Danamon

A member of MUFG

2025 ANNUAL REPORT

Satu Tekad, Satu Tujuan

#GrowWithDanamonGroup



Danamon

A member of MUFG



#GrowWithDanamonGroup

Satu Tekad, Satu Tujuan

PT Bank Danamon Indonesia Tbk (Danamon or Bank), supported by MUFG as its parent company, together with its group companies—Adira Finance and Home Credit Indonesia—brings together MUFG's strong global network and capabilities with deep local expertise to create a distinctive financial ecosystem in Indonesia.

With the spirit of "Satu Tekad, Satu Tujuan," Danamon and its group are committed to providing holistic, tailored financial solutions to meet the needs of customers. Bolstered by the strong support from shareholders, employees, and regulators, we can grow and achieve our financial goals together.

As part of our strategy to create a sustainable future, Danamon's business operations focus on customer satisfaction ensure ease of access and prioritize sustainable innovation by integrating holistic financial solutions with environmentally responsible practices.

THEME **CONTINUITY**

2024 Annual Report



#GrowWithDANAMONGROUP

Providing Sustainable Holistic Financial Solutions with Local and Global Partners

Together with its parent Company, group members, and strategic partners, PT Bank Danamon Indonesia Tbk (Danamon or Bank) is committed to transforming into one financial group becoming trusted financial partner that consistently innovates and is customer-oriented. In efforts to achieve this strategic goal, Danamon continues to provide innovations that can help meet financial needs and deliver comprehensive financial solutions for customers and grow our business in alignment with the long term interest of our employees, shareholders and regulators.

In an effort to provide comprehensive financial solutions, Danamon's strategic priorities include building dominance in targeted ecosystems such as the automotive ecosystem, the Hajj and Umrah ecosystem, and other ecosystems. Danamon is also supported by the unique value proposition of its parent Company, group members, and strategic partners with both global and local networks.

In parallel, we continue to focus on optimizing our business by building a foundation in IT infrastructure and digital fields, where Danamon currently offers the D-Bank PRO application (Digital Banking for Individual Customers) and Danamon Cash Connect (Digital Banking for Business Customers).

Through a transformation alongside its parent Company and strategic partners, Danamon is committed to becoming top financial groups in Indonesia, offering comprehensive financial solutions to customers across all segments: Retail, Small and Medium Enterprises, and Corporate, enabling everyone to Grow Together with Danamon Group.

Danamon's foundations are also strengthened through enhancement in our branding, branch office network and human resouces.

2023 Annual Report



#TumbuhBersamaDANAMON

Transforming and innovating for the future

Serving as a caring and enabling force for millions of customers, employees, and society at large, Danamon has been instrumental in empowering our stakeholders to grow and prosper.

As Danamon celebrate its 67th anniversary, Danamon remains strong in its commitment to #tumbuhbersama. Throughout the year, we have therefore continued to transform and innovate in order to provide the holistic financial products, services, and solutions for individuals and businesses across Indonesia, to create value and enabling our customers, employees, and the broader community to advance.

These efforts reflect our belief that the ultimate key to Danamon's success is to enable the long-term well-being of the people we serve. So that we can grow and prosper together, today, and tomorrow.

2022 Annual Report



#BERSAMABERSINERGI

Delivering Comprehensive Financial Solution

Synergy is an ideal form of collaboration, in which every involved party gains benefit from the collaboration. The phrase Bersama Bersinergi was chosen as Danamon Annual Report's theme for 2022, because Danamon aims to create an ecosystem where every stakeholder can grow, not only Danamon itself, but also customers and collaboration partners.

With the goal of becoming the Bank of Choice, the synergies formed between Danamon, Adira Finance and MUFG are built to create comprehensive financial solutions for every type of customers. Danamon is optimizing the comprehensive financial solution by utilizing its hybrid network of partner ecosystems in various industry sectors, including the automotive and real estate ecosystems.

In 2022, Danamon's strategy focuses in developing sustainable partnerships. On one hand, business collaboration with MUFG and digital partnerships are being utilized to expand the market reach. While at the same time, Danamon also focuses on collaborative efforts with Danamon employees and various elements of the community such as the digitalization, carbon emission reduction programs, and supports to community welfare.

With #BersamaBersinergi, Danamon consistently presents comprehensive financial solutions that are innovative and relevant to evolving customer needs and preferences, both individual and Corporate customers in Indonesia, in every economic segment and customer's stage of life.

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#GrowWithDanamonGroup Satu Tekad, Satu Tujuan ifc

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01

FINANCIAL **HIGHLIGHTS**

PT Bank Danamon Indonesia Tbk
2025 Annual Reort


Loss
2025
2024
2023
17,924
8,055
17,521
5,458
721
5,387
1,192
4,194
3,971
224
4,504
231
406
17,156
4,685
17,058
4,783
(45)
4,179
1,023
3,895
3,483
212
3,348
208
358
15,216
4,260
14,695
4,792
(88)
4,694
1,036
3,658
3,504
154
3,549
150
359
Total Assets
(in rupiah billion)
Total Liability
(in rupiah billion)
Interest Net Income
(in rupiah billion)
Profit from Operations
(in rupiah billion)
ial Position
2025
2024
2023
275,714
19,439
21,379
201,522
473
182,299
203,976
287,702
58,012
9,773,552,870
247,967
12,919
18,699
182,524
477
154,672
179,325
193,149
54,839
9,773,552,870
221,305
3,615
18,318
172,919
467
141,444
156,484
171,345
49,959
9,773,552,870
2025

2025 CONSOLIDATED **FINANCIAL HIGHLIGHTS**

Robust NPAT Growth

Increased 14.0% compared to previous year

reached **Rp 4.0 trillion**



Rp 210.9 trillion

Continuous Growth in Loan Disbursement

Total loans grew 9.8% YoY, supported by growth in All 4 Business Engines.

1.7%

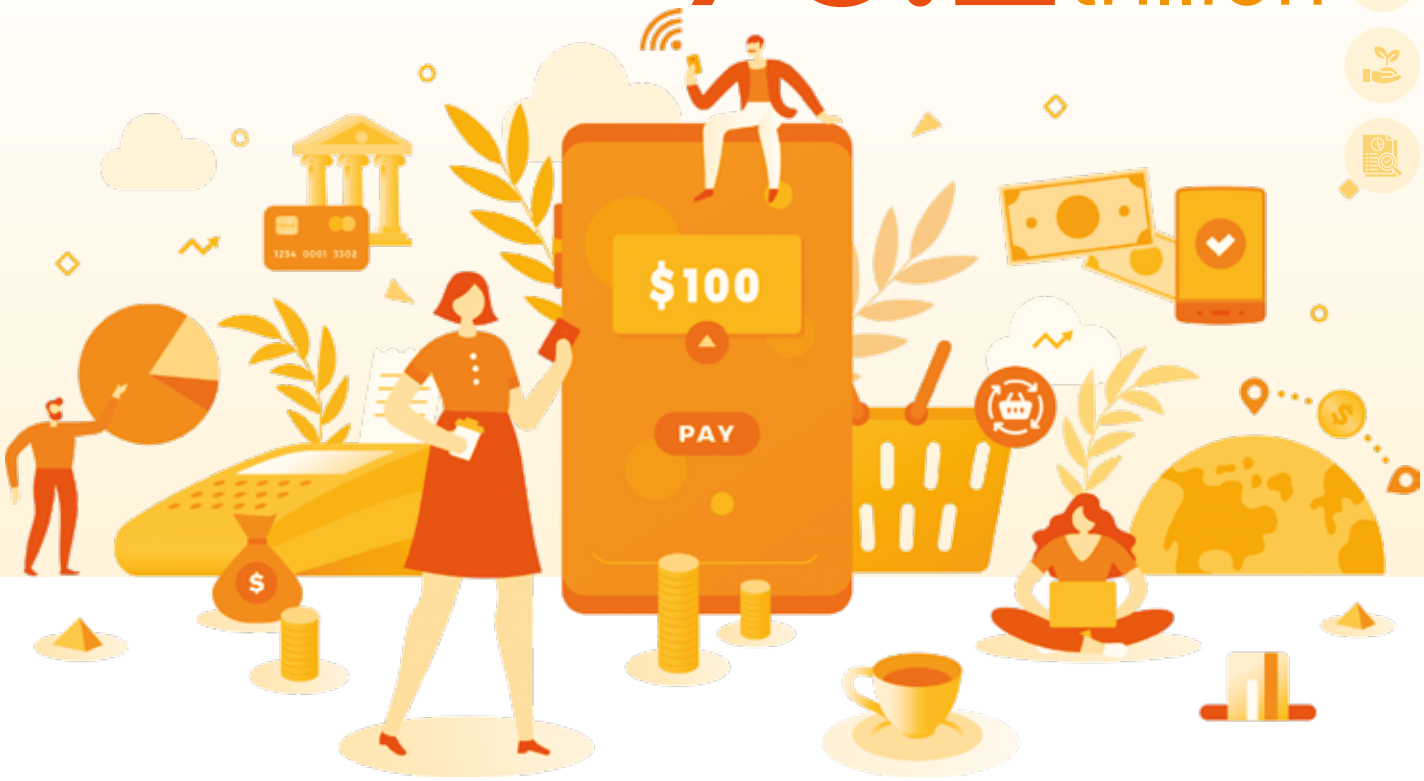
Asset Quality Remains Healthy

Gross NPL stood at 1.7% in 2025, showing an improvement from 1.9% in the previous year.

Double Digit Growth in CASA

CASA grew by 18% YoY reached

Rp 75.2 trillion



Robust NPL Coverage

280.7%

FINANCIAL HIGHLIGHTS

Consolidated Statements of Financial Position

(in Rp billion)

Description	2025	2024 [f]	2023
Assets	275,714	247,967	221,305
Securities - gross	19,436	12,919	3,615
Government Bonds	21,379	18,699	16,318
Loans – Gross [a]	210,889	192,032	172,919
Investments in Shares	473	477	467
Deposits from Customers & Other Banks [b]	182,299	154,672	141,444
Total Funding [c]	203,976	179,325	156,484
Total Liabilities	217,702	193,149	171,345
Total Equity	58,012	54,819	49,959
Number of Shares Issued and Fully Paid (in unit)	9,773,552,870	9,773,552,870	9,773,552,870

Consolidated Statements of Profit or Loss

(in Rp billion)

Description	2025	2024 [f]	2023
Net Interest Income	17,924	17,156	15,216
Other Operating Income – Net	5,056	4,665	4,260
Other Operating Expenses	(17,521)	(17,058)	(14,695)
Net Operating Income	5,459	4,763	4,782
Non-Operating Expense - Net	(72)	(45)	(88)
Income before Tax Expense	5,387	4,718	4,694
Income Tax Expense	1,192	1,023	1,036
Net Income	4,194	3,695	3,658
Net Profit Attributable to Equity Holders of the Parent Entity	3,971	3,483	3,504
Net Profit Attributable to Non-Controlling Interests	223	212	154
Comprehensive Income Attributable to Equity Holders of the Parent Entity	4,504	3,348	3,549
Comprehensive Income Attributable to Non-Controlling Interests	231	208	150
Basic Income per Share (Full Amount)	**406**	**356**	**359**

a). Including loans, receivables from consumer financing and lease receivable from Adira Finance.
b). Including customers deposit and deposit from other banks.
c). Including deposits from customer, deposit from other banks, bonds, and borrowings.

