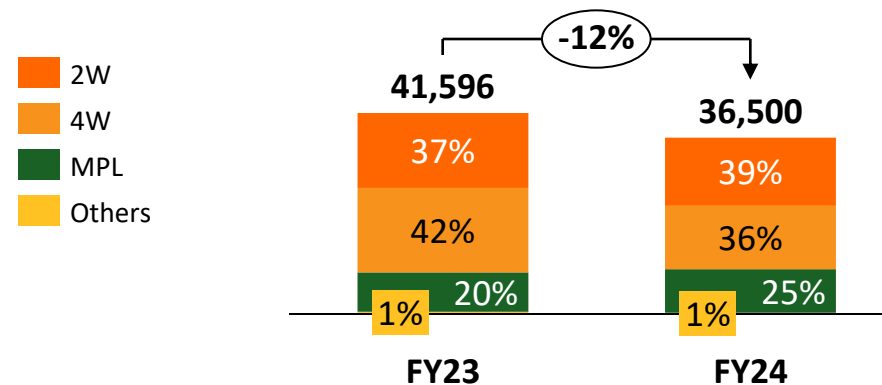


### 4-Wheelers (4W)



## New Financing Amount (Rp bn)

Lower New Financing in line with the Weakening Automotive Sector and Challenging Economic Condition



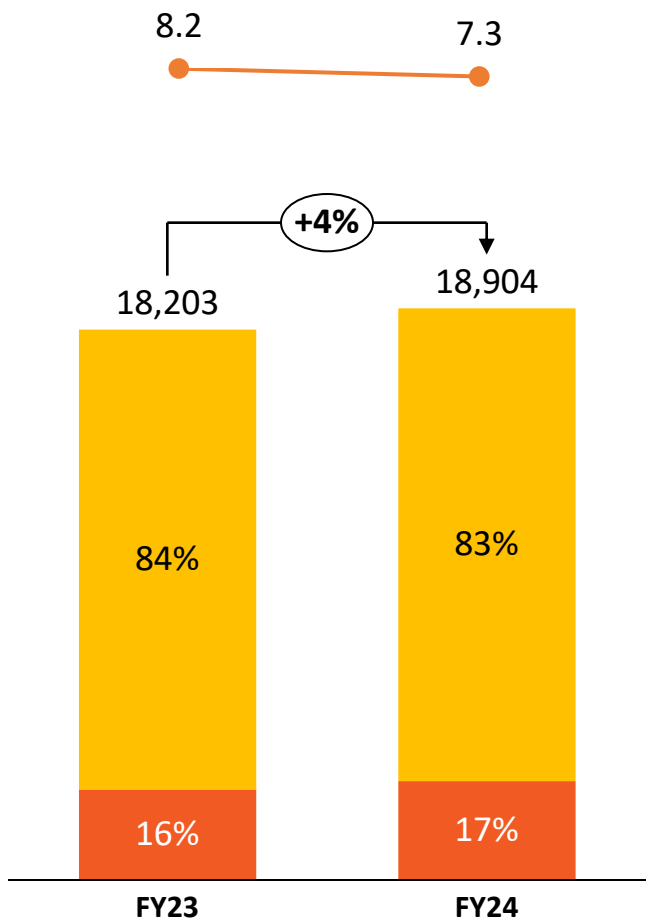
## Outstanding Loans

Rp bn	Dec-23	Dec-24	YoY	Sep-24	QoQ
2W Auto Loans	18,529	18,802	1%	18,987	-1%
4W Auto Loans	27,742	26,072	-6%	26,918	-3%
Multi-Purpose Loans (MPL)	8,739	10,396	19%	9,973	4%
Others*	717	696	-3%	765	-9%
<b>Total Loans</b>	<b>55,727</b>	<b>55,966</b>	<b>0%</b>	<b>56,642</b>	<b>-1%</b>

