



A member of  MUFG

PT Bank Danamon Indonesia Tbk

**Investor & Analyst Briefing
FY25 Financial Results**

Jakarta, 19 February 2026

*) FY2024 Result Restatement: In accordance with PSAK 338 implementation, the merger between Mandala Finance (MFIN) and Adira Finance (ADMF) on Oct. 1, 2025 was a Business Combination Under Common Control (BCUCC). Therefore, the FY2024 Result is restated as if the merger has occurred since MFIN under common control of MUFG Group (i.e., pooling of interest method) and consolidated under Adira Finance. There is no economic benefit change due to this restatement.



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(excluding Mandala Finance)

Financial Highlights

(As per Consolidated Financial Statement)

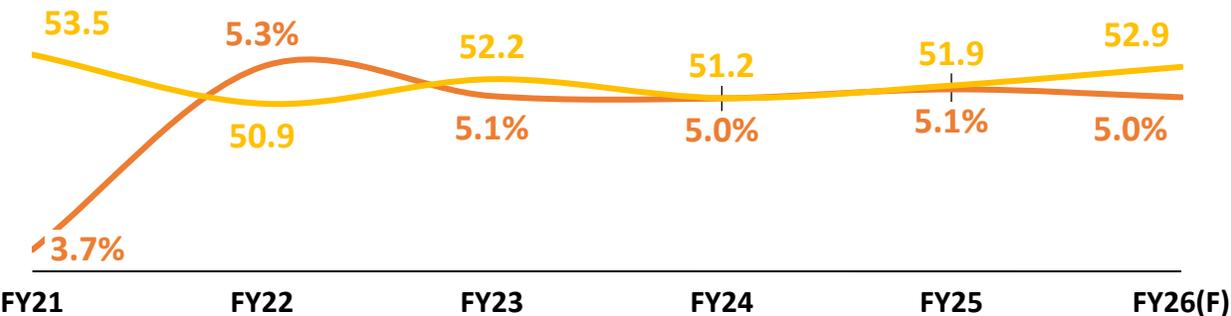
Appendix

Macroeconomy

GDP grew 5.1% in 2025, driven by Investment and Net Exports. Projected to remain at 5% as Consumption regains momentum.

Real GDP Growth and Purchasing Manager's Index (PMI)

— Real GDP — PMI S&P

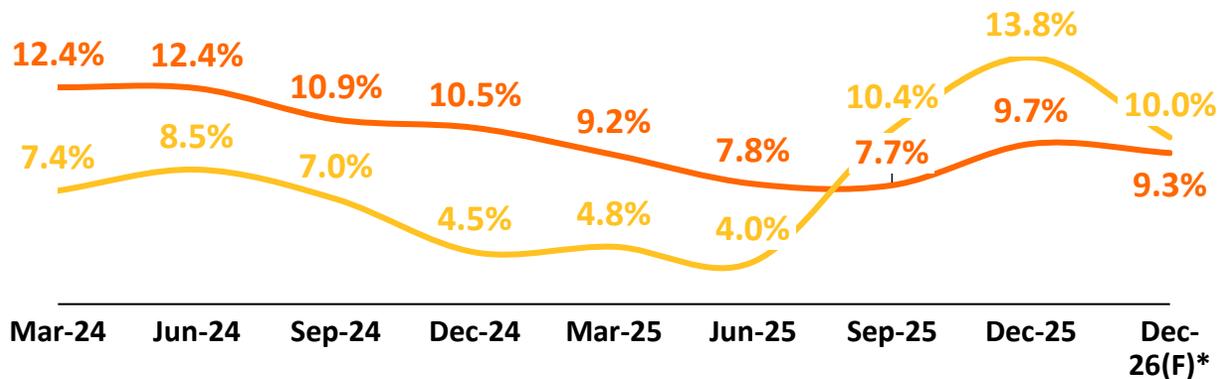


Banking

Higher Funding growth in 4Q25 but expected to ease in 2026 amid lower BI Rate, while Lending to remain at ~9%.

Industry¹ Lending and Funding Growth (% YoY)

— Lending — Funding



¹) Industry: Commercial Banks Source: CEIC

*) Real GDP Growth 4Q26; US Rate and BI Rate Dec-26; Lending, Funding, NIM Dec-26; 2W and 4W FY26 are Danamon projection

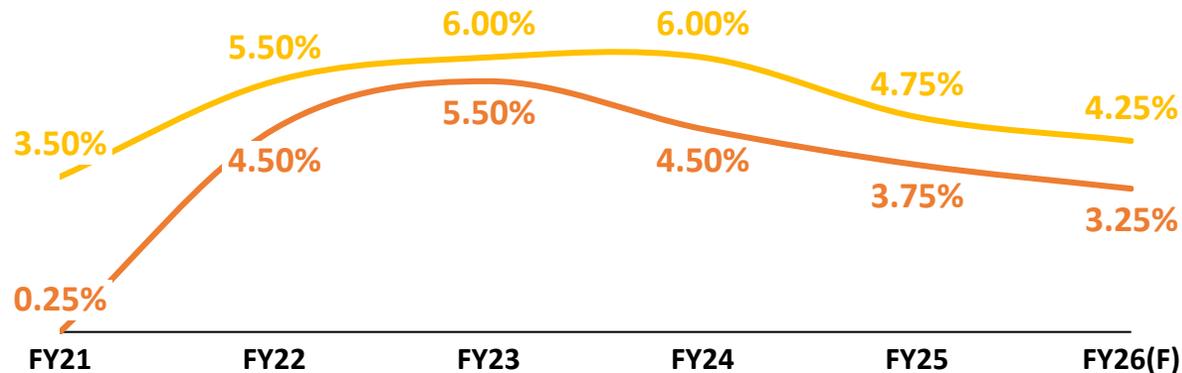
Macroeconomic and Industry Update

Macroeconomy

Rupiah stability and a potential decline in Fed Rate open the room for BI to support domestic growth.

Fed Rate and BI Rate (%)

— US Rate — BI Rate

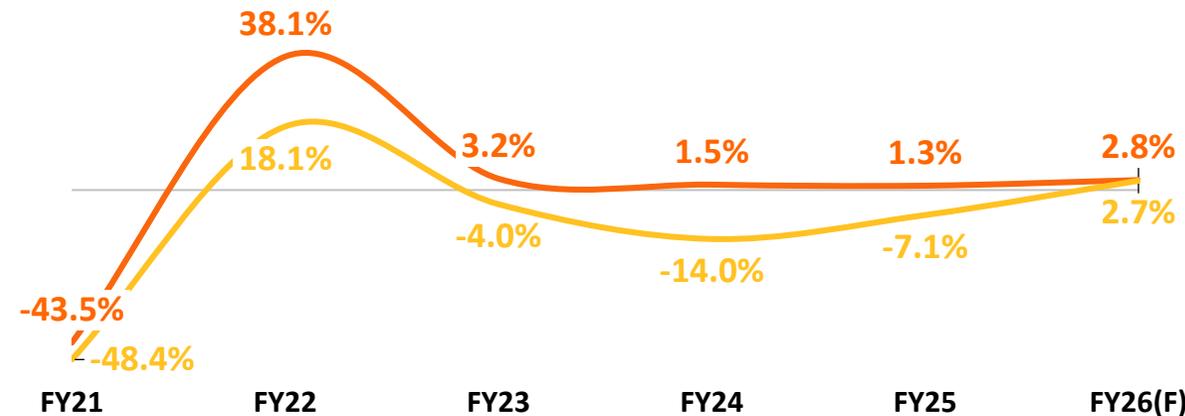


Multifinance

4W sales to rebound in 2026 from lower interest rates and improving economic activity; 2W growth to remain moderate.