Other Comprehensive Income
(in Rp billion)

Description	2025	2024 f)	2023
Remeasurement of Post Employment Benefit Obligation	(3)	(8)	(126)
Income Tax Related to Other Comprehensive Income	2	2	28
Changes in Fair Value of Investment in shares measured at Fair Value through Other Comprehensive Income (FVOCI) - net	2	(11)	-
Available for Sale Financial Assets:			
1. Changes in Fair Value in Current Year	877	(121)	188
2. Amount Transferred to Profit or Loss in Respect of Fair Value Change	(167)	(12)	(16)
Changes in Fair Value of Cashflow Hedge	(52)	(14)	3
Income Tax Related to Other Comprehensive Income	(145)	32	(39)
Other Comprehensive Income Net of Tax from Associate - Net	27	(7)	2
Total Comprehensive Income	**4,735**	**3,556**	**3,698**

Financial Ratios

Key Financial Ratios (%)	2025	2024 f)	2023
Capital			
Capital Adequacy Ratio (CAR)	25.4	27.2	27.5
Tier 1 Ratio	24.4	26.1	26.5
Tier 2 Ratio	1.0	1.0	1.0
Asset to Equity (x)	4.8	4.5	4.4
Earning Assets			
Non-Performing Earning Assets and Non-Productive Assets to Total Earnings and Non Productive Assets	1.0	1.1	1.3
Non-Performing Earning Assets to Total productive Assets	0.9	1.0	1.2
Non-Performing Loans (NPL) to Total Loans - Gross	1.7	1.9	2.2
Non-Performing Loans (NPL) to Total Loans - Nett	0.2	0.3	0.3
Allowance for Impairment Losses for Financial Assets to Productive Assets	3.6	4.2	4.6
Loan Loss Coverage	280.7	286.7	265.9
Profitability			
Return On Average Assets (ROAA) Before Tax	2.1	2.0	2.3
Return On Average Assets (ROAA) After Tax	1.6	1.5	1.7
Return On Average Equity (ROAE)	8.3	7.7	8.3
Debt to Assets	0.8	0.8	0.8
Debt to Equity	3.8	3.5	3.4

FINANCIAL HIGHLIGHTS

Financial Ratios

Key Financial Ratios (%)	2025	2024	2023
Net Interest Margin (NIM)	7.4	7.7	7.7
Cost to Income [g]	55.3	55.8	51.6
Operating Expense to Operating Income (BOPO) [g]	79.3	81.6	75.7
Cost of Funds	4.4	4.3	3.5
Liquidity			
Loan to Deposit Ratio (LDR) [g]	95.5	96.5	96.5
CASA Ratio [g]	42.5	41.7	52.1
Compliance			
1. a. Percentage of Violation of Legal Lending Limit			
a.1. Related Parties	-	-	-
a.2. Third Parties	-	-	-
b. Percentage of Excess of Legal Lending Limit			
b.1. Related Parties	-	-	-
b.2. Third Parties	-	-	-
2. Statutory Reserve Requirement [d]			
a. GWM Primary IDR			
i. Daily	0.0	0.0	0.0
ii. Average	4.9	7.0	7.1
b. GWM Foreign Currency (Daily)	2.0	2.0	2.0
3. Net Open Position	6.0	1.7	0.9
Others			
Total Employees [e]	28,991	25,646	25,995
Total Branches [e]	1,238	863	861
Total ATMs & CRMs	1,006	1,043	1,255

Note:
d). In line with PBI No. 22/3/PBI/2020 and PADG No. 22/10/PADG/2020 about Minimum Reserve Requirement in Rupiah and Foreign Currency for Convention Commercial Banks (BUK), Sharia Commercial Banks (BUS) and Sharia Business Units (UUS).
e). Including Adira Finance.
f). As restated.
g). Bank only.

SHARIA **HIGHLIGHTS**

(in Rp million)

Type of Funds Raiser	Net Revenue Sharing				
	Average Balance	Revenue Sharing	Funds Owner Share		
			Ratio (%)	Total Profit Sharing	Rate of Return (%)
	A	B	C	D	E=(D/A x 100%) x 12
1. Liabilities to Other Banks	-	-	-	-	-
2. *Mudharabah* Current Account					
a. Bank	138,119	1,176	10	118	1.03
b. Non-Bank	1,271,261	10,827	16	1,685	1.59
3. *Mudharabah* Savings Account					
a. Bank	143,470	1,222	13	159	1.33
b. Non-Bank	1,146,115	9,761	6	579	0.61
4. *Mudharabah* Time Deposits					
a. Bank					
- 1 Month	44,944	383	25	96	2.56
- 3 Months	73,339	625	25	156	2.55
- 6 Months	5,000	43	25	11	2.64
- 12 Months	9,273	79	25	20	2.59
b. Non-Bank					
- 1 Month	1,229,588	10,472	25	2,617	2.55
- 3 Months	2,899,985	24,697	25	6,174	2.55
- 6 Months	2,245,565	19,124	25	4,781	2.55
- 12 Months	455,802	3,882	25	970	2.55
5. Received Financing	-	-	-	-	-
Total	**9,662,461**	**82,291**			

Types of Funds Disbursement	Average Balance	Received Revenues
	A	B
1. Placement with Other Banks	-	-
2. *Murabahah* Receivables		
a. Bank	-	-
b. Non Bank	8,109,851	77,220
3. *Istishna* Receivables		
a. Bank	-	-
b. Non Bank	-	-
4. Multi Service Receivables		
a. Bank	-	-
b. Non Bank	-	-
5. Pawn Financing		
a. Bank	-	-
b. Non Bank	-	-
6. *Mudharabah* Financing		
a. Bank	171,662	1,326
b. Non Bank	1,894,519	10,119
7. *Musyarakah* Financing		
a. Bank	-	-
b. Non Bank	4,954,520	21,843
8. Lease Financing		
a. Bank	-	-
b. Non Bank	984,093	5,807
9. Other Financing		
a. Bank	-	-
b. Non Bank	546	6
Total	**16,115,191**	**116,321**

Statement of Sources and Disbursement of Zakat and *Waqf* Funds

(in Rp million)

No	Description	31 Dec 25	31 Dec 24	31 Dec 23
A.	**Source and Disbursement of Zakat Funds**			
1.	Zakat Funds Derived from:			
	a. Internal Sharia Business Unit (UUS)	-	-	-
	b. External Sharia Business Unit (UUS)	872	821	682
	Total Acquisition	**872**	**821**	**682**
2.	Disbursement of Zakat Funds to Zakat Administrator Entities			
	a. Amil Zakat Institutions	646	785	489
	b. Amil Zakat Agency	1	1	1
	Total Disbursement	**648**	**786**	**490**
B.	**Source and Disbursement of *Waqf* Funds**			
1.	Acquisition of *Waqf* Funds Deriving From:			
	a. Internal Sharia Business Unit (UUS)			
	b. External Sharia Business Unit (UUS)	9,242	9,089	9,036
	Total Acquisition	**9,242**	**9,089**	**9,036**
2.	Disbursement of *Waqf* Funds to *Waqf* Administrator Entities			
	a. Indonesia *Waqf* Agency	820	33	733
	b. Others *Nadzir*[1)] Yayasan Pesantren	6,844	5,457	3,788
	c. Others *Nadzir*[2)] DD Republika Wakaf	1,071	2,823	2,274
	d. Others *Nadzir*[2)] Yayasan DD Republika	-	1,973	-
	e. Others[3)] *Nadzir*[2)] Yayasan Darut Tauhid	-	-	600
	f. Others[3)]	535	333	413
	Total Disbursement	**9,271**	**10,619**	**7,808**

Description:
1) To state the name of Institution or parties as *nadzir*, where UUS disbursed at least 5% (five percent) from total disbursement of *waqf* funds
2) If there is more than 1 (one) and the most 20 (twenty) *nadzir*, where the UUS disbursed at least 5% (five percent), to state the name of Institutions or said parties.
3) All *nadzir* where UUS disbursed less than 5% (five percent) from total disbursement of *waqf* funds.

Statement of Sources and Usage of Benevolence Funds

(in Rp million)

No	Description	31 Dec 25	31 Dec 24	31 Dec 23
1.	Beginning Balance of Benevolence Funds	1,011	1,143	2,072
2.	Acquisition of Benevolence Fund	-	-	-
	a. *Infaq* & Alms	160	70	90
	b. Repayment of Productive Benevolence Funds			
	c. Fines	1,419	780	863
	d. Non-Halal Acquisition	-	-	-
	e. Others	-	-	-
	Total Acquisition	**1,579**	**850**	**953**
3.	Usage of Benevolence Funds			
	a. Productive Benevolence Funds	-	-	-
	b. Donations	1,869	982	1,882
	c. Other Usage for Common Interests	-	-	-
	Total Usage	**1,869**	**982**	**1,882**
4.	Increase (Decrease) of Benevolence Funds Source	(289)	(132)	(929)
5.	Ending Balance of Benevolence Funds	722	1,011	1,143

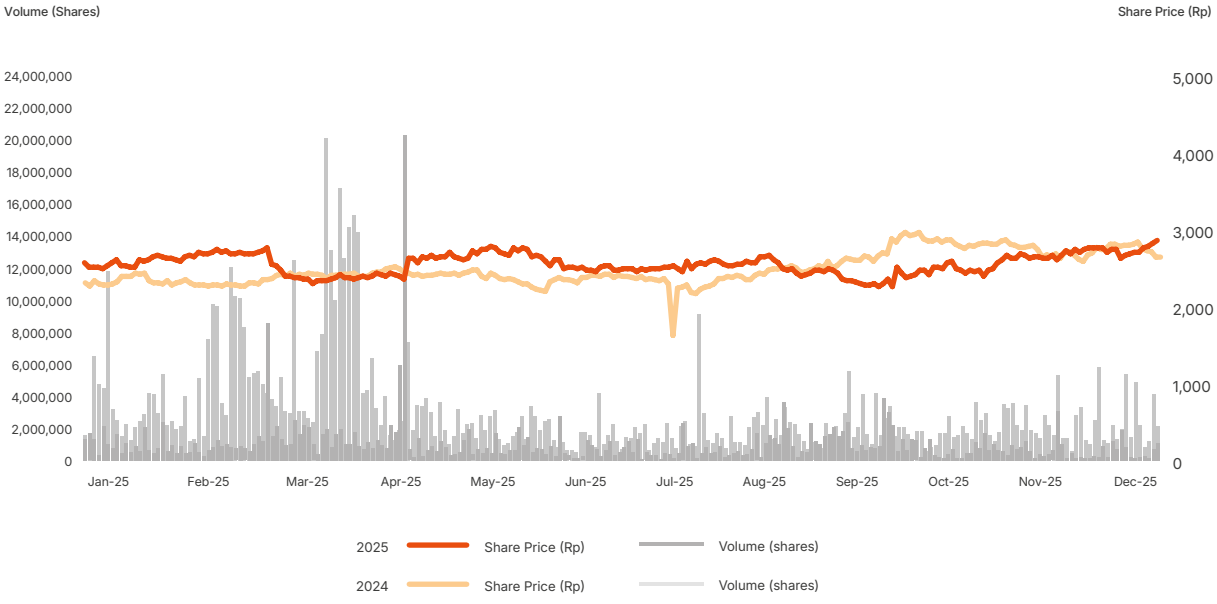
SHARES
HIGHLIGHTS

Share Price (Rp)	2025				
	Highest	Lowest	Closing	Average	Market Capitalization (Rp Million)
First Quarter	2,620	2,370	2,440	2,491	23,847,469
Second Quarter	2,520	2,310	2,440	2,421	23,847,469
Third Quarter	2,580	2,360	2,380	2,472	23,261,055
Fourth Quarter	2,570	2,330	2,470	2,458	24,140,675

Share Price (Rp)	2024				
	Highest	Lowest	Closing	Average	Market Capitalization (Rp Million)
First Quarter	3,010	2,740	2,980	2,879	29,125,187
Second Quarter	2,950	2,050	2,580	2,642	25,215,766
Third Quarter	2,690	2,460	2,600	2,596	25,411,237
Fourth Quarter	2,630	2,510	2,540	2,568	24,824,824

Share Price Movement Chart

Chart of Trading Volume and Closing Price of Shares Throughout 2025 & 2024



INFORMATION ABOUT **BONDS**

For the period ended on 31 December 2025, Danamon did not conduct listing of bonds, sukuk or conventible bonds, and other secuirities. Therefore, the Company did not present any information regarding the total number of outstanding bonds, sukuk or conventible bonds, interest rate/yield, maturity date, or bond ratings.

Corporate bonds that had been issued and not yet matured as of 31 December 2025 are as follows:

Debt Securities	Effective Notification Date	Letter Number	Amount (In IDR Millions)	The Trustee	Interest Payment Schedule
Adira Finance Continuing Bonds V Phase III Year 2022 (Continuing Bonds V Phase III)	June 2020	No. S-182/D.04/2020	1,700,000	PT Bank Negara Indonesia (Persero) Tbk.	Quarterly
Adira Finance Continuing Bonds VI Phase I Year 2023 (Continuing Bonds VI Phase I)	June 2023	No. S-164/D.04/2023	1,700,000	PT Bank Negara Indonesia (Persero) Tbk.	Quarterly
Adira Finance Continuing Bonds VI Phase II Year 2023 (Continuing Bonds VI Phase II)	June 2023	No. S-164/D.04/2023	1,250,000	PT Bank Negara Indonesia (Persero) Tbk.	Quarterly
Adira Finance Continuing Bonds VI Phase III Year 2024 (Continuing Bonds VI Phase III)	June 2023	No. S-164/D.04/2023	1,600,000	PT Bank Negara Indonesia (Persero) Tbk.	Quarterly
Adira Finance Continuing Bonds VI Phase IV Year 2024 (Continuing Bonds VII Phase IV)	June 2023	No. S-164/D.04/2023	2,000,000	PT Bank Negara Indonesia (Persero) Tbk.	Quarterly
Adira Finance Continuing Bonds VI Phase V Year 2025 (Continuing Bonds VI Phase V)	June 2023	No. S-164/D.04/2023	2,066,993	PT Bank Negara Indonesia (Persero) Tbk.	Quarterly
Adira Finance Continuing Bonds VII Phase I Year 2025 (Continuing Bonds VII Phase I)	June 2025	No. S-62/D.04/2025	1,200,000	PT Bank Negara Indonesia (Persero) Tbk.	Quarterly
Adira Finance Continuing Bonds VII Phase II Year 2025 (Continuing Bonds VII Phase II)	June 2025	No. S-62/D.04/2025	1,650,000	PT Bank Negara Indonesia (Persero) Tbk.	Quarterly
Adira Finance Continuing *Mudharabah* Bonds IV Phase III Year 2022 (Continuing *Mudharabah* Bonds IV Phase III)	June 2020	No. S-182/D.04/2020	300,000	PT Bank Negara Indonesia (Persero) Tbk.	Quarterly
Adira Finance Continuing *Mudharabah* Bonds V Phase I Year 2023 (Continuing *Mudharabah* Bonds V Phase I)	June 2023	No. S-164/D.04/2023	300,000	PT Bank Negara Indonesia (Persero) Tbk.	Quarterly
Adira Finance Continuing *Mudharabah* Bonds V Phase II Year 2023 (Continuing *Mudharabah* Bonds V Phase II)	June 2023	No. S-164/D.04/2023	300,000	PT Bank Negara Indonesia (Persero) Tbk.	Quarterly
Adira Finance Continuing *Mudharabah* Bonds V Phase III Year 2024 (Continuing *Mudharabah* Bonds V Phase III)	June 2023	No. S-164/D.04/2023	400,000	PT Bank Negara Indonesia (Persero) Tbk.	Quarterly
Adira Finance Continuing *Mudharabah* Bonds VI Phase I Year 2025 (Continuing *Mudharabah* Bonds VI Phase I)	June 2025	No. S-62/D.04/2025	300,000	PT Bank Negara Indonesia (Persero) Tbk.	Quarterly
Adira Finance Continuing *Mudharabah* Bonds VI Phase II Year 2025 (Continuing *Mudharabah* Bonds VI Phase II)	June 2025	No. S-62/D.04/2025	700,000	PT Bank Negara Indonesia (Persero) Tbk.	Quarterly
Shelf Registration *Mudharabah* Bonds I Mandala Multifinance Phase III (Continuing *Mudharabah* Bonds I Phase III)	July 2022	No. S-87/D.04/2021	500,000	PT Bank Rakyat Indonesia (Persero) Tbk.	Quarterly