\*White goods, heavy equipment and others

# Operating Income Growth with Higher Portion of Non-Interest Income

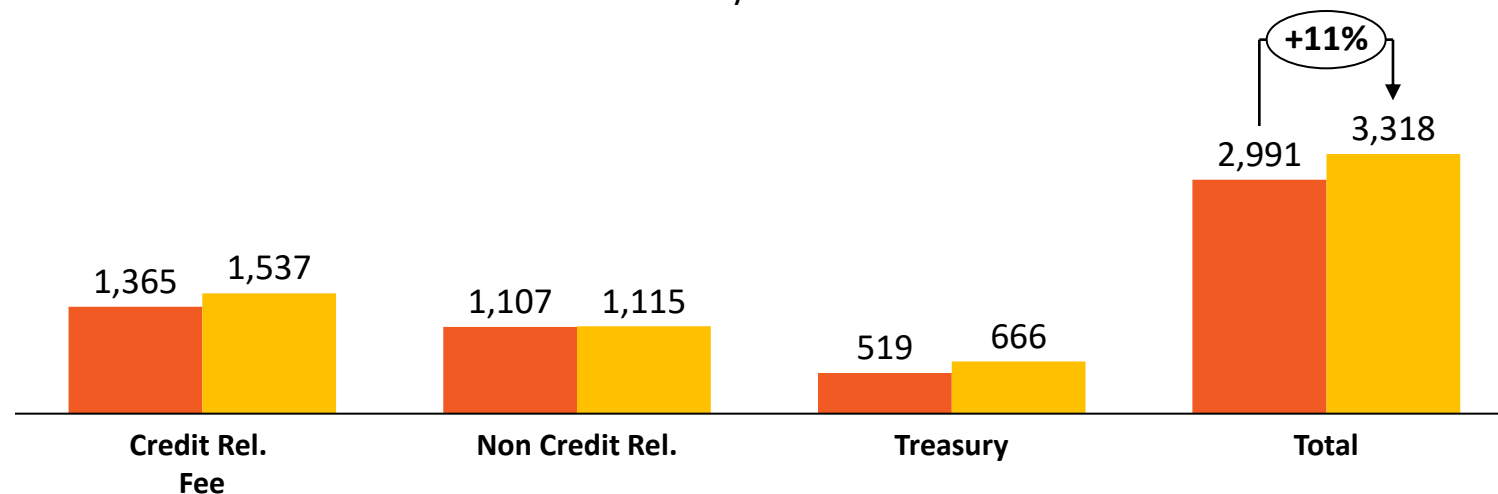
### Revenue Composition (Rp bn)



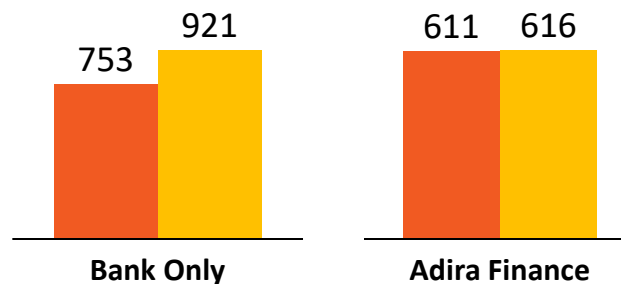
● NIM (%) ● Net Interest Income ● Non-Interest Income

### Non-Interest Income (Rp bn)

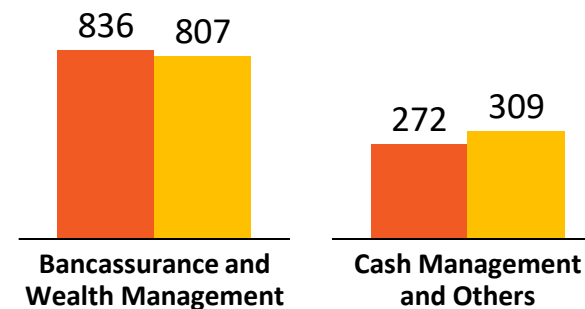
11% YoY Growth in Non-Interest Income mainly driven by Credit related Fees in line with increase in Loan Balance and Treasury related non-interest income.



### Credit Related Fee (Rp bn)



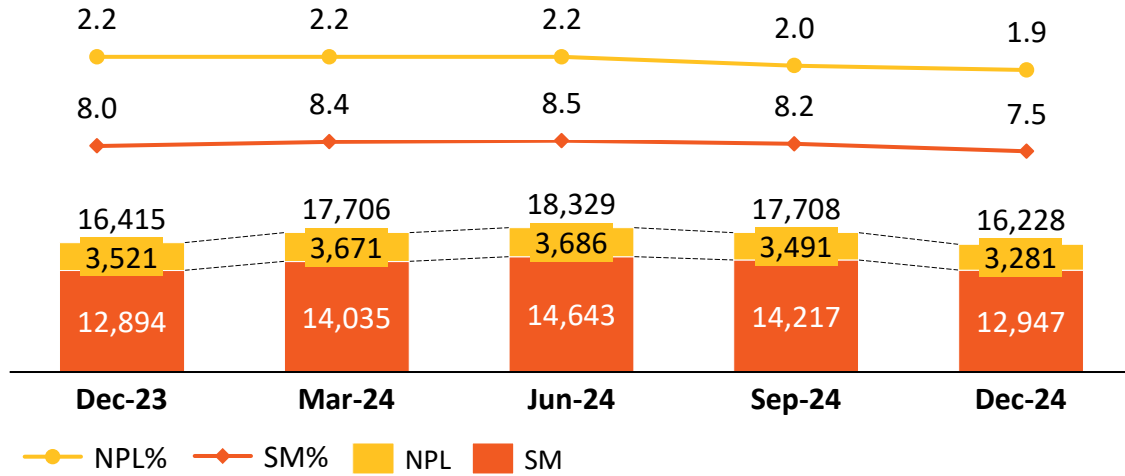
### Non-Credit Related Fee (Rp bn)