Vehicle Wholesale Growth (% YoY)

— 2W — 4W



Source: CEIC

Danamon Strategic Overview: FY25 Results

Profitability driven by asset growth, better credit quality, and improved risk-adjusted margin

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

Lending¹

Excl. MFIN

▲ 9% YoY

▲ 9% YoY*

¹Loan Portfolio and Trade Finance including Marketable Securities

Funding²

▲ 16% YoY

▲ 16% YoY*

²Total CASA and Time Deposits

NPAT

▲ 21% YoY

▲ 14% YoY*

Highlighted Metrics (YoY change*)

Granular Funding **Rp97.3 Tn** ▲ 4%

Risk-adjusted NIM **5.5%** ▲ 0.3 p.p

Pre-Provision Operating profit (PPOP) **Rp9.6 Tn** ▲ 4%

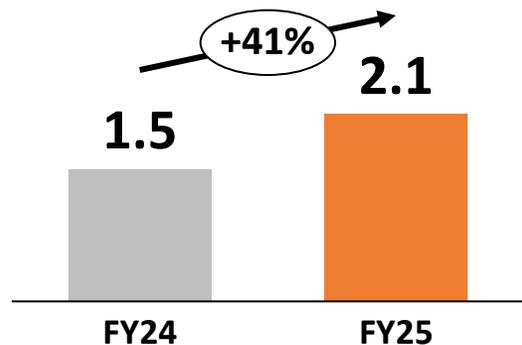
NPL Coverage Ratio **280.7%** ▼ 6.0% p.p

*) See note on cover page concerning FY24 Result Restatement

A STRATEGIC THEMES

Automotive Ecosystem

Auto Retail Financing Synergy (KPM Prima, IDR Tn)



Key initiatives to deepen auto ecosystem:

1. Indonesia International Motor Show (IIMS) sponsorship (>600k visitors)
2. Customer gathering events in branches
3. Special programs on Danamon's 69th anniversary

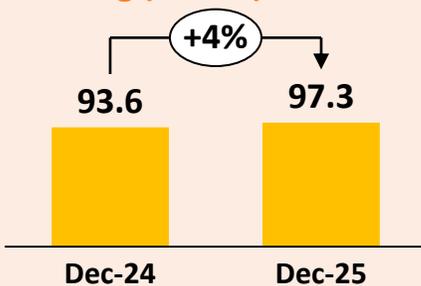


Accelerate the Ecosystem development across Region NEW

Centralized development in **distinctive ecosystems**, i.e. **Automotive, Education**

Empowering Regions to cultivate unique ecosystems within their areas, i.e., Retailers, F&Bs, Local Communities & Foundations

Cons & SME Granular Funding (IDR Tn)



Sponsoring Community Events and Branding in Local Businesses



Education Ecosystem

of Institutions

>120 institutions

of Account

from Institutions, Parents & Partners

27% YoY

Funding

from Institutions, Parents & Partners

26% YoY

Ongoing Strategic Collaboration:



“Partnering with Manulife Indonesia to develop **Prasmul EduWealth – Premium Education Saving Plan** a bundled saving account with life insurance for Prasetiya Mulya University.”

Hajj and Umrah Ecosystem

of Travel Companies

31% YoY

of Account

from Pilgrims, Travels, BPKH

43% YoY

Funding

from Pilgrims, Travels, BPKH, Association

6% YoY

Highlighted activities to strengthen Hajj and Umrah proposition:

1. **Manasik events across multiple travel partners** to deepen engagement within the Hajj ecosystem
2. **Travel association events & Hajj Umrah travel fair** to provide financial solutions to pilgrims

B FOUNDATION FOR FINANCIAL GROUP

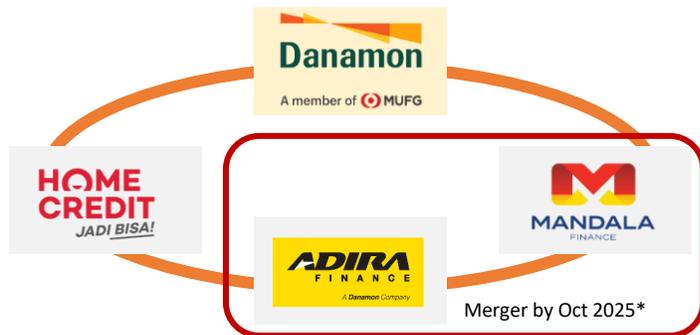
Financial Conglomeration (FC)

[July 2025]

Danamon received approval from OJK as the Operational Financial Holding Company (FHC) of MUFG FC in Indonesia

Operating FHC

FC Members



Venture Funds supporting Indonesian Digital Ecosystem

Venture Fund	MUIP Garuda Fund	Japan Thematic Fund NEW
Established	2023	2025
Size	USD 100mn	Up to USD 100mn
General Partners	MUFG MUFG Innovation Partners	Living Lab Ventures SPIRAL VENTURES
Investment Sector	Digital startups that support sustainable development of financial & related sectors; USD 26Mn to 5 tech startups	Japan/Indonesia cross border startups in sectors like smart city development, digital health, education, etc.

Adira Finance & Mandala Finance Merger

Legal Day 1 completed on 1 October 2025



Stronger, Integrated Financial Group

Expand and Deepen Adira Finance's nation-wide coverage (>850 branches and satellites across islands)

Merger-driven value creation



Expand market reach

Enhance service excellence

Drive cost efficiency

Group Collaboration Events across Regions



80+ co-events throughout the year 2025 including IIMS, Jak Japan Matsuri, and various regional-focused events across Indonesia



Continuous Investment in Foundation Building

C CORE BUSINESS & FOUNDATION BUILDING

D-Bank PRO – Improving Customer Journey and Experience



New Features in 2025

- Unify onboarding journey
- 24/7 FX Transaction
- QRIS Cross Border
- Initiate cash transactions to branch
- 360 Portfolio Dashboard

Next in 2026 **NEW**

- Unify onboarding for group members & strategic partners
- New payment features
- D-Bank Pro for SME



Gen AI – Accelerating the New Tech Adoption

2025: Gen AI to improve op. efficiency and service quality

Product knowledge to RMs in branches

Response to operational guideline and policies inquiry

Support Contact Center agents to answers customers' inquiry

+ Build internal culture, capabilities, and AI governance

Ongoing 2026 new development **NEW**

1. Integrate AI with CRM system & Data Lakehouse
2. Implement credit related use cases
3. Widen use case across business lines



Danamon Cash Connect – Deepening User Penetration



New Features in 2025

- Expanded cross-border transfers (12 currencies)
- Supply-chain invoice collection
- Bank Guarantee-based trx limits

Next in 2026 **NEW**

- Standardized DCC eStatements
- Broader biller coverage
- Host-to-Host features enhancement



DCC Roadshow in Jakarta, Bandung, and Medan, engaging >550 customers to improve engagement

Branch Network – Strengthening Regional Centricity



Continuously invest in new branch concept

27 Branches Transformed in 2025



Conduct Community Events across Regions

236 Events in 2025

e.g. Morning Ride with Car Community in Batam, in collaboration with Zurich



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(Excluding Mandala Finance)

Financial Highlights

(As per Consolidated Financial Statement)

Appendix

Balance Sheet & Income Statement Excluding Impact from Mandala Finance

Balance Sheet In Rp bn	Dec-24	Dec-25	YoY	Income Statement In Rp bn	FY24	FY25	YoY
Total Assets	242,335	273,616	13%	Net Interest Income	15,587	15,814	1%
Total Lending ¹⁾	189,380	206,879	9%	Non Interest Income	3,318	3,657	10%
Government Bonds	18,699	21,379	14%	Operating Income	18,904	19,471	3%
Total Funding	170,813	196,240	15%	Operating Expenses	(10,565)	(10,832)	3%
CASA	63,840	75,182	18%	PPOP	8,339	8,639	4%
Time Deposits	89,385	101,689	14%	Cost of Credit	(4,405)	(3,631)	-18%
Borrowings and LT. Funding	17,589	19,368	10%	Operating Profit	3,934	5,009	27%
Equity	51,068	57,784	13%	NPAT	3,179	3,853	21%