CREDIT **RATINGS**

Pefindo June 2025	Outlook	**Stable**
	Corporate Rating	**idAAA**
Fitch Rating October 2025	Outlook	**Stable**
	LT Issuer Default Rating	**BBB**
	ST Issuer Default Rating	**F2**
	National Long Term	**AAA (idn)**
	National Short Term	**F1+ (idn)**
	Shareholder Support Rating	**bbb**
	Viability Rating	**bb+**

IMPORTANT **EVENTS**



Jakarta, February 13 - 23 & Surabaya, May 28 - June 1, 2025

Indonesia International Motorshow 2025

For the fourth time, Danamon, together with Adira Finance, and supported by MUFG, was once again present at IIMS 2025 as the Official Bank Partner and Official Multifinance Partner. Through the One Financial Group concept, Danamon offered integrated financial solutions to support the Indonesian automotive ecosystem and provide convenience for customers.



February 3 - 11, 2025

Chinese New Year 2025 Celebration

Chinese New Year 2025 Celebration (the Year of the Wood Snake) with Consumer Customers (Danamon Privilege), SME and Enterprise Business (EB) Customers across all Danamon regions through an intimate dinner concept to foster closer relationships with the Customers.



March 10, 2025

Danamon and Manulife Indonesia Launch Proteksi Prima Kritis Andalan (PPKA) Product

Launch of the collaborative product between Danamon and Manulife Indonesia for the Proteksi Prima Kritis Andalan Product: comprehensive protection against 4 major critical illnesses, namely heart disease, kidney failure, cancer, and stroke.



March 14, 2025

Danamon Socializes the Allocation of Funds from Natural Resource Proceeds

Danamon held a Socialization of Effective Natural Resource Proceeds Fund Allocation and a Shared Iftar gathering. The event was designed to provide in-depth insights into the opportunities and mechanisms for managing funds derived from natural resources, aimed at optimizing regional economic potential. Held during the month of Ramadan, the gathering also strengthened relationships and expanded networks among Corporate Banking Customers, concluding with a shared iftar.



March 15, 2025

Inauguration of the Electric-Powered Pedicab

Through its Corporate Social Responsibility (CSR) program, Danamon contributed to the empowerment of the KH Ahmad Dahlan Pedicab Driver Association (PABELAN), a community fostered by the Community Empowerment Council of Muhammadiyah's Central Leadership in Yogyakarta, by introducing electric pedicabs. The handover ceremony for the electric pedicabs took place on March 15, 2025, at the SM Hotel in Yogyakarta.



April 14, 2025

BPD Gathering Halal Bihalal and Economic Outlook 2025

Danamon held the BPD Gathering Halal Bihalal and Economic Outlook 2025. This event aimed to strengthen fellowship with Regional Development Bank (BPD) stakeholders and provide a comprehensive analysis of the economic challenges and opportunities in 2025. This forum demonstrates Danamon's commitment as a strategic partner to support the future readiness and business growth of its customers and partners.



May 26, 2025

Danamon Customer Gathering and Economic Outlook 2025

Danamon held the Danamon Cash Connect Customer Gathering and Economic Outlook Series in Jakarta, Medan, and Bandung. This event provided the latest economic insights and business challenge strategies for Corporate Customers. Danamon also introduced its Integrated Cash Management Solution through Danamon Cash Connect, which offers a variety of reliable, safe, and user-friendly features to support the company's financial operations.



May 27, 2025

Net Zero School

Danamon and MUFG held the Net Zero School, a cross-sector collaboration program that provides training on sustainable finance practices for managers and leaders of Corporate Customers, as part of the MUFG Net Zero World (MUFG N0W) initiative in supporting sustainable economic growth in Indonesia.



June 13, 2025

Economic Outlook "Danamon Wealth Series"

Danamon held the Economic Outlook "Danamon Wealth Series" event together with Economists and/or experts from Danamon and Sucorinvest Asset Management to provide the latest financial and economic education and information useful for customers in making investment decisions. This event was held in Pontianak, Pekanbaru, and Surabaya.



June 30, September 29, & November 27, 2025

Journalist Class Program

A program organized by Danamon as part of the bank's annual Financial Literacy program. This activity aims to provide education and knowledge to junior journalists from the business/economic/banking desk regarding product/service mechanisms and the latest updates on the general condition of the banking sector. Throughout 2025, three Journalist Class activities were carried out.

IMPORTANT **EVENTS**



July 12, 2025

D-Bank PRO Launches with the Latest Version Update

D-Bank PRO #SelaluMenggoda with its latest version update, offering a wide range of services designed to deliver greater ease and convenience in every transaction.



July 16, 2025

Inauguration of Danamon on Wheels

The launch of the Mobile Branch, introduced in conjunction with Danamon's 69th anniversary, comes with a more modern concept called "Danamon on Wheels," designed to reach customers in areas with limited banking access and to support various business activities. Danamon on Wheels is now available in Jakarta, Bali, Semarang, and Surabaya.



July 16, 2025

Danamon 69th Anniversary

Danamon's 69th anniversary was celebrated with various activities. At the head office in Menara Bank Danamon, a Mini Internal Celebration and the launch of "Danamon on Wheels" were held, attended by Danamon employees and Danamon Group representatives. Customers visiting all Danamon branches were given cake as a form of appreciation. This special moment was also marked by the launch of the Danamon Special Edition Helmet, in collaboration with Tahilalats and Cargloss.



July 23, 2025

Signing of the Cooperation Agreement between Danamon Syariah and SatuMu (Muhammadiyah)

Danamon Syariah became the exclusive official banking partner providing digital financial solutions within the Muhammadiyah digital ecosystem, SatuMu.



September 18, 2025

Danamon and Zurich Launch Optimal Critical Illness Protection (POPK) Product

The launch of a critical illness insurance product developed through a collaboration between Danamon and Zurich. With premiums starting from Rp250,000 per month, this product offers protection benefits of up to Rp1 billion. Its coverage includes 34 critical illnesses, ranging from early to terminal stages.



September 27-28, 2025

Jak Japan Matsuri 2025

Danamon, together with MUFG, Adira Finance, Home Credit Indonesia, and Zurich Asuransi Indonesia, participated once again in Jak Japan Matsuri 2025, the largest Japanese cultural festival in Jakarta, through the One Financial Group concept.



September 28, 2025

Refreshment of the Danamon Corporate Website

The Danamon Corporate Website introduces a new modern design that improves navigation and provides seamless access to relevant information and products for every life stage.



October 6, 2025

Danamon, Prasetiya Mulya University, and Manulife Indonesia Collaborate to Present Prasmul EduWealth

Danamon, Manulife Indonesia, and Prasetiya Mulya University collaborated to introduce Prasmul EduWealth – Premium Education Saving Plan, an innovative education savings program that integrates savings, life insurance protection, and an early-stage student development ecosystem.



October 14, 2025

MUFG N0W Indonesia 2025

MUFG and Danamon once again hosted MUFG Net Zero World (MUFG N0W) Indonesia 2025 in Jakarta to advance sustainability and energy transition initiatives across the Asia-Pacific region, particularly in Indonesia. The event brought together stakeholders from government, business, and industry to discuss technologies, opportunities, and practical solutions for building a green economy. The two banks also held a Net Zero School educational program for the media to strengthen sustainability literacy, underscoring their role as strategic partners in supporting inclusive and sustainable growth in Indonesia.



November 6-7, 2025

Danamon Mini Travel Fair

Danamon held a Mini Travel Fair event at 8 Danamon Branches (Jakarta, Bogor, and Makassar) featuring the special offer “Travel Around the World and Save 50%” by performing fund blocking (3-month tenor) and foreign exchange transactions using the Danamon LEBIH PRO/Danamon LEBIH PRO iB savings accounts.



02

MANAGEMENT **REPORT**

PT Bank Danamon Indonesia Tbk
2025 Annual Report


Loan/Financing Based on
Sustainable Business Activity
41,920
2025
32,707
2024
31,264
2023
Proportion of Local
Suppliers
%
91
2025
94
2024
92
2023

REPORT FROM
THE BOARD OF COMMISSIONERS



Yasushi Itagaki
President Commissioner

DEAR VALUED SHAREHOLDERS AND STAKEHOLDERS,

Danamon delivered sustainable growth and demonstrated financial resilience through solid risk governance and effective collaboration across the MUFG financial ecosystem.

We went through 2025 with confidence on our sustainable track record of growth, even amid the global and domestic turmoil shaping this year's economic landscape. From the Board of Commissioners' perspective, this resilience can only be achieved through disciplined execution, prudent risk management, and collaboration across the Financial Group.

On its 69th year of operations, Danamon continued collaborating with MUFG Jakarta Branch, Adira Finance, Home Credit Indonesia and Zurich Asuransi Indonesia. Furthermore, appointed as the Operational Financial Holding Company (Operational FHC), Danamon strengthened its role within the MUFG Financial Conglomeration (FC) and marked an important milestone in formalizing the establishment and governance structure of the MUFG Financial Group in Indonesia.

MACROECONOMIC CONDITIONS IN 2025

During the year, the U.S. Federal Reserve reduced its federal funds rate by a cumulative 75 basis points, while Bank Indonesia (BI) implemented a deeper easing cycle, lowering its policy rate by a total of 125 basis points. Amid the evolving operating environment affected by reciprocal tariffs and various domestic dynamics, Banks responded by maintaining heightened prudence and strong risk management.

Within the domestic economy, growth remained broadly stable at around 5.11%, supported by steady household consumption, controlled inflation, and an accommodative monetary environment. The banking industry continued to expand with the market—outstanding loans and third-party funds grew by approximately 7.4% and 11.5% respectively.

ASSESSMENT OF THE BOARD OF DIRECTORS' PERFORMANCE

In light of the prevailing macroeconomic conditions, the Board of Commissioners carefully reviewed the performance of the Board of Directors throughout 2025. Based on our assessment, the Board of Directors carried out their responsibilities with strong leadership, successfully advancing the Bank's strategic priorities while preserving balanced growth and solid financial health. Lending and funding activities were managed carefully, and Management continued to strengthen the Bank's foundation through ongoing digital innovation, improvements in technology, brand and channel transformation, and continuous investment in our people.

The Board of commissioner is also satisfied with the Bank's 2025 achievements. Danamon recorded its highest Net Profit After Tax since MUFG's acquisition in 2019*), achieving Rp4.0 trillion—14% higher compared to last year. Total loan portfolio also expanded by 9.8% year-on-year to Rp210.9 trillion, while deposits from customer and other banks increased by 17.9% year-on-year to Rp182.3 trillion. Asset quality improved further, as reflected in a gross NPL ratio of 1.7%, while capital strength remained robust with a Capital Adequacy Ratio (CAR) of 25.4%, providing ample buffers above regulatory requirements.

In 2025, the Board of Commissioners observed that external rating agencies continued to acknowledge Danamon's strong financial position and solid creditworthiness. Fitch Ratings maintained the Bank's National Long-Term Rating at AAA(idn) with a Stable outlook, alongside a Long-Term Issuer Default Rating (IDR) of BBB/Stable. Pefindo reaffirmed Danamon's

*) excluding divestment of Adira Insurance in 2019

idAAA rating, and the Bank remained in the IDX-Pefindo Prime Bank Index, reflecting sustained confidence in Danamon's credit profile and risk management practices.