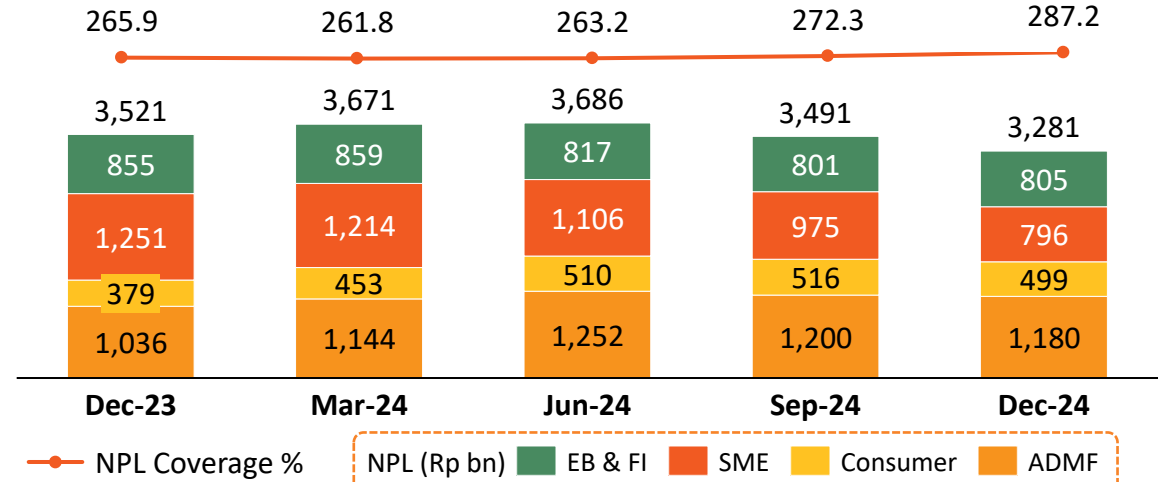
■ FY23 ■ FY24

# Prudent Asset Quality Management

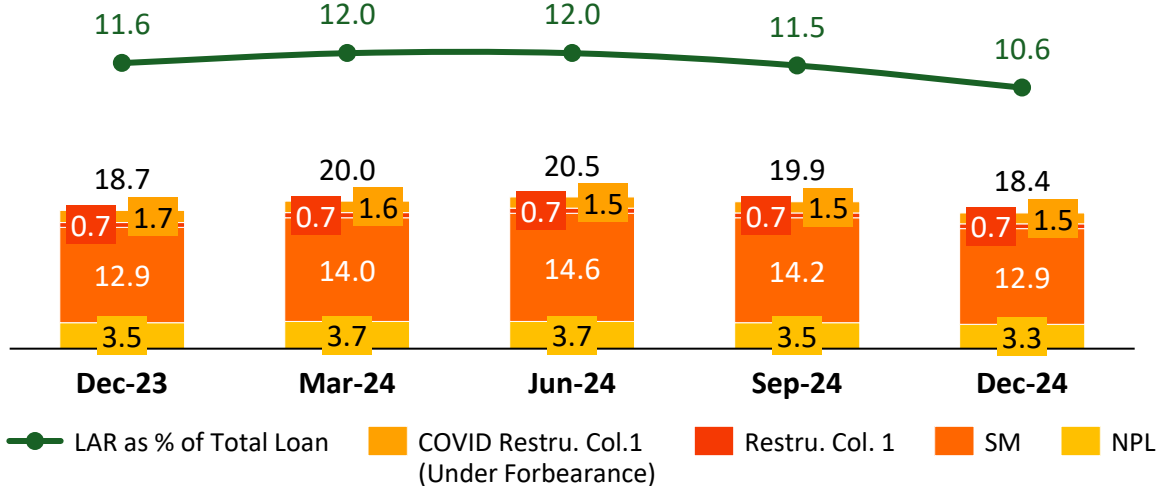
### NPL & SM: Ratio (%) & Amount (Rp bn)