1) Loan Portfolio and Trade Finance including marketable securities

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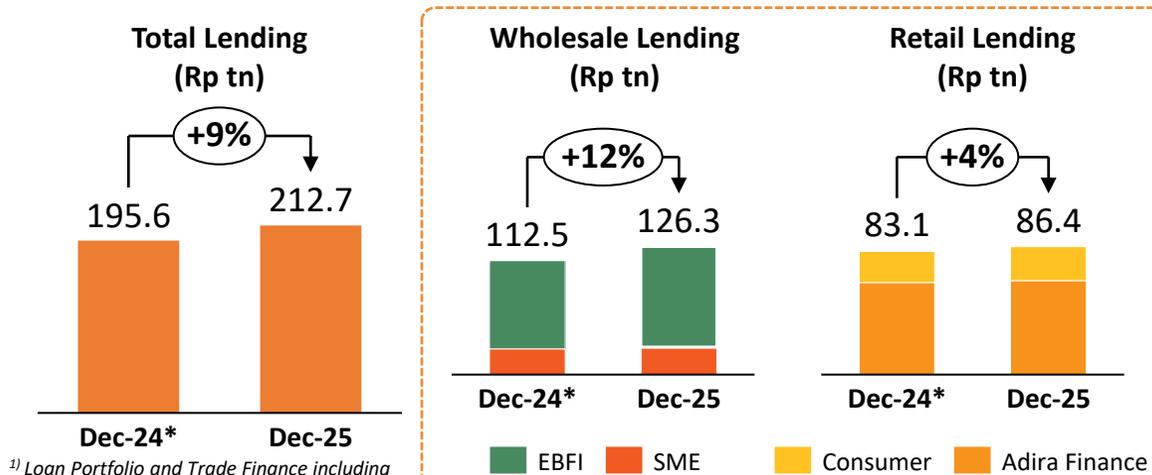
Financial Highlights (excluding Mandala Finance)

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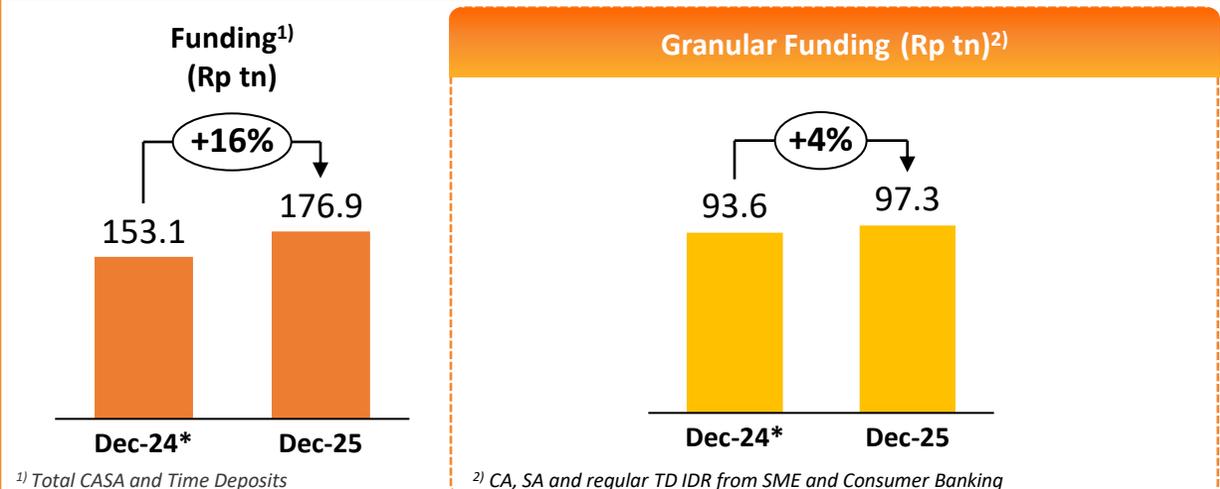
Elevating Returns Thru Strong Funding and Prudent Lending

Sustainable Lending¹⁾ Growth



¹⁾ Loan Portfolio and Trade Finance including Marketable Securities

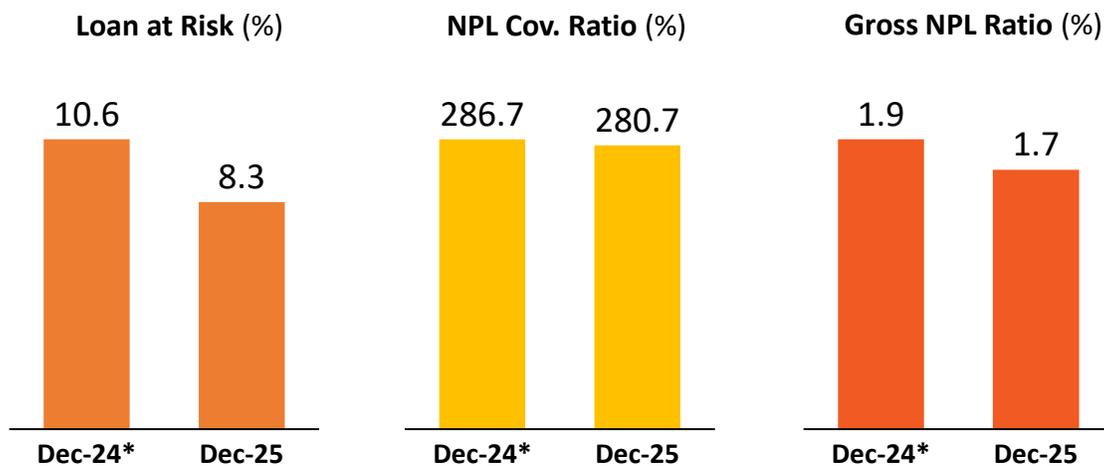
Ample Liquidity & Funding Growth



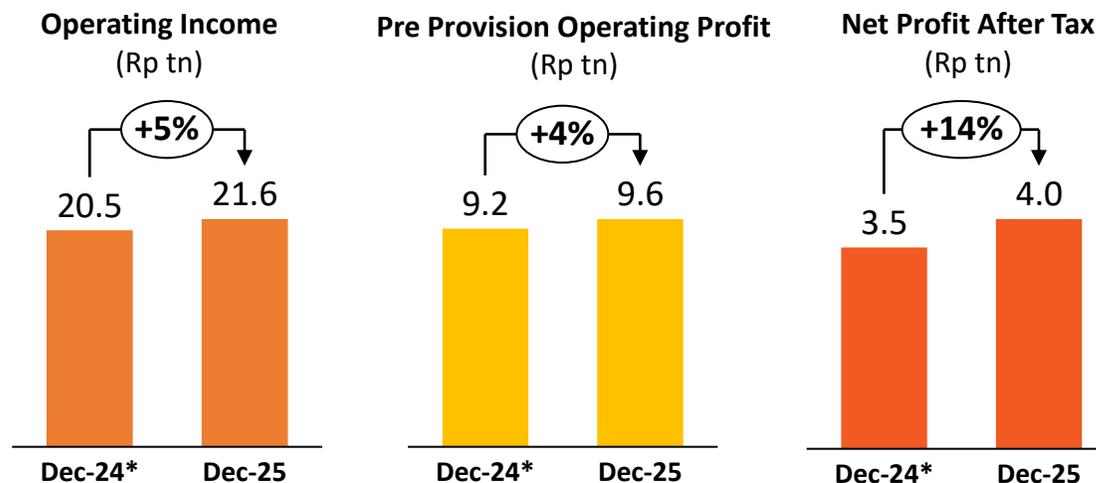
¹⁾ Total CASA and Time Deposits

²⁾ CA, SA and regular TD IDR from SME and Consumer Banking

Healthy Asset Quality



Improved Profitability



*See note on cover page concerning FY24 Result Restatement

CASA and TD Growth of 18% and 14%, respectively, Fueled Robust Asset Growth

In Rp bn	Dec-24*	Dec-25	YoY	Mar-25	Jun-25	Sep-25	Dec-25	QoQ
Total Assets	247,967	275,714	11%	250,795	251,548	259,510	275,714	6%
Total Lending ¹⁾	195,625	212,697	9%	192,669	195,684	196,196	212,697	8%
Government Bonds	18,699	21,379	14%	19,788	17,440	17,534	21,379	22%
Total Funding	173,031	196,240	13%	168,619	176,622	187,333	196,240	5%
CASA	63,738	75,182	18%	64,287	69,856	69,076	75,182	9%
Time Deposits	89,385	101,689	14%	87,382	90,229	101,269	101,689	0%
Borrowings and LT. Funding	19,909	19,368	-3%	16,949	16,537	16,987	19,368	14%
Equity	54,819	58,012	6%	50,748	51,903	53,147	58,012	9%