OVERSIGHT OF STRATEGY IMPLEMENTATION

In carrying out its oversight mandate, the Board of Commissioners actively supervised the formulation and implementation of Danamon's strategies through continuous engagement with the Board of Directors. We reviewed the Bank's business plan, monitored performance against targets, and ensured executions remained aligned with the regulatory requirements and stakeholder interests.

The Board observed that Danamon continues to target strategic ecosystems in its operating regions and leverage our relationships with Japanese corporate clients' networks. As of December 2025, these priorities drive the bank's performance across its business engines, with the Enterprise Banking and Financial Institutions portfolio growing by 14% year-on-year to Rp99.3 trillion, SME loans expanding by 7% year-on-year to Rp27.1 trillion, and Consumer loans increasing by 10% year-on-year to Rp23.0 trillion.

The Board observed consistent improvements in service delivery, highlighting ongoing efforts to strengthen customer engagement by seamlessly integrating both physical and digital channels. A total of 27 branches adopted the new branch concept in 2025. Meanwhile, enhancements to the D-Bank PRO mobile banking platform supported increased customer activity, with engaged users rising 12% post-enhancements.

While automotive industry conditions remained soft in 2025, Adira Finance adjusted its portfolio mix to preserve asset quality and resilience. Adira Finance's total loan portfolio managed to expand by 2% year-on-year to Rp63.4 trillion, while multi-purpose loans backed by automotive collateral also posted growth supported by a healthy asset quality with Non-Performing Financing ratio of 0.3%. Ongoing collaboration between Danamon and Adira Finance remains a key element of the Group's automotive ecosystem strategy.

The Board acknowledged the completion of the merger between Adira Finance and Mandala Finance, which became legally effective on 1 October 2025. This integration strengthens Adira Finance's national reach, particularly in Eastern Indonesia, and enhances its ability to deliver a broader range of financing solutions while reinforcing its competitive position within the multi-finance industry.

BUSINESS OUTLOOK

The Board of Commissioners observed that the global operating environment in 2026 will continue to be challenging, mainly driven by prolonged and expanding geopolitical conflicts. Nevertheless, the continuation of government stimulus measures — ranging from Bank Indonesia's rate and liquidity support (including KLM/GWM incentives to boost credit growth) to fiscal tax relief such as delayed VAT increases and housing incentives—provides a positive outlook for Indonesia's recovery. These supportive policies are expected to foster a conducive environment for sustainable growth, enabling the Bank to further strengthen its resilience and contribute to national economic revitalization.

Bank Indonesia projects economic growth to strengthen to 4.9%–5.7% in 2026, supported by household spending and investment activity, while inflation is expected to remain within the 2.5%±1% target range. Together with ample liquidity and macroprudential support, these conditions should sustain a supportive environment for banking. Against this backdrop, the Board of Commissioners emphasizes the importance of maintaining disciplined risk governance and strategic focus.

CORPORATE GOVERNANCE IMPLEMENTATION

The Board of Commissioners reaffirms that strong, effective governance remains a fundamental pillar supporting Danamon's resilience and long-term sustainability. Throughout 2025, the Board exercised its oversight responsibilities to ensure that governance practices across the Bank were implemented consistently in accordance with regulations, prudential principles, and internationally recognized standards. The concluding results showed that governance implementation remained sound and effective.

Through its committees, the Board of Commissioners monitored follow-up actions on audit findings and management commitments, ensuring they were addressed in promptly and thoroughly.

WHISTLEBLOWING SYSTEM IMPLEMENTATION

The Board of Commissioners considers the Whistleblowing System (WBS) to be a critical mechanism for upholding ethical conduct and strengthening Danamon's governance culture. Throughout 2025, the Board, together with the Audit Committee, oversaw the effectiveness of the WBS to ensure that reported concerns were handled objectively, independently, and in accordance with established procedures.

The involvement of an independent external party in managing the WBS provides additional assurance regarding confidentiality and impartiality. All substantiated reports were followed up with appropriate corrective actions and, where necessary, disciplinary measures. The Board of Commissioners emphasizes that protecting whistleblowers remains a fundamental principle in fostering integrity, accountability, and trust across the organization.

PROGRESS IN SUSTAINABILITY

The Board of Commissioners oversees Danamon's sustainability agenda as an integral component of the Bank's long-term strategy and governance framework. During 2025, the Board of Commissioners has approved and monitored Management's implementation of the Sustainable Finance Action Plan (SFAP) to ensure alignment with regulations, including OJK Regulation No. 51/POJK.03/2017, and MUFG Group sustainability commitments.

Overall, progress was observed in sustainable financing activities, greater awareness of climate-related risks, and operational initiatives aimed at reducing the environmental footprint, including efforts to achieve net-zero emissions from Danamon's operations by 2030. These efforts were supported by enhanced governance processes in integrating sustainability considerations into business decision-making, risk management, and performance evaluation.

Throughout 2025, the Board of Commissioners actively guided and supported initiatives aimed at enhancing Danamon's commitment to climate responsibility and sustainable business operations, which reduced greenhouse gas emissions by more than 50% compared to the previous year. In addition, the Bank's sustainable financing portfolio demonstrated robust growth, marked by increased allocations to renewable energy projects and sectors that facilitate the transition to a low-carbon economy, while continuing our support for inclusive development through social loans.

Going forward, the Board of Commissioners will continue to oversee and motivate the management to implement Danamon's sustainability strategy and sustainable finance initiatives, as detailed in the SFAP.

CHANGES IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS

Based on the resolutions of the Annual General Meeting of Shareholders (AGMS) held on March 21, 2025, there were no changes to the composition of Danamon's Board of Commissioners.

CLOSING REMARKS

On behalf of the Board of Commissioners, we would like to express our gratitude to the shareholders and stakeholders for their continued support and trust. We would also extend our appreciation to the Board of Directors and all employees for their contributions, loyalty, and dedication.

In addition, we would like to express our appreciation to the Government of the Republic of Indonesia, the Financial Services Authority (OJK), Bank Indonesia, and other relevant authorities for their continuous support and guidance to the banking industry, including Danamon in particular.

Looking ahead, the Board of Commissioners will continue to exercise firm, constructive oversight to ensure Danamon remains resilient, well governed, and focused on sustainable value creation, in line with its purpose of caring for and enabling millions to prosper.



Yasushi Itagaki
President Commissioner

BOARD OF COMMISSIONERS



Peter Benyamin Stok
Independent Commissioner

Nobuya Kawasaki
Commissioner

Yasushi Itagaki
President Commissioner



Halim Alamsyah
Vice President Commissioner (Independent)

Hedy Maria Helena Lapian
Independent Commissioner

Dan Harsono
Commissioner

MESSAGE FROM
THE BOARD OF DIRECTORS



↖ **Daisuke Ejima**
President Director

DEAR ESTEEMED SHAREHOLDERS AND STAKEHOLDERS,

2025 was a remarkable year for Danamon. We were officially appointed as the Operational Financial Holding Company (FHC) of MUFG Financial Conglomeration (FC) in Indonesia, with the successful merger between Adira Finance and Mandala Finance as part of MUFG's financial conglomeration implementation. Even in the midst of uncertainties in both global and domestic economies, Danamon successfully recorded continuous growth in its assets as well as profitability.

Loans increased 9.8% year-on-year to Rp210.9 trillion, and deposits from customer and other banks rose 17.9% to Rp182.3 trillion. Asset quality remained healthy, with a gross NPL ratio of 1.7% and NPL coverage ratio of 280.7%. Net profit after tax grew 14.0% to Rp4.0 trillion, reflecting a solid increase in operating income, discipline cost management and supported by improvement in credit cost with well maintained asset quality. These achievements highlight the resilience and commitment of the entire Danamon team. With the aspiration to "Grow as a Financial Group," we remain focused on expanding collaborations within the MUFG network, enhancing customer centricity and elevating contributions for all of our stakeholders.

ECONOMIC & INDUSTRY OVERVIEW

The global economy in 2025 was affected by the reciprocal tariffs set under the administration of President Trump, creating uncertainty in trade policies which softens the global economic growth. With further mixed signals from U.S. Federal Reserve, Bank Indonesia acted pre-emptively by lowering its benchmark rate from 6.0% at end of 2024 to 4.8% by September 2025—faster than the US Federal Reserve's measured rate cuts.

This policy shifts improved liquidity and encourages banking activity, with banking industry's loan growth of 9.6% while the deposits grew by 13.8% by year-end. Banking asset quality remained stable with sectoral NPLs at 2.1%. Indonesia's economy continued to show its resilience amidst these headwinds with growth averaging at 5.1%, while the inflation rate stayed relatively low at around 2.9% YoY in 2025. With solid foreign exchange reserves throughout the year, the fluctuations in Rupiah exchange rates were cushioned against the external pressures. Rupiah traded around Rp16,109-16,943 on average in 2025.

The automotive industry faced ongoing challenges in 2025. During the year, sales of four-wheel vehicles declined by 7.2% from the previous year to approximately 0.8 million units, while two-wheel vehicle sales remained relatively resilient, with approximately 6.4 million units. This trend reflects the impact of cautious consumer spending in a volatile economic environment. To help stimulate demand in the sector, the government introduced several supportive measures, including Luxury Sales Tax Incentives for Battery Electric Vehicles (BEV) and Hybrid Electric Vehicles (HEV), as well as a temporary incentive for imported Completely-Built Up (CBU) BEVs. Despite these efforts, the implementation of regional taxes (Opsen PKB/BBNKB) posed additional challenges and slowed the pace of recovery in the automotive market.

KEY STRATEGIES AND ACHIEVEMENTS

In line with our 2024–2026 strategic direction, Danamon continued to strengthen its position as one of the leading financial groups in Indonesia by deepening collaboration within the MUFG ecosystem—including MUFG Jakarta Branch, Adira Finance, Home Credit Indonesia, and Zurich Asuransi

Indonesia. Shared networks and capabilities allowed the Bank to broaden its customer reach and sustain growth across key lending segments. A major milestone during the year was the successful completion of the merger between Adira Finance and Mandala Finance, forming a stronger multifinance entity with broader national coverage and improved operational scale. This reflects our commitment to strengthen our capabilities to service under a unified group.

We also believe that our appointment as the Operational FHC will bring more integrated governance across the MUFG franchise in Indonesia. With enhanced oversight and stronger coordination across our entities, we will provide more seamless and customer-centric financial solutions.

Performance across our business engines—Enterprise Banking & Financial Institutions (EBFI), SME, and Consumer Banking—remained resilient, reflected in strong growth. Adira Finance also picked up asset and profitability growth despite challenging automotive market in Indonesia.

Guided by our strategic themes—Dominant in Targeted Ecosystem, Unique MUFG Proposition, and Data Analytics & Process Improvement—Danamon continued to build momentum across its four business engines, setting the stage for a new chapter of growth as we move toward 2026.

Targeted Ecosystem

Danamon strengthened its presence across selected ecosystems by expanding customer touchpoints and enhancing collaboration. In the Automotive Ecosystem, auto retail financing synergy grew by 41% YoY. For the fourth consecutive year, together with MUFG and Adira Finance, we served as both the Official Bank Partner and the Official Multifinance Partner of 2025 Indonesia International Motor Show (IIMS) in Jakarta and Surabaya, one of the largest automotive show in Indonesia. Momentum in the Hajj and Umrah Ecosystem also remained positive throughout the year. Aside from strategic partnership with Muhammadiyah in their digital financial ecosystem, we expanded our network of travel agent partners by 31% YoY, enabling more seamless services for pilgrims. The number of pilgrim-related accounts also saw a 43% increase, and overall funding in this segment grew by 6% compared to last year.

Overall, the expansion of our bank-wide ecosystem targeting strategy across four focus areas—Education, Hajj & Umrah, Real Estate, and Automotive—has onboarded over 1,400 new ecosystems. This year, to accelerate that progress further, we began empowering our regional teams to actively identify and cultivate ecosystems that reflect the unique needs and opportunities in their respective areas. This approach not only strengthens our presence across the regions but also reinforces our dedication to inclusive and sustainable growth at the community level.

FOUNDATION BUILDING

In 2025, Danamon's commitment to build a strong foundation was evident in our focus on developing people, IT capabilities, branding, and transforming branch and digital channels.

Specific on digital channels, our update of D-Bank PRO to version 2.0 and ongoing upgrades to Danamon Cash Connect (DCC) significantly enhanced customer experience and supported digital growth. The number of active users surged by 7% YoY, transactions increased by 35%, and the overall value of transactions rose by 29%. We continued to innovate by introducing new features such as QRIS Cross-Border payments for Japan, Singapore, Thailand, and Malaysia, expanding the range of multifinance billers, and refining our app design for greater reliability and convenience. These enhancements highlight Danamon's capabilities in delivering accessible and cutting-edge financial solutions.

We also continued to transform our branch network throughout Indonesia, by revamping 27 branches in 2025 to serve our customers better. To make banking even more accessible, we introduced "Danamon on Wheels", bringing our mobile branch services directly to customers wherever they are.

Our branding efforts, ranging from local initiatives like Semarak Nusantara to global events such as the Top It Up-Osaka & Kyoto Marathon 2026, have enhanced our brand awareness and helped strengthen our long-term relationships with customers.