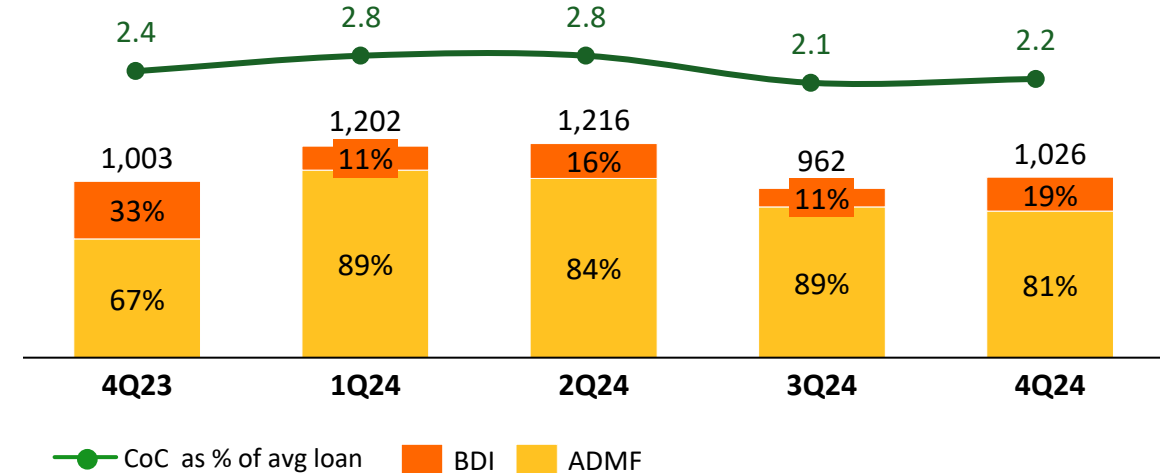
### NPL Coverage Ratio (%) & NPL Amount (Rp bn)



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



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



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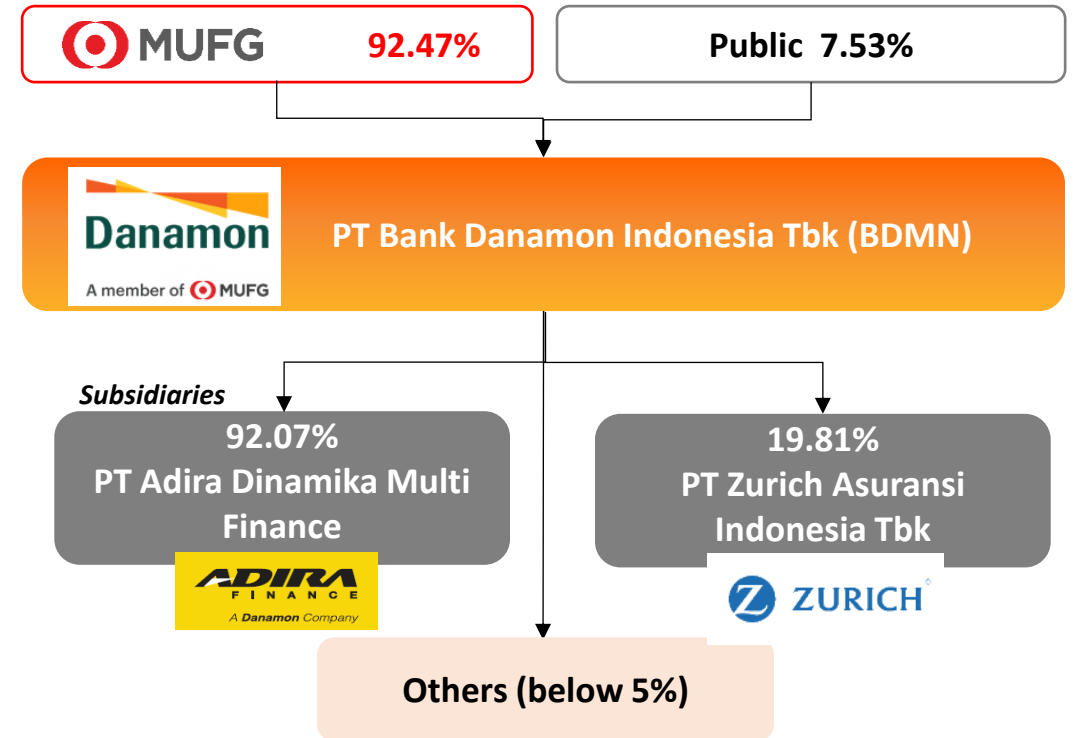
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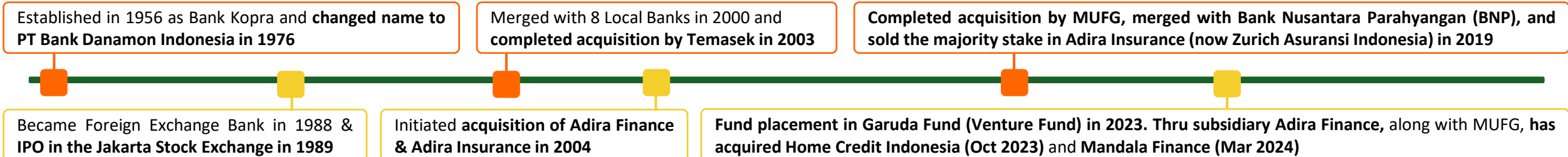