*) See note on cover page concerning FY24 Result Restatement

1) Loan Portfolio and Trade Finance including marketable securities

NPAT Growth of 14% Supported by Improved Operating Income and Asset Quality

In Rp bn	FY24*	FY25	YoY	1Q25	2Q25	3Q25	4Q25 ¹⁾	QoQ
Net Interest Income	17,138	17,896	4%	3,856	3,885	3,933	6,221	58%
Non Interest Income	3,376	3,682	9%	815	836	1,061	971	-8%
Operating Income	20,514	21,578	5%	4,671	4,721	4,993	7,193	44%
Operating Expenses	(11,268)	(11,931)	6%	(2,630)	(2,655)	(2,670)	(3,975)	49%
PPOP	9,246	9,647	4%	2,040	2,066	2,324	3,217	38%
Cost of Credit	(4,769)	(4,294)	-10%	(1,066)	(955)	(746)	(1,527)	105%
Operating Profit	4,477	5,354	20%	974	1,111	1,578	1,690	7%
NPAT	3,483	3,971	14%	757	877	1,198	1,139	-5%

*) See note on cover page concerning FY24 Result Restatement

1) The impact of restatement of Mandala Finance business for FY25 is reflected in 4Q25

Increase in Loan at Risk Coverage by 560bps Despite Lower CoC

In %	FY24*	FY25	YoY	1Q25	2Q25	3Q25	4Q25 ¹⁾	QoQ
NIM	7.8	7.7	-0.1	7.1	6.9	6.8	9.9	3.1
CoC	2.6	2.2	-0.4	2.3	2.0	1.6	3.0	1.4
Risk-adjusted NIM	5.2	5.5	0.3	4.8	4.9	5.2	6.9	1.7
Cost to Income	54.9	55.3	0.4	56.3	56.2	53.5	55.3	1.8
CASA Ratio	41.6	42.5	0.9	42.4	43.6	40.6	42.5	1.9
RIM	97.5	96.9	-0.6	101.8	98.7	94.1	96.9	2.8
NPL Gross	1.9	1.7	-0.2	1.9	1.8	1.8	1.7	-0.1
Loan Loss Coverage (LLC)	286.7	280.7	-6.0	283.3	279.2	274.9	280.7	5.8
Loan at Risk Coverage incl. COVID ²⁾	49.3	54.9	5.6	50.3	52.0	55.1	54.9	-0.2
ROAA	1.5	1.6	0.1	1.2	1.4	1.9	1.7	-0.2
ROAE	7.7	8.3	0.6	6.5	7.5	9.9	9.1	-0.8
CAR	27.1	25.4	-1.7	25.2	25.9	26.6	25.4	-1.2

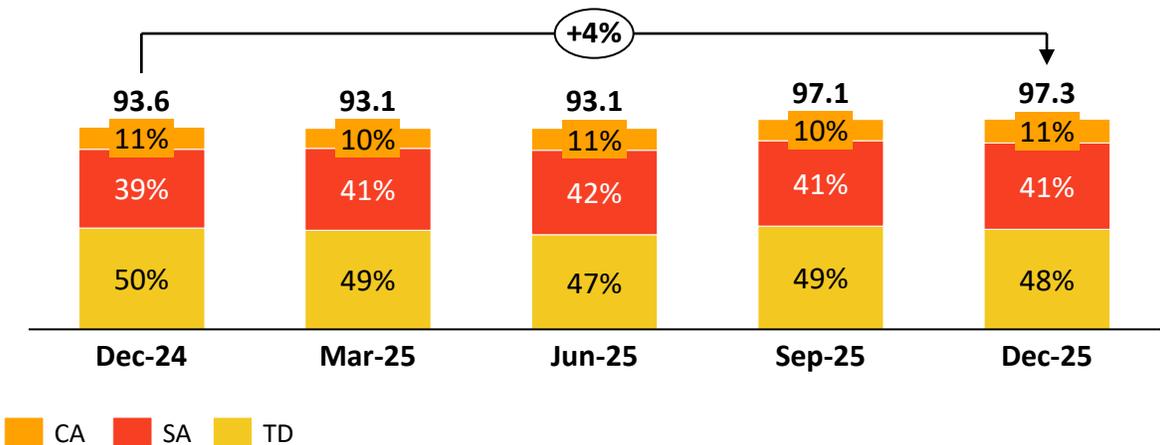
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1) The impact of restatement of Mandala Finance business for FY25 is reflected in 4Q25.

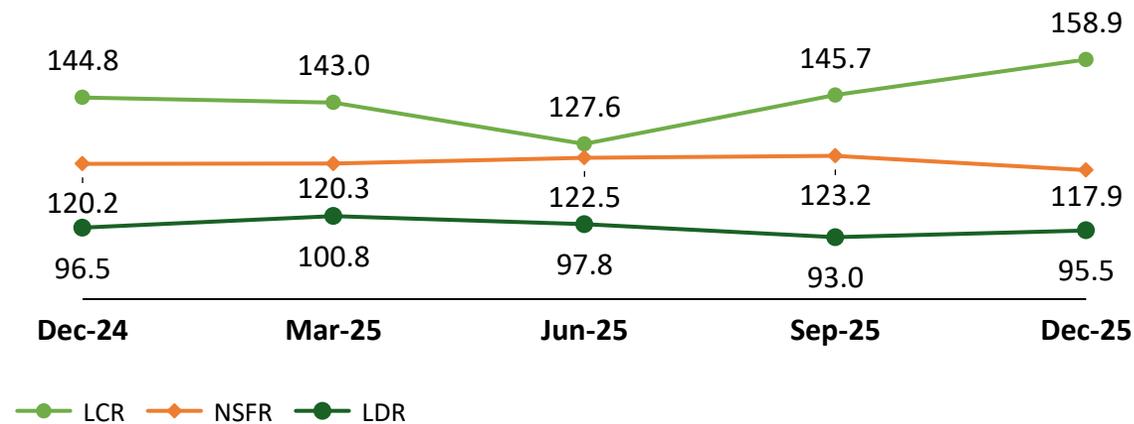
2) NPL + SM + Restructured Loan Coll. 1 including COVID Restructured Loans (Under Forbearance)

Strong Capital and Liquidity to Support Business Growth

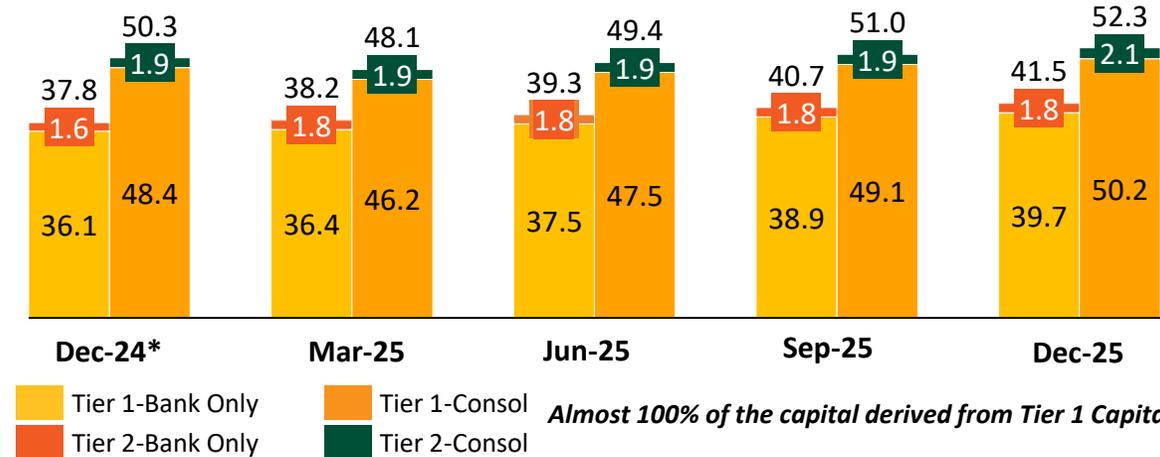
Granular Funding¹⁾ (Rp tn)