HUMAN CAPITAL MANAGEMENT

This year, Danamon reinforced its position as an employer of choice by investing in future-ready banking professionals and enhancing capabilities across the organization. The Danamon Bankers Trainee (DBT) program remained our cornerstone in attracting and nurturing high-potential talents from across Indonesia, embedding the Bank's BISA values—*Berkolaborasi*, *Integritas*, *Sigap Melayani*, *Adaptif*—into the next generation of leaders.

We strengthened capability building through expanded career development framework and talent mobility initiative supported by MUFG and its partner banks. These initiatives provided broader exposure via cross-entity assignments, structured leadership development, and global learning opportunities. Complementary platforms such as the Danamon Leadership Academy, Corporate-Wide Learning, and the Global Experience Talent Swap (GETS) program reinforced continuous learning and helped foster a diverse and agile workforce.

Guided by our employee value proposition "Let's GROW"—Global Exposure, Rise to Excellence, Own Your Future, and Wellness & Well-being—Danamon maintained its focus on creating an inclusive, collaborative, and supportive workplace. This commitment earned Danamon its fourth consecutive inclusion in the HR Asia Best Companies to Work for in Asia 2025, along with the Bank's first-ever HR Asia Most Caring Company Award—a testament to the strength of our culture and employee engagement.

DIRECTORS' ROLES AND REVIEW PROCESS

The Board of Directors (BOD) played a central role in guiding Danamon's strategic direction throughout the year. In line with the Board of Director Charter, the BOD set strategic priorities and ensured their effective integration into the Bank's corporate plans. This governance framework provides the foundation for consistent execution and alignment across business functions.

Beyond strategy formulation, the BOD also oversaw the application of sound governance and compliance practices, ensuring that all operations remained aligned with Danamon's long-term aspirations and regulatory expectations. Regular reviews were conducted to assess strategic execution, strengthen internal controls, and follow up on audit recommendations issued by internal auditors, external auditors, and supervisory authorities. These reviews support continuous improvement and reinforce accountability, as detailed further in the Corporate Governance chapter of this report.

TARGET AND REALIZATION

Throughout 2025, Danamon delivered sustained growth across its business segments despite a challenging market. Consolidated loans rose 9.8% YoY to Rp210.9 trillion, supported primarily by the EBFI segment, which recorded 14.0% YoY growth to Rp99.3 trillion. The SME segment continued positively with 6.5% YoY growth, while the consumer segment—particularly mortgages, personal loans, and credit cards—expanded 9.6% YoY to Rp23.0 trillion. In the mean time, Adira Finance posted a 1.9% YoY lending growth to Rp63.4 trillion.

Asset quality remained solid, with the consolidated gross NPL ratio improving to 1.7%, NPL Coverage Ratio of 280.7%, and a positive trend in Loan-at-Risk (LAR), which declined to 8.3% from 10.6% last year.

Funding remained robust with total third-party funds grew by 17.9% YoY to reach Rp182.3 trillion and CASA improved 18.0% YoY at Rp75.2 trillion, demonstrating the Bank's continued efforts to strengthen transactional banking and deepen customer engagement. Liquidity and capital positions also stayed strong, with a consolidated Capital Adequacy Ratio (CAR) of 25.4% at the end of 2025—well above regulatory requirements.

These fundamentals resulted in stronger profitability: Net operating income increased to Rp5.5 trillion, and Net Profit After Tax (NPAT) grew by 14.0% to Rp4.0 trillion. These results were reflected in improved returns, lifting ROA to 1.6% and ROE to 8.3%.

The following table provides a comparison between Danamon's prime lending rates and the average interest rates in 2025:

Prime Lending Rates As of December 31, 2025

Data Period	Non MSME Loan		MSME Loan			Mortgage	Non Mortgage
	Corporate	Retail	Medium	Small	Micro		
Prime Lending Rate (%)	8.35%	8.85%	9.35%	9.35%	N/A	8.00%	9.10%

Implementation of GCG

Danamon continued to enhance its commitment to Good Corporate Governance (GCG), recognizing it as an essential foundation for responsible and sustainable growth. In 2025, the Bank's governance, risk management, and compliance practices were strengthened further—an effort reflected in the achievement of the Top GRC Award 4 Star (Very Good). In addition, Danamon's leadership was recognized as the Most Committed GRC Leader 2025, underscoring the deeply embedded governance culture across the organization.

GCG practices at Danamon remain anchored in the principles of transparency, accountability, responsibility, independency, and fairness. Regular assessments of governance structures and processes—including those within the MUFG Financial Conglomeration—help ensure alignment with regulatory expectations and global best practices. Danamon also continued improving its Whistleblowing System (WBS) through collaboration with an external independent party, reinforcing a secure and confidential reporting mechanism that supports ethical conduct.

INTERNAL CONTROL OVER FINANCIAL REPORTING

To ensure the accountability of the financial reporting and to align with POJK No. 15 year 2024 regarding *Integritas Pelaporan Keuangan Bank*, Danamon is committed to implement governance and internal control within the reliable financial reporting process.

In 2025, Danamon has established Special Unit that centrally coordinates ICoFR shall be defined as ICoFR Sub-Committee that responsible to the Risk Management Committee (RMC). ICoFR Sub-Committee consists of Risk Management, Compliance and Internal Control Department who is responsible for preventing fraud or manipulation in Danamon's financial information and financial statements. Danamon has developed the ICoFR Policy, ICoFR Guidelines, performed the materiality analysis of Danamon's financial statement and financial information, determined the ICoFR framework, and conducted socialization to related stakeholders regarding ICoFR.

Danamon has implemented integrity on financial reporting and conducted evaluation in 2025 based on scope in Danamon's ICoFR Journey. This implementation of evaluation scope will be carried out gradually in accordance with the Bank's capacity and will be reported in the next reporting period.

SUSTAINABLE FINANCE: STRATEGY, CHALLENGES, AND ACHIEVEMENTS

Sustainable finance remained a strategic priority in 2025 as Danamon advanced its role in supporting national sustainability goals and MUFG Group's global commitments. Guided by our Sustainability Policy and Sustainable Finance Action Plan (SFAP), Danamon continued progressing across five priority programs: Governance and Process, Awareness and Internal Capacity Building, Sustainable Financing, Responsible Workplace Management (Achieving Net Zero on Own Operations by 2030), and Corporate Social Responsibility (CSR).

The Board led initiatives to strengthen climate alignment and sustainable business practice, including improvements in greenhouse-gas emission monitoring and continued decarbonization efforts toward achieving net-zero emissions from our operations by 2030. Our sustainable financing portfolio also maintained a positive growth, with increased financing to renewable energy and transition-supportive sectors.

Beyond financing, Danamon expanded financial literacy and women empowerment programs, including support for ultra-micro women entrepreneurs, reinforcing our role in inclusive economic development. Collaboration with MUFG and group companies remained instrumental, with platforms such as Net Zero School and MUFG Net Zero World Jakarta 2025 supporting industry-wide dialogue on energy transition, ESG integration, and sustainable financing opportunities.

Looking ahead, Danamon will continue to strengthen its climate-risk integration in compliance with SEOJK 14/2025 and preparing for PSPK 1 & PSPK 2 implementation, enhancing governance as the Operational FHC of MUFG FC in Indonesia, and aligning with MUFG's sustainability direction—both globally and locally.

STRATEGY FOR 2026

In 2026, Danamon will continue to pursue its aspiration with a strengthened customer-centric business model. Building on the progress achieved, Danamon's strategic focus will include:

- **Continuing to Grow as a Financial Group**
  Danamon will strengthen collaboration with the MUFG Group to offer a comprehensive range of financial solutions that are well-connected and tailored to customer needs. By working closely with other group companies, we aim to broaden our product offerings, reach more customers across different segments, and ensure our services remain relevant and valuable within our targeted ecosystem.
- **Accelerating Process Improvement and Digital Transformation**
  To enhance execution excellence, the Bank will embed data analytics, automation, and artificial intelligence across operations. These efforts aim to improve risk management, simplify processes, and elevate customer experience. Strengthening the digital foundation will also support the Bank's scalability and competitiveness in Indonesia's financial industry.

  Guided by these priorities, Danamon remains committed to advancing its long-term aspiration to grow as One Financial Group—bringing sustainable value to customers, employees, shareholders, and communities.

CHANGES IN THE COMPOSITION OF THE BOARD OF DIRECTORS

During 2025, Danamon recorded changes in the composition of its Board of Directors. Mr. Hafid Hadeli concluded his tenure as Vice President Director, while Mr. Muljono Tjandra completed his service as Director. Subsequently, Ms. Yenny Siswanto was appointed as a Director upon receiving approval through the Fit and Proper Test conducted by OJK.

The Board extends its sincere appreciation to Mr. Hafid Hadeli and Mr. Muljono Tjandra for their dedicated service and meaningful contributions. These changes were endorsed at the Annual General Meeting of Shareholders (AGMS) held on 21 March 2025.

The current Board of Directors comprises:

- President Director : Daisuke Ejima
- Vice President Director : Honggo Widjojo Kangmasto
- Director : Herry Hykmanto
- Director : Rita Mirasari
- Director : Dadi Budiana
- Director : Thomas Sudarma
- Director : Jin Yoshida
- Director : Yenny Siswanto

APPRECIATION TO EMPLOYEES, CUSTOMERS, AND BUSINESS PARTNERS

The Board of Directors expresses its highest appreciation to our customers, shareholders, media partners, and all stakeholders for their unwavering trust and support throughout 2025. Equal gratitude is extended to all Danamon employees for their dedication, collaboration, and contribution in advancing the Bank's strategy and performance. We also thank the Board of Commissioners for their invaluable guidance and supervision, and OJK, Bank Indonesia, and other regulators for their continuous support in ensuring strong governance and sustainable growth.

Together with all stakeholders, Danamon remains committed to strengthening collaboration, enhancing partnerships, and creating enduring value in the years ahead.



Daisuke Ejima
President Director

BOARD OF DIRECTORS



Herry Hykmanto
Director

Dadi Budiana
Director

Yenny Siswanto
Director

Daisuke Ejima
President Director



Honggo Widjojo Kangmasto
Vice President Director

Rita Mirasari
Director

Jin Yoshida
Director

Thomas Sudarma
Director

SHARIA SUPERVISORY BOARD **REPORT**

Assalamu'alaikum Warahmatullahi Wabarakaatuh

Bismillaahirrahmaanirrahiim

Alhamdulillaahirabbil'aalamiin, all the praise and gratitude to Allah SWT due to all of His blessings, mercy, and guidance upon all of us, so that Allah SWT enables us to carry out the duties and trust entrusted to us, we convey our blessings and greetings to the Prophet Muhammad Shallallahu 'Alaihi Wa sallam.

The Sharia Supervisory Board (SSB) of PT Bank Danamon Indonesia Tbk–Sharia Business Unit (Danamon UUS) is entrusted with the responsibility of performing supervisory and advisory functions to the Board of Directors to ensure that all business activities, products, and services of Danamon UUS are conducted in compliance with Sharia principles.

In carrying out its duties and responsibilities, the SSB adheres to the prevailing provisions of the Financial Services Authority regulations and circular letters (POJK and SEOJK) concerning the governance of Sharia banks and Sharia business units, the fatwas issued by the National Sharia Board—Indonesian Council of Ulama (DSN–MUI), as well as the applicable SSB Charter.

Throughout 2025, the SSB performed its supervisory role independently and on an ongoing basis through regular SSB meetings, the review and issuance of Sharia opinions on product development as well as proposed policies and procedures, and the monitoring of the implementation of Sharia principles in the operations of Danamon UUS. SSB also coordinates effectively with management and relevant work units to ensure consistent implementation of Sharia compliance.

Based on the supervision conducted, the Sharia Supervisory Board (SSB) is of the opinion that, in general, the products, services, policies, and business activities of Danamon UUS have been carried out in accordance with Sharia principles, DSN-MUI fatwas, and the applicable POJK and SEOJK regulations, and that there were no material violations of Sharia principles during the reporting period. Recommendations conveyed by the SSB have been adequately followed up by management as part of ongoing efforts to strengthen governance and Sharia compliance.

Going forward, the SSB remains committed to continuously enhancing the quality of Sharia supervision and supporting the effective implementation of Good Corporate Governance in order to promote the sustainable growth of Danamon UUS in alignment with Sharia principles.

On this occasion, we would like to express our gratitude and appreciation for the cooperation and support of the Board of Directors and the entire management of Danamon for the achievements in 2025 and their efforts in maintaining the consistent application of Sharia principles in banking activities. In closing, let us always pray to Allah SWT to grant us health, ease, and blessings in all our intentions and endeavors. May Danamon's Sharia Business Unit continue to achieve greater success and remain at the forefront in the future.

Danamon UUS will hopefully become even more successful in the future and remain at the forefront.
Aamiin Yaa Rabbal 'Alamin.