## Company Overview

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 37.8 Tn Consolidated : Rp 48.1 Tn	
Extensive Network Across Indonesia	~ 865 Total Branch Offices across Indonesia	
	Danamon : 357 Adira Finance : 508	
Resilient Resources and Talents	ATMs & CRMs : 1,043 (60,000 incl. ATM Bersama, PRIMA and ALTO Network)	
	~ 25,646 Total Employees	
	Danamon : 8,548 Adira Finance : 17,098	



## 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 FY24

1Q24

2Q24

BUSINESS COLLABORATION & PARTNERSHIP



**Automotive Ecosystem**

Official Partner of International Indonesia Motor Show (IIMS) 2024, in collaboration with Adira Finance and support from MUFG.

15-25 February 2024



**Automotive Ecosystem**

Official Partner of International Indonesia Motor Show (IIMS) Surabaya 2024, in collaboration with Adira Finance and support from MUFG.

24 May - 2 June 2024



**Danamon Syariah Travel Fair**

The program was meant to facilitate the needs of pilgrims in preparing for Hajj and Umrah, by providing various promotions and financial solutions.

21-24 March 2024



**Danamon X BPJS Ketenagakerjaan**

Acting as a Bank Persepsi, Danamon relies on Network and Service Excellence for the ease of BPJS Ketenagakerjaan Participants.

3 June 2024

SUSTAINABILITY



**Waste Management Program**

Danamon Peduli Program – provide organic waste shredding machines for 3 People’s Markets in Yogyakarta.

15 March 2024



**Library Rejuvenation**

Danamon Peduli Program – Supporting Sustainable Education through Financial Literacy, Library Rejuvenation, and Environmental initiatives at Universitas Brawijaya.

14 June 2024

CUSTOMER ENGAGEMENT



**Danamon Optimal**

The largest wedding exhibition in Indonesia, Danamon is the main sponsor for Bridestory Market 2024.

1-4 February 2024



**Danamon Privilege**

Danamon's commitment to customer-oriented banking announces 2024 Danamon Hadiah Beruntun (DHB) to strengthen its customers’ engagement with more inclusive scheme.

7 June 2024



# Highlighted Events in FY24

3Q24

4Q24

## BUSINESS COLLABORATION & PARTNERSHIP



### DXPO Jakarta & Makassar

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.

18-21 July 2024 | 22-25 August 2024



### Business Matching Fair 2024

The Business Matching Fair is an annual event designed to connect Danamon customers with MUFG customers in Asia as potential business partners. This year, Danamon focused the Business Matching Fair on the growing cosmetics industry, which is also a dynamic and promising industry sector in Indonesia.

8 November 2024

### Danamon Investment Matching Fair & Fintech in Asia Conference'24

Danamon together with MUFG and its group members, including Adira Finance, Home Credit Indonesia, and Zurich Asuransi Indonesia, organised the Danamon Investment Matching Fair & Fintech in Asia Conference 2024 to support startups in Indonesia. Through our strategic investment in MUIP Garuda Fund, a venture fund that aims to support the growth of fintech startups in Indonesia, we reiterate the importance of collaboration and the role of the startups ecosystem in driving Indonesia's digital economy.

22 October 2024



## SUSTAINABILITY



### MUFG Net Zero World (MUFG NOW)

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

4 September 2024



### CSR in Bali & Nusa Tenggara Region

As part of its CSR strategy, Danamon improves waste management, plants 800 trees, and donates a three-wheeled waste collection vehicle to support communities and the environment.

23 November 2024

## CUSTOMER ENGAGEMENT



### Danamon Golf Event

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

27 July 2024



### Danamon Privilege

Danamon conduct the first draw for **Danamon Hadiah Beruntung 2024** (1<sup>st</sup> Jun – 30<sup>th</sup> Sep), selecting 504 winners across 12 regions. The event was streamed live via Zoom.

21 October 2024



A member of  MUFG



# THANK YOU

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