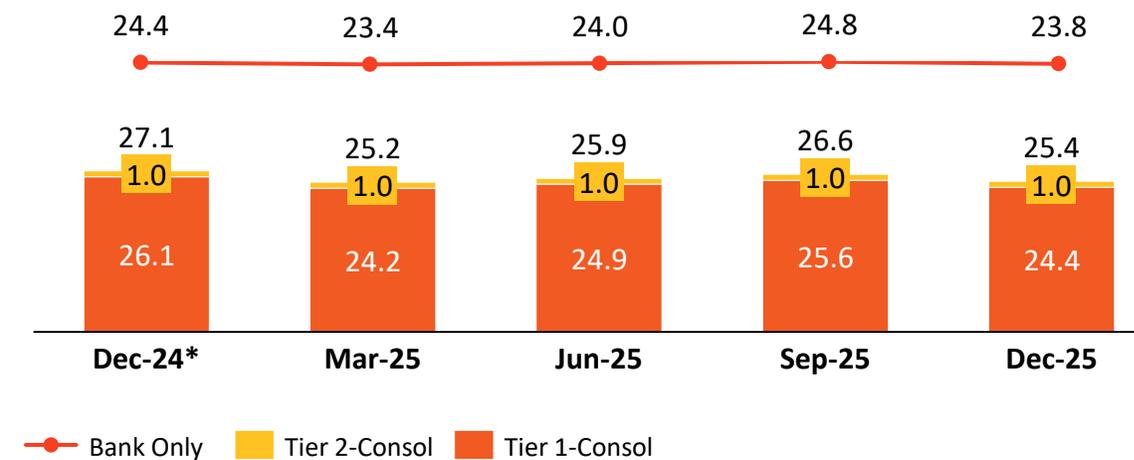
LCR, NSFR & LDR (%)



Tier 1 and Tier 2 Consolidated Capital (Rp tn)



Capital Adequacy Ratio (%)



*) See note on cover page concerning FY24 Result Restatement

Loan Growth in All 4 Business Engines

Lending Growth¹⁾ (Rp bn)

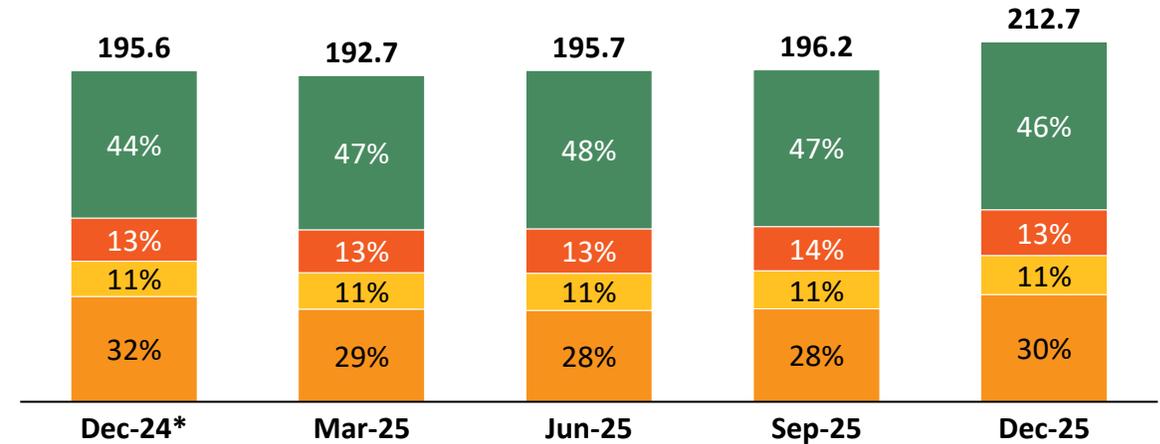
	Rp bn	Dec-24*	Sep-25	Dec-25	QoQ	YoY
Wholesale Lending	EB ²⁾ & FI	87,072	92,771	99,278	7%	14%
	SME	25,405	26,004	27,056	4%	7%
Retail Lending	Consumer ³⁾	20,937	22,520	22,956	2%	10%
	Adira Finance	62,211	54,901	63,406	15%	2%
Total		195,625	196,196	212,697	8%	9%

1) Loan Portfolio and Trade finance includes marketable securities

2) Enterprise Banking: Commercial and Corporate

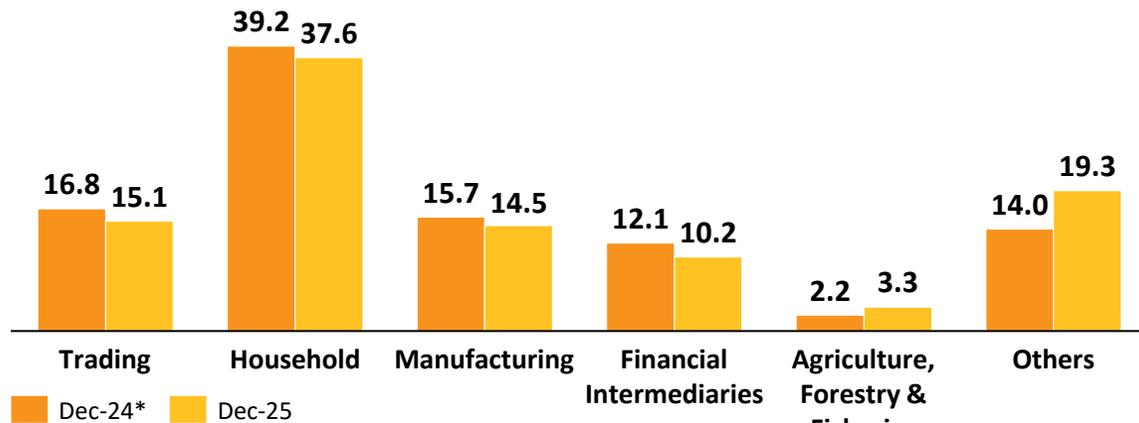
3) Consumer: Mortgage, Unsecured Personal Loan, Credit Card, and Others

Lending Composition¹⁾ (Rp tn)



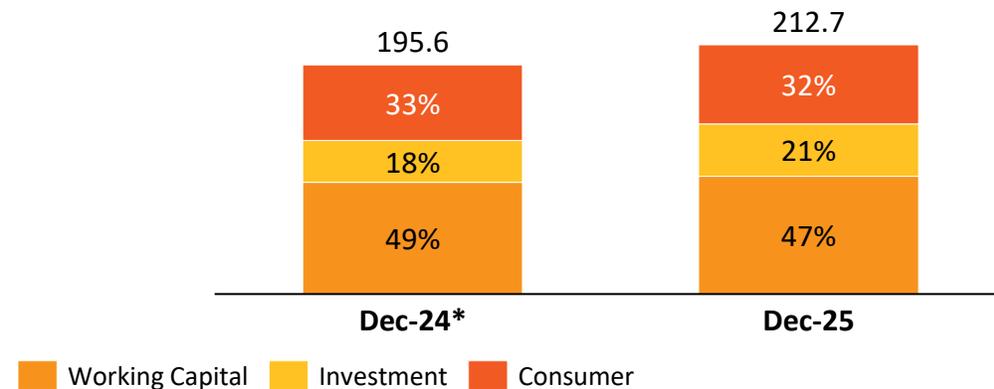
1) Loan Portfolio & Trade finance includes marketable securities