Wassalaamu'alaikum Warahmatullahi Wabarakaatuh

On behalf of the Sharia Supervisory Board



Prof. Dr. M. Din Syamsuddin
Chairman of Syariah Supervisory Board

SHARIA SUPERVISORY BOARD



Prof. Dr. KH. Hasanudin, M.Ag
Member for Sharia Supervisory Board

Prof. Dr. M. Din Syamsuddin
Chairman of Sharia Supervisory Board

Dr. Asep Supyadillah, M.Ag.
Member for Sharia Supervisory Board

DECLARATION OF RESPONSIBILITY **FOR ANNUAL REPORT**

The following is a joint declaration by the Board of Commissioners and the Board of Directors on responsibility for the 2025 Annual Report of PT Bank Danamon Indonesia Tbk.

We, the undersigned, testify that all information contained in the 2025 Annual Report of PT Bank Danamon Indonesia Tbk has been presented in its entirety, and assume full responsibility for the accuracy of the contents of the Company's Annual Report.

This statement is hereby made in all truthfulness.

Jakarta, 6 March 2026

BOARD OF COMMISSIONERS



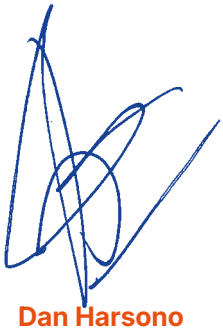
Yasushi Itagaki
President Commissioner



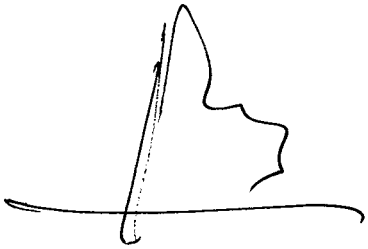
Halim Alamsyah
Vice President Commissioner (Independent)



Nobuya Kawasaki
Commissioner



Dan Harsono
Commissioner



Peter Benyamin Stok
Independent Commissioner



Hedy Maria Helena Lapian
Independent Commissioner

BOARD OF DIRECTORS



Daisuke Ejima
President Director



Honggo Widjojo Kangmasto
Vice President Director



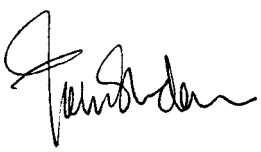
Herry Hykmanto
Director



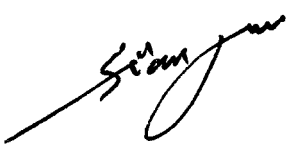
Rita Mirasari
Director



Dadi Budiana
Director



Thomas Sudarma
Director



Jin Yoshida
Director



Yenny Siswanto
Director

SHARIA
SUPERVISORY BOARD

Chairman : **Prof. Dr. M. Din Syamsuddin**
Member : **Prof. Dr. KH. Hasanudin, M.Ag**
Member : **Dr. Asep Supyadillah, M.Ag.**

Declaration:
The members of Danamon's Sharia Supervisory Board have declared they have no financial, management, share ownership and/or family relationships with members of the Board of Directors, Board of Commissioners and/or controlling shareholders, or other relationships with Danamon that may affect their ability to discharge their duty as stated in their letter of appointment signed on May 26, 2025 and renewed every year.

Jakarta, 6 March 2026

Prof. Dr. M. Din Syamsuddin
Chairman of Sharia Supervisory Board

Prof. Dr. KH. Hasanudin, M.Ag
Member of Sharia Supervisory Board

Dr. Asep Supyadillah, M.Ag.
Member of Sharia Supervisory Board

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03
COMPANY **PROFILE**

PT Bank Danamon Indonesia Tbk
2025 Annual Report



DANAMON
AT A GLANCE

Danamon posted total consolidated assets of Rp275.7 trillion as of 31 December 2025. Its shares are owned by MUFG Bank, Ltd. (92.47%, directly and indirectly) and the public (7.53%).

PT Bank Danamon Indonesia Tbk (IDX: BDMN) was established in 1956. As of 31 December 2025, Danamon recorded a consolidated total assets of Rp275.7 trillion with its subsidiary, Adira Finance. In terms of share ownership, 92.47% of Danamon shares are owned by MUFG Bank, Ltd. (directly and indirectly), while the remaining 7.53% are owned by the public. In serving customers across all business lines, namely retail, small and medium enterprises, and corporations, Danamon is supported by 1,238 conventional and Sharia Business Unit, branches and Adira Finance.

A subsidiary of MUFG, one of the world's largest financial services groups, Danamon has strong support from MUFG's global network and its partner banks: Krungsri in Thailand, Security Bank in the Philippines, and VietinBank in Vietnam. Further boosting Danamon's strength is its local network of group companies: Adira Finance, Home Credit Indonesia, and Zurich Asuransi Indonesia, as well as its strategic partners.

Together with MUFG, its group companies and strategic partners, Danamon is committed to continue Growing Together as One Financial Group to become a more trusted, customer-centric, and innovative financial partner and meet the aspirations of shareholders, customers, employees, and regulators by providing holistic financial solutions that allow them to thrive together.

Consistent with its vision "We Care and Enable Millions to Prosper," Danamon and its group companies and strategic partners recognize the importance of sustainability as an integral part of the growth and prosperity of society.

Therefore, Danamon is also committed to supporting Indonesia in achieving net zero emissions by 2060 through various progressive efforts towards sustainable finance, decarbonization initiatives, and green economy development. These initiatives are reflected in the Sustainability Finance Action Plan (SFAP), which includes governance and process, awareness and capacity building, sustainable financing, responsible workplace management, and corporate social responsibility. Each of these pillars is designed to support sustainability principles and ensure that every aspect of our operations contributes positively to the environment.

In running its business and achieving goals aligned with the company's vision and mission, Danamon upholds its corporate values "BISA" that all its employees, management, directors, and commissioners ought to live up to: Collaboration (*Berkolaborasi*), Integrity, (*Integritas*), Customer Centric (*Sigap Melayani*), and Adaptive (*Adaptif*).

CORPORATE IDENTITY

Danamon

A member of MUFG

Company Name
PT Bank Danamon Indonesia Tbk

Core Business
Banking Services

Date of Establishment
16 July 1956

Legal Basis of Establishment
Notarial deed No. 134 dated 16 July 1956 of Meester Raden Soedja, S.H. ratified by the Minister of Justice of Republic of Indonesia in its decission letter No. J.A.5/40/8 dated 24 April 1957 and was published in Supplement No.664 to the State Gazette of Republic of Indonesia No.46 dated on June 7, 1957

Custodian Bank Permit
Bapepam & LK Letter No. Kep-02/PM/Kstd/2002 dated 15 October 2002

Trustee Permit
Bapepam & LK Letter No. S-1600/PM/2000 dated 30 June 2000

Bursa Efek
Bursa Efek Indonesia

Business Identification Number
9120205531975

Nomor Pokok Wajib Pajak
01.308.470.2-091.000

Stock Exchange
Bursa Efek Indonesia

Share Code
BDMN

Global Intermediary Identification Number (GIIN)
WZU780.99999.SL.360
www.danamon.co.id
corporate.secretary@danamon.co.id
corporate.communications@danamon.co.id
investor.relations@danamon.co.id

Association Membership
- Naional Private Bank Association (Perbanas)
- Indonesia Public Listed Companies Association (AEI)
- Indonesia Payment System Association (ASPI)
- Bankers Association for Risk Management (BARa)
- Indonesian Banker Association

Latest Acrticle Of Association
Deed No. 122 dated March 21, 2025, drawn up before Mala Mukti, S.H., Lex Legibus Magister, Notary in Jakarta, which has been received and recorded in the Legal Entity Administration System Database of the Ministry of Law of the Republic of Indonesia No. AHU-AH.01.03-0098123 dated 10 April 2025

ISIN Code
ID1000094204

SWIFT Code
BDINIDJA

Business Permit
Letter from the Ministry of Finance of the Republic of Indonesia No. 161259/U.M.II dated 30 September 1958

Foreign Exchange Bank Permit
Letter from Bank Indonesia No. 21/10/Dir/UPPS dated 5 November 1988

Sharia Banking Permit
Letter from the Directorate of Banking Licensing and Information, Bank Indonesia, no. 3/744/DPIP/Prz dated 31 December 2001

Tax Payment Bank Permit
Letter from the Directorate General of Taxation, Ministry of Finance of the Republic of Indonesia, No. S-480/PJ.9/1989 dated 7 September 1989

Head Office
PT Bank Danamon Indonesia Tbk

Menara Bank Danamon
Jl. H.R. Rasuna Said, Blok C No.10
Karet Setiabudi, Jakarta-Indonesia 12920
Indonesia
Phone : +6221 8064 5000

Subsidiary
PT Adira Dinamika Multi Finance Tbk
Line of Business: Financing
Head Office: Millenium Centennial Center Lantai 53rd, 53rd-61st floor
Jl. Jend. Sudirman Kav.25, Jakarta 12920
Phone: +6221 3973 3232, 3973 3322
Fax: +6221 3973 4949
E-mail: af.investor.relation@adira.co.id
af.corsec@adira.co.id

AKSES INFORMASI

INFORMASI KORPORASI
Corporate Secretary

INFORMASI INVESTOR
Investor Relations

KEPERLUAN SIARAN PERS
Corporate Communications

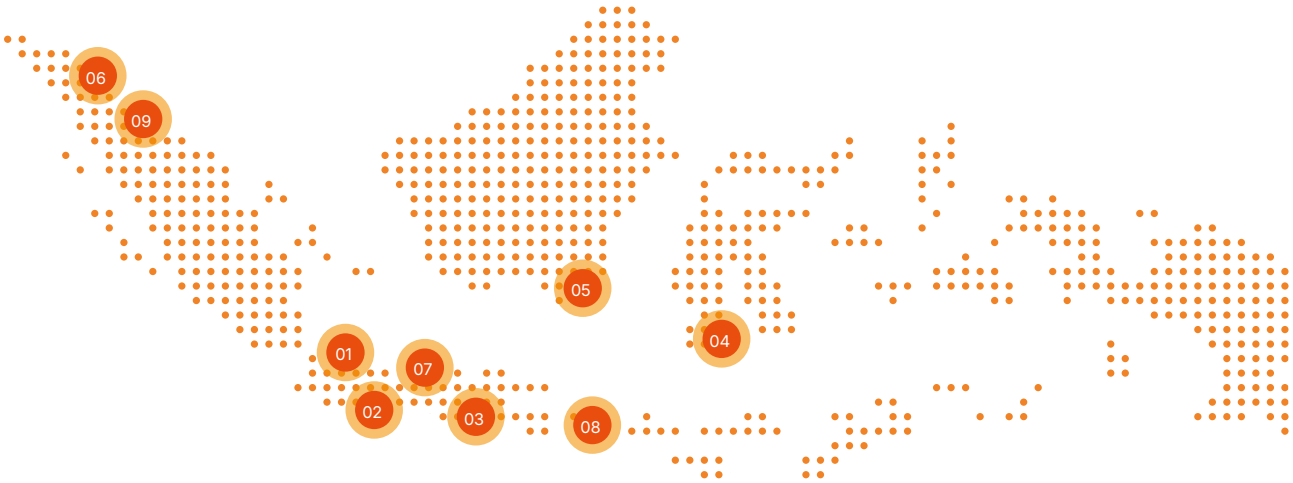
Menara Bank Danamon
Jl. H.R. Rasuna Said Blok C No.10 Karet Setiabudi, Jakarta-Indonesia 12920
Phone : +622180645000 | FAX : +622180645030

17TH FLOOR
corporate.secretary@danamon.co.id

21ST FLOOR
investor.relations@danamon.co.id

11TH FLOOR
corporate.communications@danamon.co.id

OPERATIONAL **AREAS** [POJK C.3]



Total Branches

1,238

Danamon

361

ADMF

877

Danamon has a network throughout Indonesia from Aceh to Papua.

Danamon operates an extensive distribution network spread out from Aceh to Papua, with **1,238** branches and service outlets comprising conventional branches, sharia units, and the branch networks of Adira Finance.

1 **Jakarta Regional Office**

Covering Bekasi, Bogor, Cilegon, Jakarta, Karawang, Serang, Tangerang, South Tangerang, Depok.

2 **Bandung Regional Office**

Covering Bandung, Cianjur, Cimahi, Cirebon, Purwakarta, Subang, Sukabumi, Tasikmalaya, West Bandung.

3 **Surabaya Regional Office**

Covering Banyuwangi, Blitar, Bojonegoro, Gresik, Jember, Jombang, Kediri, Madiun, Malang, Mojokerto, Pamekasan, Pasuruan, Sidoarjo, Surabaya, Tulungagung.

4 **Makassar Regional Office**

Covering Ambon, Banggai, Bau-Bau, Biak Numfor, Bitung, Bone, Bulukumba, Gorontalo, Gowa, Jayapura, Kendari, Kotamobagu, Makassar, Manokwari, Manado, Merauke, Mimika, Morowali, Nabire, Palopo, Palu, Pare-Pare, Pinrang, Sorong, Tana Toraja, Ternate, Toli-Toli, Tomohon, Wajo.

5 **Balikpapan Regional Office**

Covering Balikpapan, Banjarbaru, Banjarmasin, Kota Baru, Berau, Bontang, Bulungan, Ketapang, West and East Kotawaringin, East Kutai, Melawi, Palangkaraya, Pasir, Pontianak, Samarinda, Sambas, Sanggau, Singkawang, Sintang, Tarakan.