Lending by Sector (% of total loans)¹⁾



1) Exclude TFMS; Consumer Financing and Lease Receivable are included as part of the Household sector

Lending by Purpose (Rp tn)¹⁾

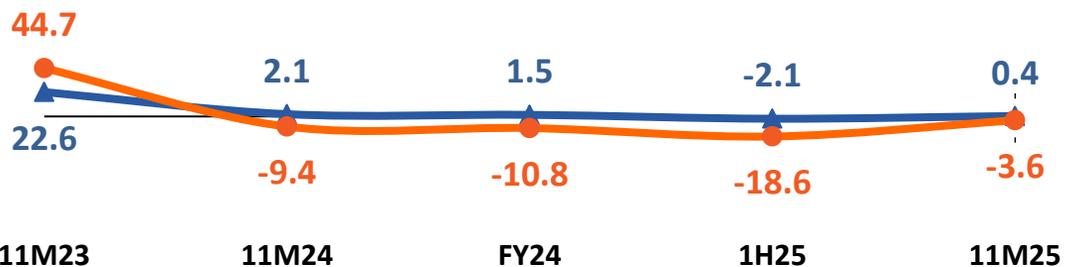


1) Consumer Financing and Lease Receivable are included as part of the Consumer loan.

*) See note on cover page concerning FY24 Result Restatement

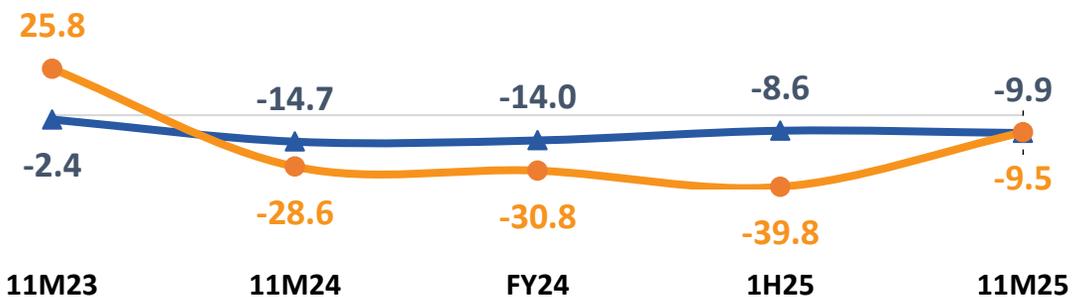
Adira's Units New Loans Growth vs. Industry (% YoY)

2-Wheelers (2W)



Industry 2W Adira Finance 2W

4-Wheelers (4W)



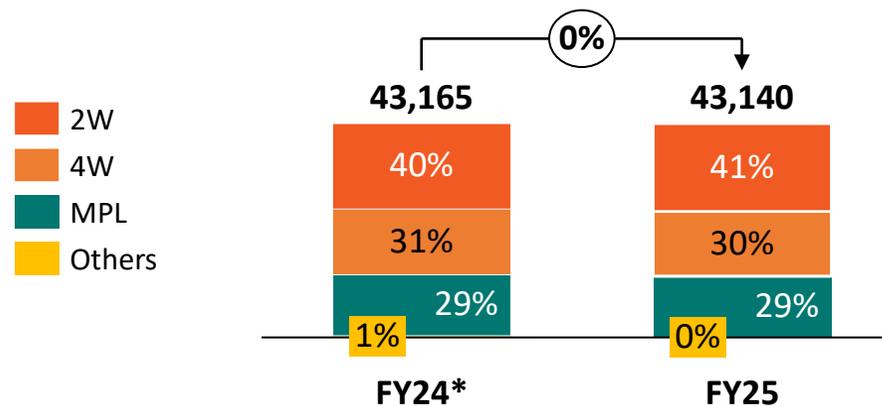
Industry 4W Adira Finance 4W

(Growth based on cumulative YTD)
Note: Industry data from AISI and Gaikindo

*) See note on cover page concerning FY24 Result Restatement

Prudence in Adira's New Loans Disbursement

Adira's New Loans Amount (Rp bn)



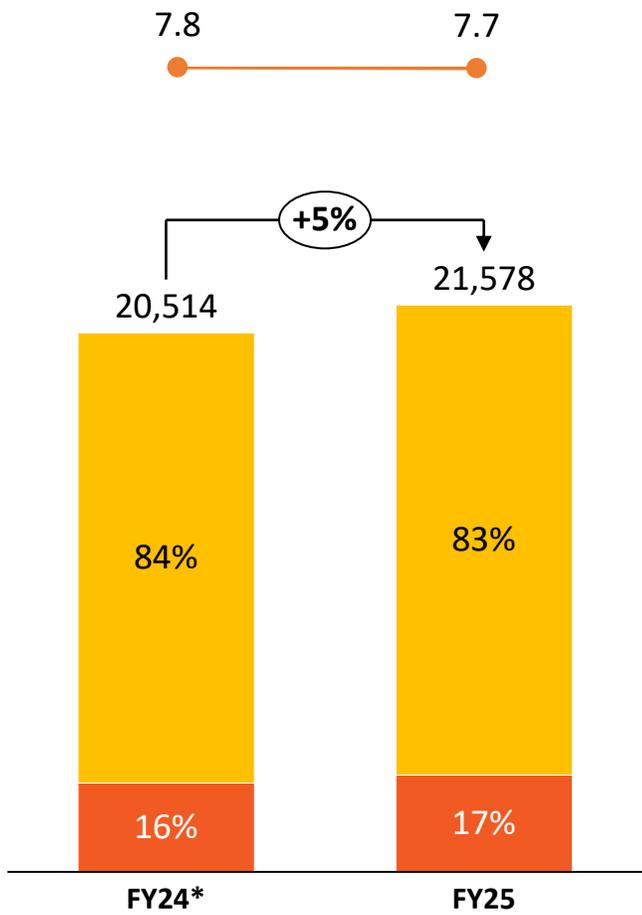
Adira's Outstanding Loans

Rp bn	Dec-24*	Sep-25	Dec-25	QoQ	YoY
2W Auto Loans	22,411	19,065	23,307	22%	4%
4W Auto Loans	26,157	24,173	25,721	6%	-2%
Multi-Purpose Loans (MPL)	12,926	11,082	13,562	22%	5%
Others ¹⁾	718	580	816	41%	14%
Total Loans	62,211	54,901	63,406	15%	2%

1) White goods, heavy equipment and others

Non-Interest Income Growth Resulted in Higher Operating Income

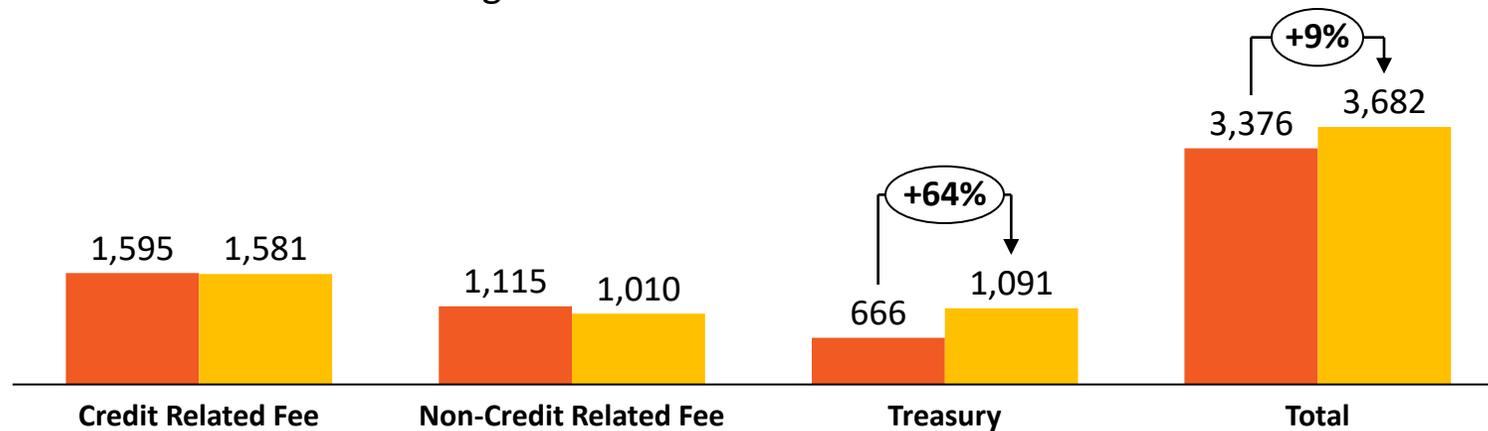
Operating Income (Rp bn)