6 **Medan Regional Office**

Covering Asahan, Banda Aceh, Batam, Binjai, Bireuen, Deli Serdang, Karimun, Labuhan Batu, Langkat, Langsa, Lhokseumawe, Medan, Nias, Padang Sidempuan, Pematang Siantar, Sibolga, Tanjung Balai, Tanjung Pinang, Tebing Tinggi.

7 **Semarang Regional Office**

Covering Banyumas, Cilacap, Grobogan, Jepara, Kebumen, Klaten, Kudus, Magelang, Pati, Pekalongan, Purbalingga, Purworejo, Rembang, Salatiga, Semarang, Sleman, Surakarta/ Solo, Tegal, Temanggung, Wonosobo, Yogyakarta, Sukoharjo.

8 **Denpasar Regional Office**

Covering Badung, Belu, Bima, Buleleng, Denpasar, Ende, Gianyar, Jembrana, Kupang, Manggarai, Mataram, Sikka, Sumbawa, Tabanan.

9 **Palembang Regional Office**

Covering Bandar Lampung, Bengkalis, Bengkulu, Bukit Tingi, Dumai, Indragiri Hilir, Jambi, Lubuk Linggau, Metro, Ogan Komering Ulu Padang, Palembang, Pangkal Pinang, Pekanbaru, Pringsewu, Rokan Hilir, West Tanjung Jabung.

VISION & **MISSION** [POJK C.1]

VISION

We Care and Enable Millions to Prosper. Danamon believes that its purpose is to care for others: its customers, employees, and society at large, enabling them to thrive, grow, and achieve prosperity.

MISSION

Danamon seeks to realize its vision through its three missions, namely:

1. **Danamon aims to become "Indonesia's Leading Financial Institution" with a respected presence.**
   - Danamon believes that its strength in financial intermediation in the economy makes it a catalyst for wealth creation and prosperity.
   - To optimize its role in the economy, it is imperative for Danamon to have a good reputation and lead among other financial institutions, as:
     a. A business partner to its customers and
     b. A contributing and caring member of society.
2. **A customer-centric organization that serves all segments by offering unique value to each, based on sales and service excellence, and supported by world-class technology.**
   - In carrying out its roles, Danamon strives to understand what each customer needs and responds accordingly.
   - Danamon provides solutions to each need, uniquely, that no other financial institution in the industry provides and does so based on knowledge from research and technology.
   - In doing so, Danamon focuses on service processes that apply technology with care and responsibility.
   - It is important for Danamon employees to satisfy their customers and act honorably in providing services that will be valued by society at large.
   - Positive employee attitudes such as the following are required:
     a. Adaptable, open and continuously learning to respond to change.
     b. Understand and focus on personal and human development.
3. **Our aspiration is to be the employer of choice and one that is respected by our customers, employees, shareholders, regulators and the communities in which we operate.**
   - Danamon invests in building a culture that is conducive to achieving its goals.
   - Danamon builds collaborations with its stakeholders, both within and outside its neighborhood, to create contributions that benefit their recipients, in places where they are most needed.

Review of Vision and Mission Statements:

In 2025, Danamon reviewed the suitability of the Vision and Mission statements with the company's condition and the various challenges it will face in the future. Based on it can be concluded that the Vision and Mission statements are still in accordance with the current condition of Danamon and the challenges ahead.

CORPORATE **VALUES**

Corporate Values

As a foundation for achieving its vision and mission, the Company has established Corporate Values that must be understood and implemented by all Employees, Management, Directors, and Commissioners of Danamon as a guide in behavior and in carrying out their duties and responsibilities.



Collaboration

Leverage diversity as strength to achieve shared goals.

Integrity

Consistently uphold professionalism, openness, responsibility and ethics as performance governance.

Customer Centric

Providing the best services quickly, promptly, and accurately.

Adaptive

Keep developing and improving self-potential to become the best.

CORPORATE **LOGO**



01

DANAMON SYMBOL THE BEAMS OF A LIGHTHOUSE

Our symbol is inspired by the beams of a lighthouse, comprising of two rays of light that radiate outwards from a single source. It represents our role in helping guide consumers through the complexities of financial services. It also symbolizes our vision to help millions of people to prosper.



02

DANAMON LOGOTYPE

This is the corporate typeface that sits below the Danamon symbol. It is a specific font and should be used in combination with the Danamon symbol as a single entity.

03

BUSINESS GROUP IDENTITY

According to OJK (Financial Services Authority) letter No. S-22/PB.32/2021 regarding the usage of business group identity by PT Bank Danamon Indonesia Tbk, the Danamon logo is to be implemented together with its business group identity for its marketing communication and advertising materials.

CORE BUSINESS [GRI 2-6]

PURPOSES AND OBJECTIVES AS WELL AS BUSINESS ACTIVITIES

Article 3

According to Article 3 of Bank Danamon's Articles of Association as stated in Deed No. 88 dated 22 March 2024, and approved by the Minister of Law and Human Rights of the Republic of Indonesia based on his decision No. AHU- H.01.03.0081738 dated 3 April 2024. Bank Danamon may engage in the following primary and secondary business activities to achieve these goals and objectives:

1. **The purposes and objectives** of the Company are to do business activities as a Commercial Bank.

2. **Main Business Activities**
   To achieve the purposes and objectives mentioned above, the Company may carry out the following main business activities:
   a. raising funds from the general public in the form of savings/deposits i.e. demand deposits account, time deposits, deposit certificates, savings and/or other forms which are similar to or comparable to them, either in the Rupiah currency or foreign currencies;
   b. extending loan, either long-term, middle-term, or long-term or other forms of loan which are usually extended in the banking world;
   c. issuing promissory notes;
   d. purchasing, selling, or guaranteeing at its own risk or in the interest and by the order of the customers:
      (i) drafts including the drafts accepted by bank and the validity period of which is not longer than the normal period of issuance in the trade of the said instruments;
      (ii) promissory notes and other commercial papers, the validity period of which is not longer than the normal period of issuance in the trade of the said instruments;
      (iii) state treasury instrument and Government bond;
      (iv) certificate of Bank Indonesia (SBI);
      (v) bond;
      (vi) promissory notes with a validity period of up to 1 (one) year;
      (vii) other securities with a validity period of up to 1 (one) year;
   e. transferring funds, both on its own interest or in the interest of the customers;
   f. placing funds in, borrowing funds from, or lending funds to, another bank, both in writing, with telecommunications facility and sight draft, cheque or other facilities;
   g. receiving the payment of securities bill and making calculation with or among the third parties;
   h. providing a place to store goods and securities;
   i. carrying out safekeeping activities in the interest of another party under a contract;
   j. placing funds from one customer to another customer in the form of securities which is not listed on the Stock Exchange;
   k. carrying out factoring activities, credit card business and acting as a trustee;
   l. carrying out activities in the field of foreign currency in accordance with the provisions stipulated by Bank Indonesia and Financial Services Authority;
   m. providing funding and/or carrying out other activities under the Sharia principles, in accordance with the provisions of the applicable laws and regulations;
   n. carrying out activities as a marketing agent for non banking productssuch as insurance, mutual funds, state bonds and other activities in accordance with the provisions thereof.

3. **Supporting Business Activities**

To support the main business activities of the Company, the Company may carry out the following supporting business activities:

a. purchasing collateral, either whole or a part, through or outside the tender in the case the debtor does not meet its obligations to the bank, with the provisions that the said collateral must be marketable within short period;
b. acting as the founder and as the executive board of pension funds in accordance with the provisions of laws and regulations on pension fund;
c. issuing various forms of letter of credit and bank guarantee;
d. carrying out capital participation activity in Bank or other companies in the field of finance, such as leasing, venture capital, credit card business, consumer financing, Securities Company, insurance, settlement and depository clearing house, in accordance with the provisions of the applicable laws and regulations;
e. carrying out temporary capital participation activity to overcome the consequence of credit failure, including the financial failure under the Sharia principles, provided that such participation must be withdrawn in accordance with the provisions of the applicable laws and regulations;
f. carrying out other supporting business activities to support the main business activities which is usually carried out by Banks as long as they do not conflict with the prevailing laws and regulations.

MILESTONES

1956
Established as Bank Kopra Indonesia.

1976
Name changed to PT Bank Danamon Indonesia.

1989
Becomes a publicly listed Company with shares offered on the Jakarta Stock Exchange.

2004
Acquisition of Adira Finance.

2005
Launching of new Company Vision, Mission and Values.

2021
- Danamon launches the D-Bank PRO application.
- Danamon Syariah launches Digital *Waqf* service.
- Danamon with Grab launches the Grab Visa credit card.

2022
- Danamon launches the Danamon JCB Precious Credit Card.
- Danamon, together with Adira Finance, supported by MUFG, for the first time sponsors the 2022 Indonesia International Motor Show.
- Danamon reinaugurates the Medan Putri Hijau Branch Office in Medan and Pondok Indah Mall 2, Jakarta as the Next Generation Branch concept.

2023
- Danamon and MUFG Bank jointly announce a USD100 million investment in an Indonesia-focused venture capital named "MUFG Innovation No. 1 Limited Investment Partnership" (Garuda Fun).
- Danamon launches the "Danamon Hadiah Beruntun" Program.
- To celebrate the 67th anniversary together with customer, Danamon organizes its first DXPO event at Central Park Mall.
- Danamon, PNM, and MUFG Bank set the stage for Indonesia's First Sharia Social Financing.
- Danamon acquires Standard Chartered Bank Indonesia Retail Credit Portfolio.

2024
- Danamon through the Sharia Business Unit, for the first time holds the Danamon Syariah Travel Fair (DSTF).
- The renewal of the Danamon logo is a commitment from Danamon together with its Corporate group and strategic partners to continue transforming as one financial group and becoming a more reliable financial partner.
- Danamon introduces Danamon LEBIH PRO, which provides 9 currencies in 1 savings account.
- MUFG Bank, Ltd. (MUFG), in collaboration with PT Bank Danamon Indonesia Tbk (Danamon), hosted the inaugural MUFG Net Zero World (MUFG N0W) 2024 in Jakarta.
- MOU signing between Krungsi and MUFG together with Danamon, VietinBank and Security Bank to enhance the capabilities of Krungsri ASEAN Link as a cross-border business advisory to create an ecosystem that supports customers in developing their businesses in ASEAN.

2006
Acquisition of American Express Card Business in Indonesia.

2008
Inauguration of Danamon Corporate University.

2009
Increase of share ownership in Adira to 95%.

2013
Issuance of a sustainability report certified by the Global Reporting Initiative (GRI).

2014
Launch of BISA iB Savings and BISA Qurban iB Danamon Syariah Savings.

2015
Launch of Tabungan Bisa Umrah iB.

2016
Celebration of Danamon's 60th anniversary and inauguration of the new head office "Menara Bank Danamon."

2017
Launch of D-Connect, a digital Banking service for business people.

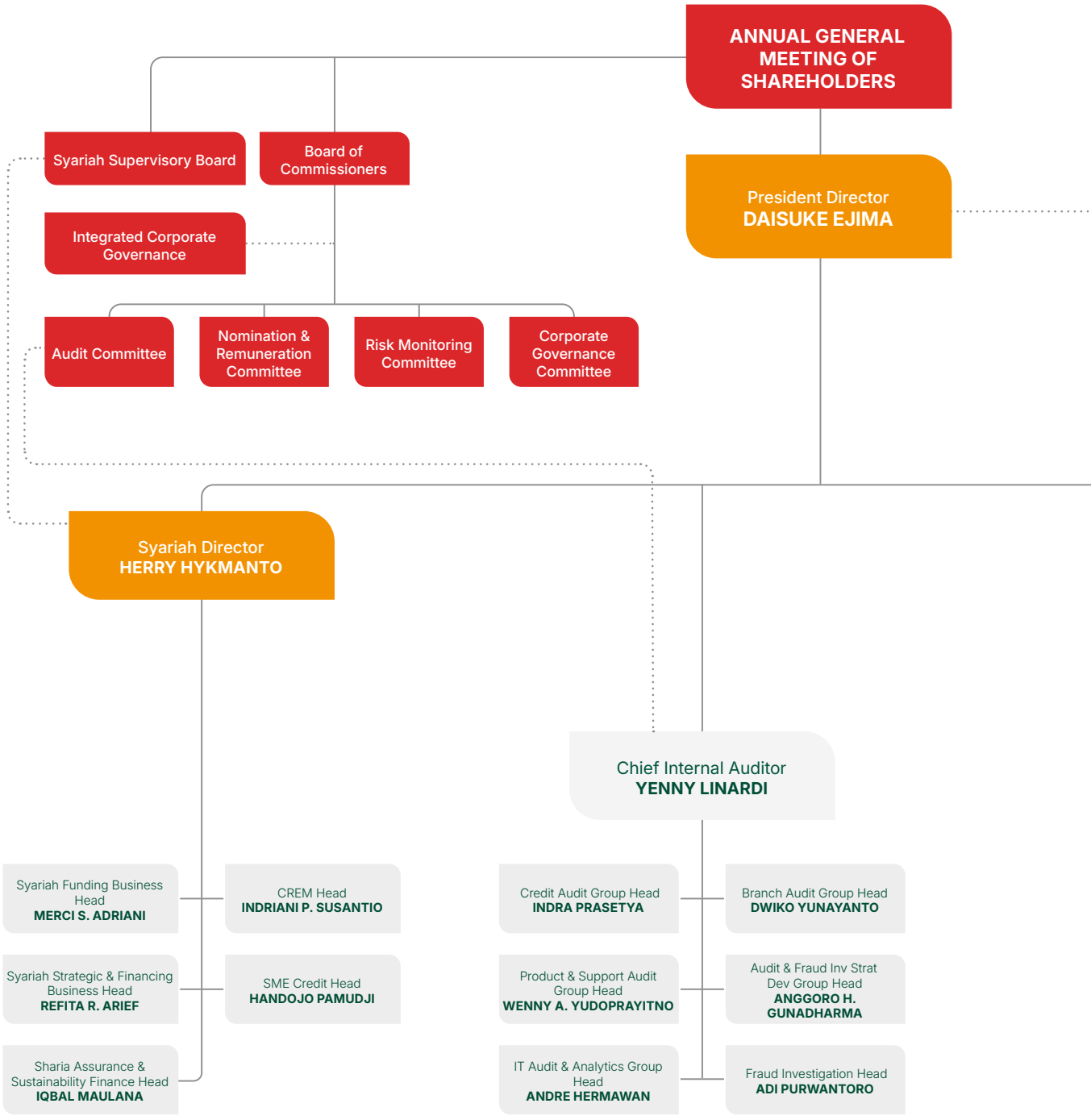
2018
- Investment of 40% of Danamon shares by MUFG Bank, Ltd.
- Conditional agreement to sell majority stake in Adira Insurance to Zurich Insurance Company Ltd.
- Launch of Danamon Syariah Hajj Savings which has been connected online with the Integrated Hajj Computerized System (SISKOHAT).