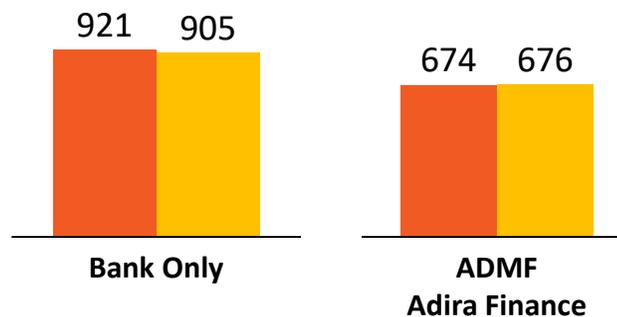
● NIM (%) ● Net Interest Income ● Non-Interest Income

Non-Interest Income (Rp bn)

Significant Growth in Treasury Income driving the Increase of Non-Interest Income

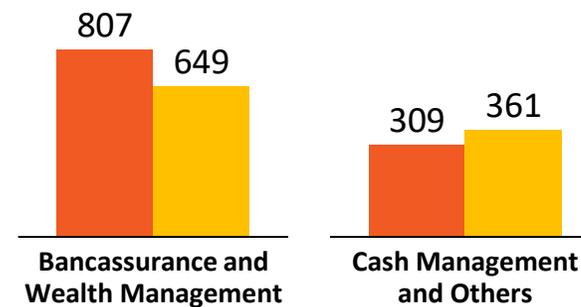


Credit Related Fee (Rp bn)



● FY24* ● FY25

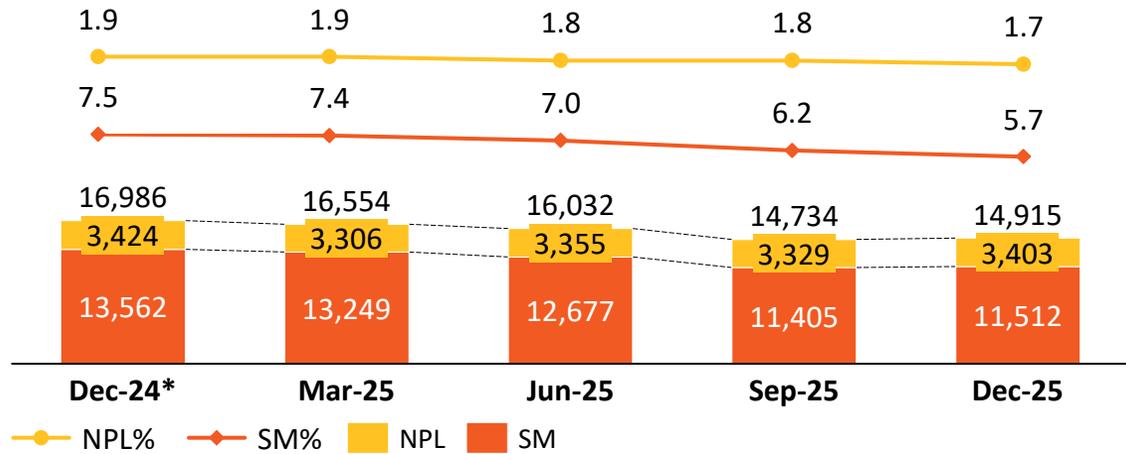
Non-Credit Related Fee (Rp bn)



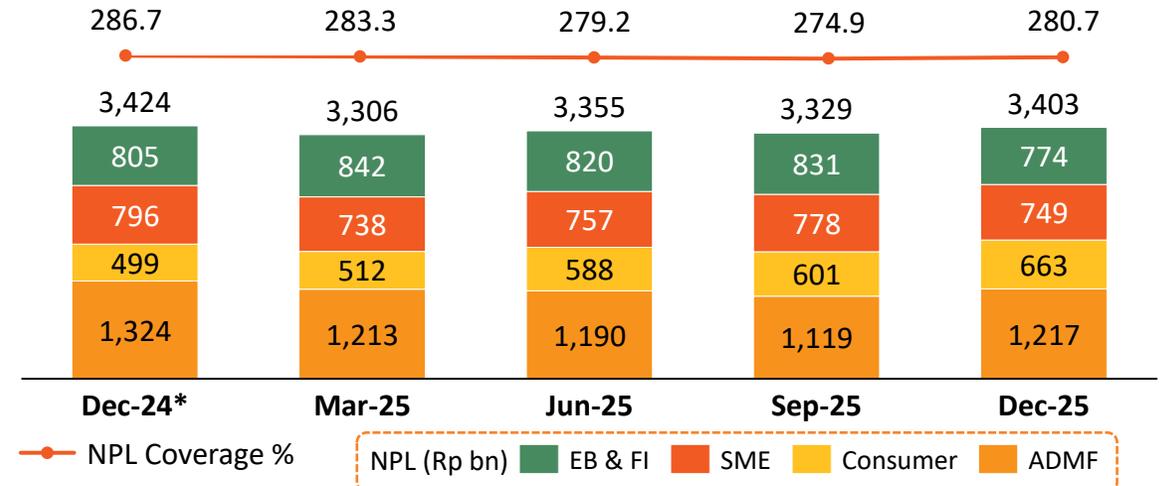
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Consistent Improvement in NPL and SM Ratios

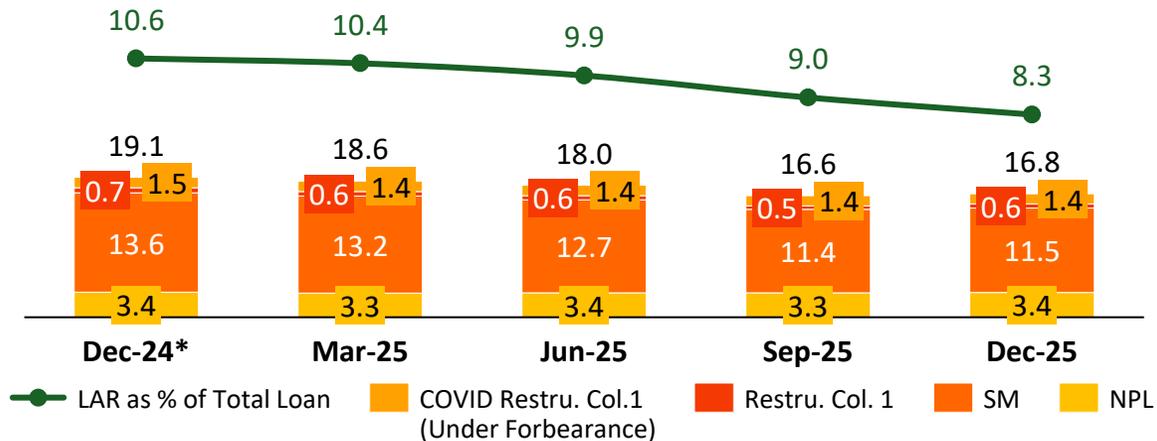
NPL & SM: Ratio (%) & Amount (Rp bn)



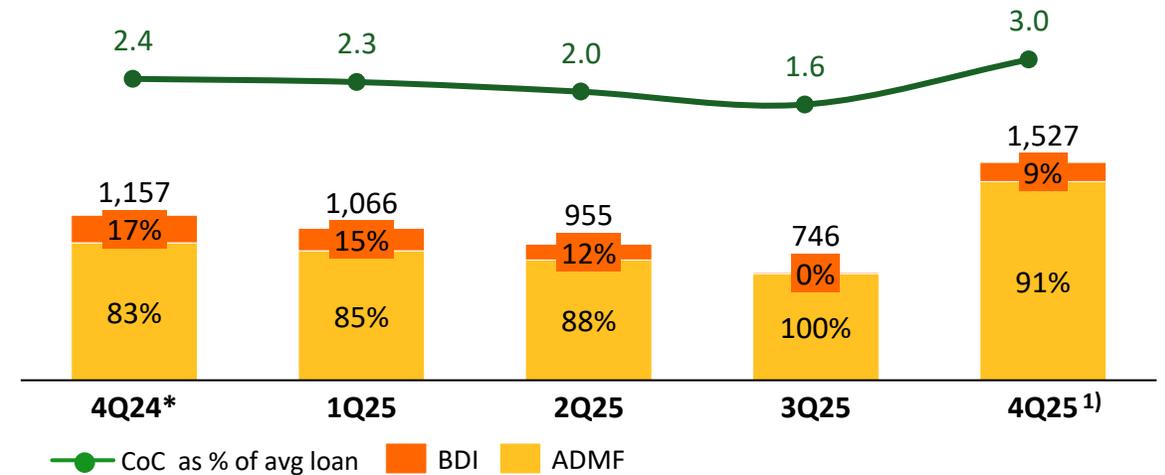
NPL Coverage Ratio (%) & NPL Amount (Rp bn)



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



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



1) The impact of restatement of MFIN business for FY25 is reflected in 4Q25

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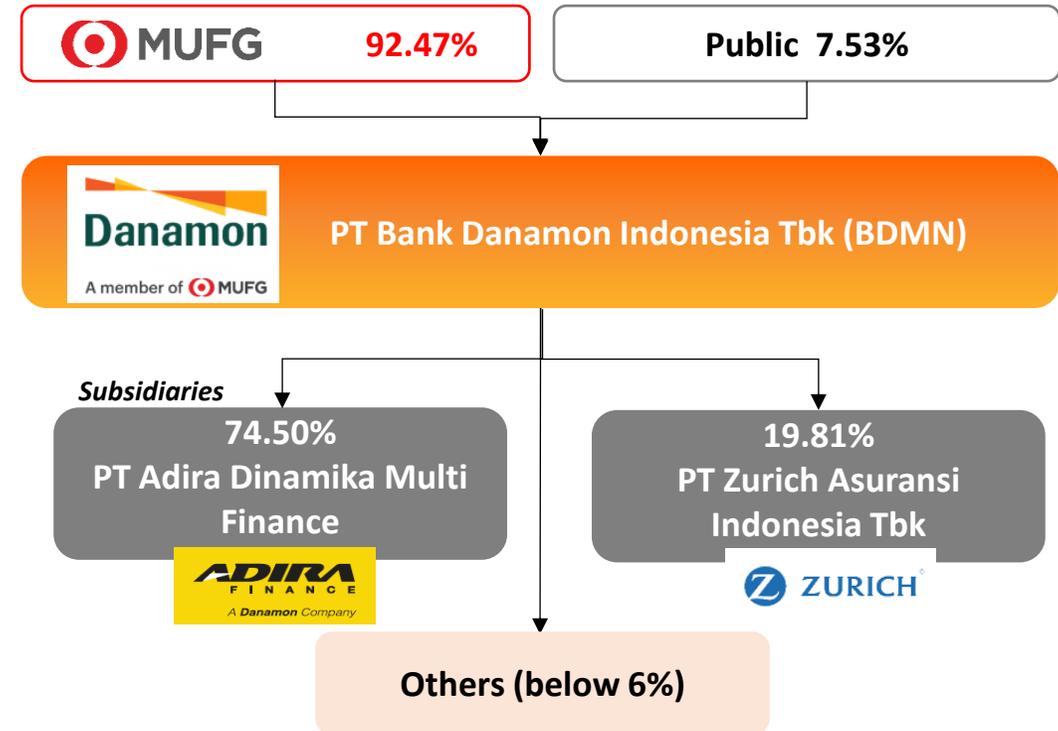
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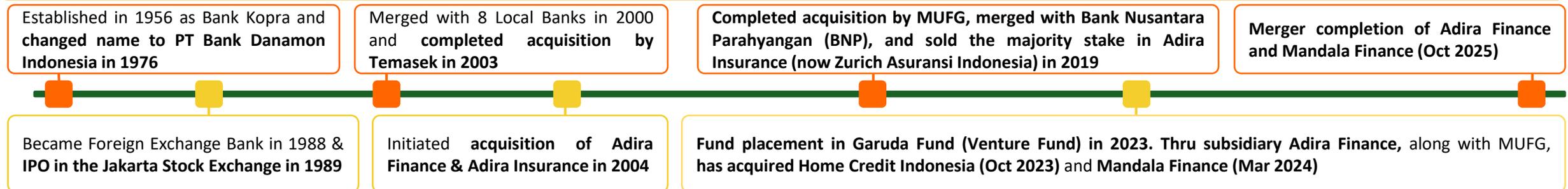
Appendix

Company Overview

Proven Track Record	Established on 16 July 1956 ~ 69 Years of Operations	
Stable Credit Ratings	Fitch Ratings : BBB Pefindo : idAAA	
Robust Capitalization	Bank Only : Rp 41.5 Tn Consolidated : Rp 52.3 Tn	
Extensive Network Across Indonesia	~ 1,238 Total Branch Offices across Indonesia	
	Danamon : 361 Adira Finance : 877	
	ATMs & CRMs : 958 (60,000 incl. ATM Bersama, PRIMA and ALTO Network)	
Resilient Resources and Talents	~ 28,991 Total Employees	
	Danamon : 8,175 Adira Finance : 20,816	



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 Lapian
Independent Commissioner

Member of Board of Directors



Daisuke Ejima
President Director



Honggo Widjojo Kangmasto
Vice President Director



Herry Hykmanto
Syariah Director



Rita Mirasari
Compliance Director



Dadi Budiana
Risk Management Director



Thomas Sudarma
EBFI Director



Jin Yoshida
Global Alliance Strategy Director



Yenny Siswanto
IT & Digital Director



SUSTAINABILITY



MUFG and Danamon Host MUFG NOW Indonesia 2025

MUFG Bank, Ltd. and PT Bank Danamon Indonesia Tbk hosted the MUFG Net Zero World (“MUFG NOW”) Indonesia 2025 in Jakarta. For the second year running, the MUFG NOW Indonesia is a flagship thought leadership and engagement summit of MUFG and Danamon in the Asia-Pacific region, aimed at engaging stakeholders relevant to advancing Asia-Pacific and Indonesia’s sustainability agenda, including policymakers, business leaders, and industry experts.

14 Oct 2025



MUFG Indonesia and Danamon Donate for Disaster Survivors in Sumatra through LAZISMU

LAZISMU, a national zakat institution dedicated to community empowerment through the productive distribution of zakat, infaq, waqf, and other charitable funds from individuals, institutions, companies, and various agencies, served as the distribution partner for these donations. Reflecting their concern for the affected communities, this collaboration between MUFG Indonesia and Danamon underscores both institutions’ commitment to supporting disaster recovery efforts in Sumatra.

31 Dec 2025



COMMUNITY ENGAGEMENT



Inspiring Innovative Workplaces, Danamon Hosts Indonesia Agile Conference 2025

Danamon together with Agile Indonesia today host Indonesia Agile Conference 2025, a forum for professionals across industries to share insights, experiences, and best practices in implementing Agile Ways of Working and connecting them to businesses. This event is one part of Danamon’s commitment in implementing Agile Ways of Working (Agile WoW) by empowering Agile professionals in Indonesia.

6 Nov 2025



Danamon

A member of  MUFG

THANK YOU

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PT Bank Danamon Indonesia, Tbk berizin dan diawasi oleh Otoritas Jasa Keuangan (OJK)

serta merupakan peserta penjamin LPS  