2019
- Danamon and Bank BNP complete merger.
- MUFG Bank, Ltd. increases stock investment in Danamon to 94%.
- Danamon completes sale of majority stake in Adira Insurance to Zurich.
- Danamon and MUFG convene the first Business Matching Fair in Indonesia.

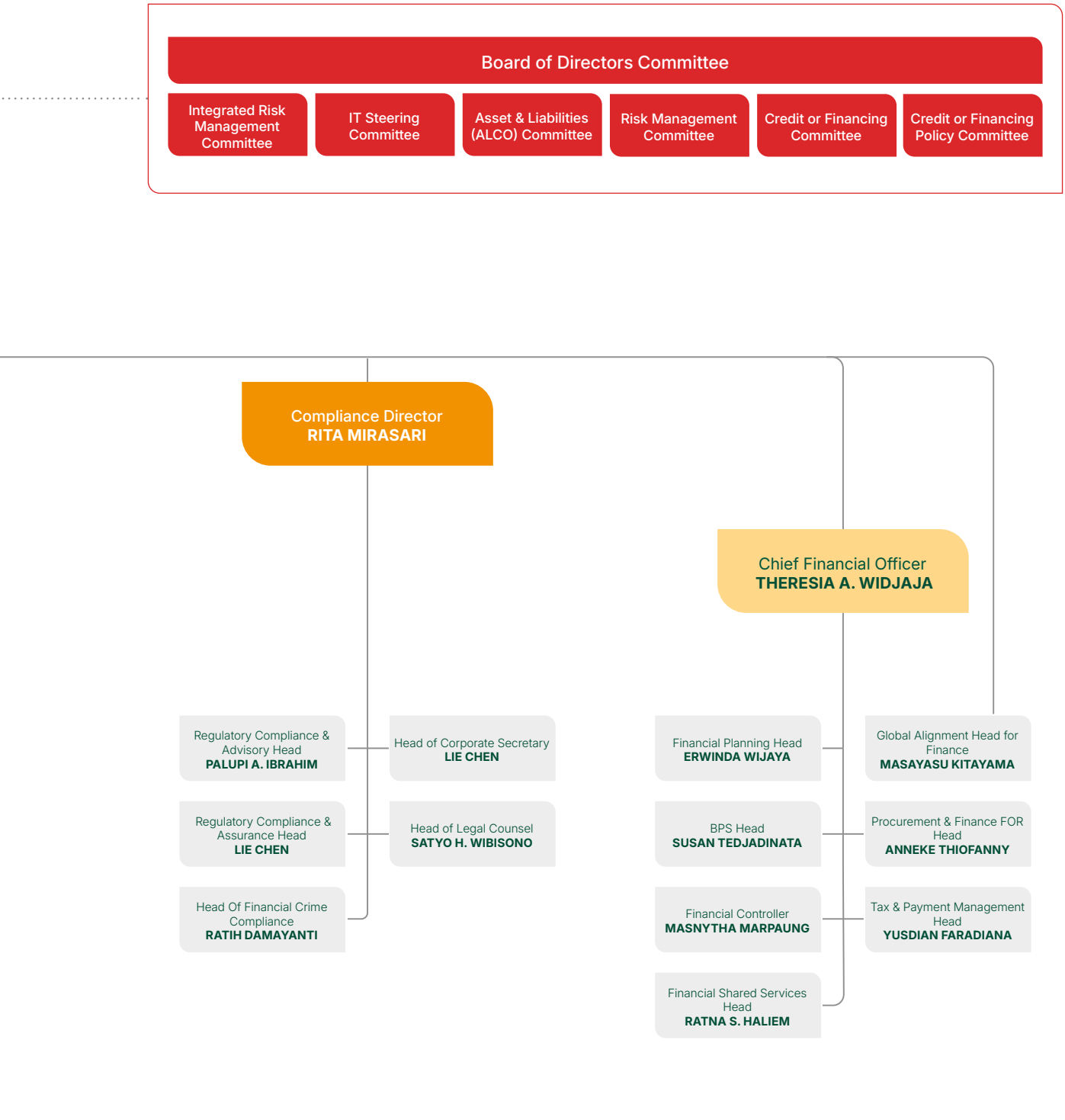


2025
- D-Bank PRO #SelaluMenggoda comes with the latest version update, offering a variety of services for ease and convenience in transactions with special features, such as: QRIS (no login required, just enter your m-PIN), 24/7 foreign exchange transactions, menu display customization, one-screen financial monitoring, and some others.
- Danamon introduces a debit card for its Danamon LEBIH PRO Savings account, the Danamon Global Currency Card.
- Relaunches the Danamon American Express® Gold Rose Gold Card – the first in Southeast Asia with a variety of new rewards for travel, dining, and shopping #MyGoldRewards.
- Launch of Mobile Branch with a more modern concept called "Danamon on Wheels" focused on reaching customers in areas with minimal banking access and supporting the business activities of Payroll Customers or Communities that have partnered with Danamon. and "Danamon on Wheels" is available in city of Jakarta, Bali, Semarang, and Surabaya.
- In commemoration of its 69th anniversary, Danamon launches a Special Edition Helmet as a symbol of strength, resilience, and the spirit of collaboration. This initiative is inspired by a meaningful philosophy: while a helmet does not fully eliminate risk, it gives the user courage. It protects and encourages one's inner creativity. The helmet is not a symbol of collision, but rather a reflection of unity and care. This helmet is creatively designed in collaboration with local illustrator Tahilalats and produced by Cargloss.
- In September 2025, the Danamon Corporate Website introduces a new modern design that improves navigation and provides seamless access to relevant information and products for every life stage.
- Danamon Syariah became the exclusive official banking partner providing digital financial solutions within the Muhammadiyah digital ecosystem, SatuMu.

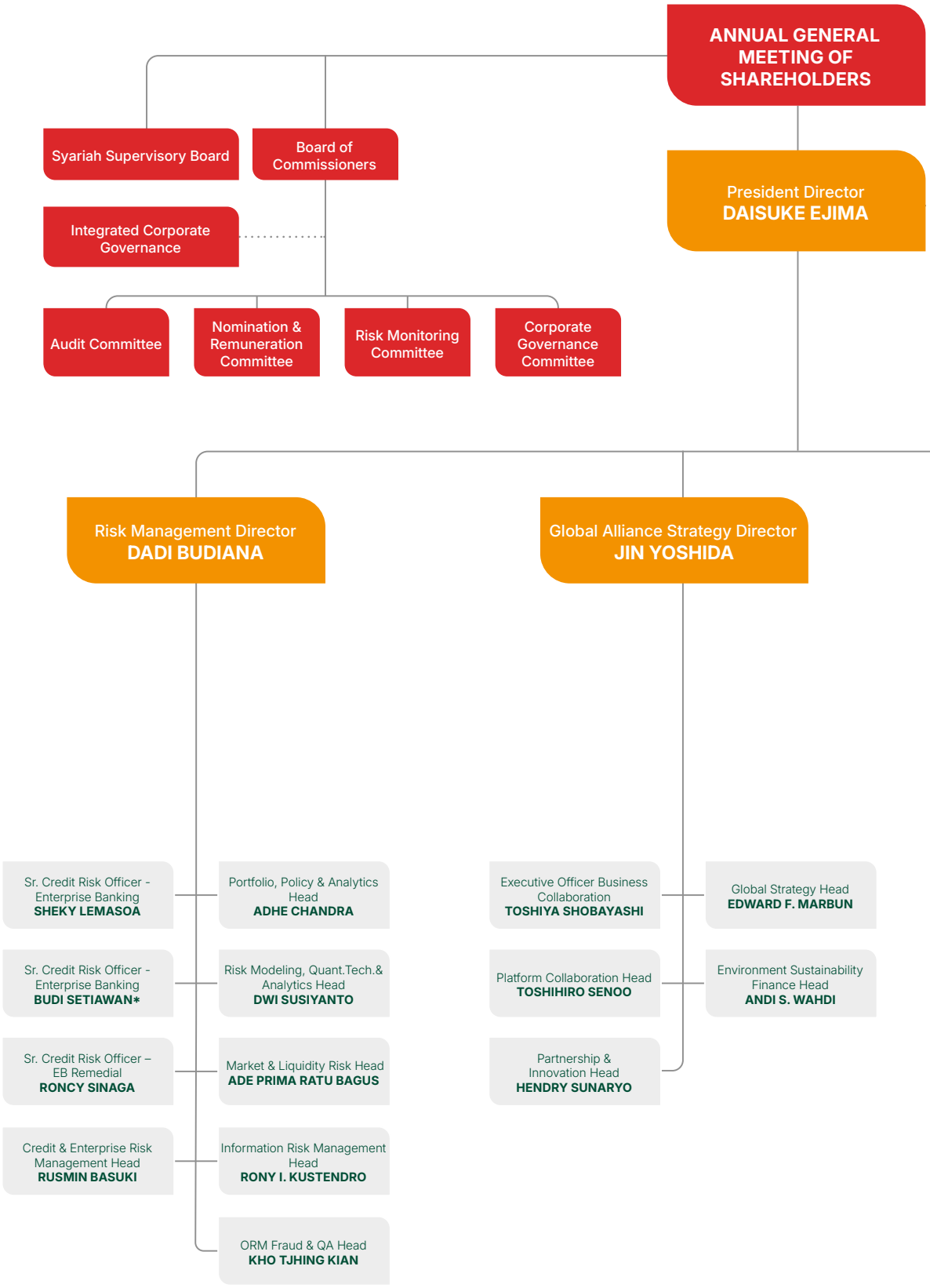
ORGANIZATION **STRUCTURE**



Notes: *Acting for the time being.


Board of Directors Committee
Integrated Risk Management Committee
IT Steering Committee
Asset & Liabilities (ALCO) Committee
Risk Management Committee
Credit or Financing Committee
Credit or Financing Policy Committee
Compliance Director
RITA MIRASARI
Regulatory Compliance & Advisory Head
PALUPI A. IBRAHIM
Regulatory Compliance & Assurance Head
LIE CHEN
Head Of Financial Crime Compliance
RATIH DAMAYANTI
Head of Corporate Secretary
LIE CHEN
Head of Legal Counsel
SATYO H. WIBISONO
Chief Financial Officer
THERESIA A. WIDJAJA
Financial Planning Head
ERWINDA WIJAYA
BPS Head
SUSAN TEDJADINATA
Financial Controller
MASNYTHA MARPAUNG
Financial Shared Services Head
RATNA S. HALIEM
Global Alignment Head for Finance
MASAYASU KITAYAMA
Procurement & Finance FOR Head
ANNEKE THIOFANNY
Tax & Payment Management Head
YUSDIAN FARADIANA
Note :
Directors
Board of Management
Division/Segment/Regions/Heads

ORGANIZATION STRUCTURE



Notes: *Acting for the time being.

Board of Directors Committee

- Integrated Risk Management Committee
- IT Steering Committee
- Asset & Liabilities (ALCO) Committee
- Risk Management Committee
- Credit or Financing Committee
- Credit or Financing Policy Committee

Information Technology & Digital Director
YENNY SISWANTO

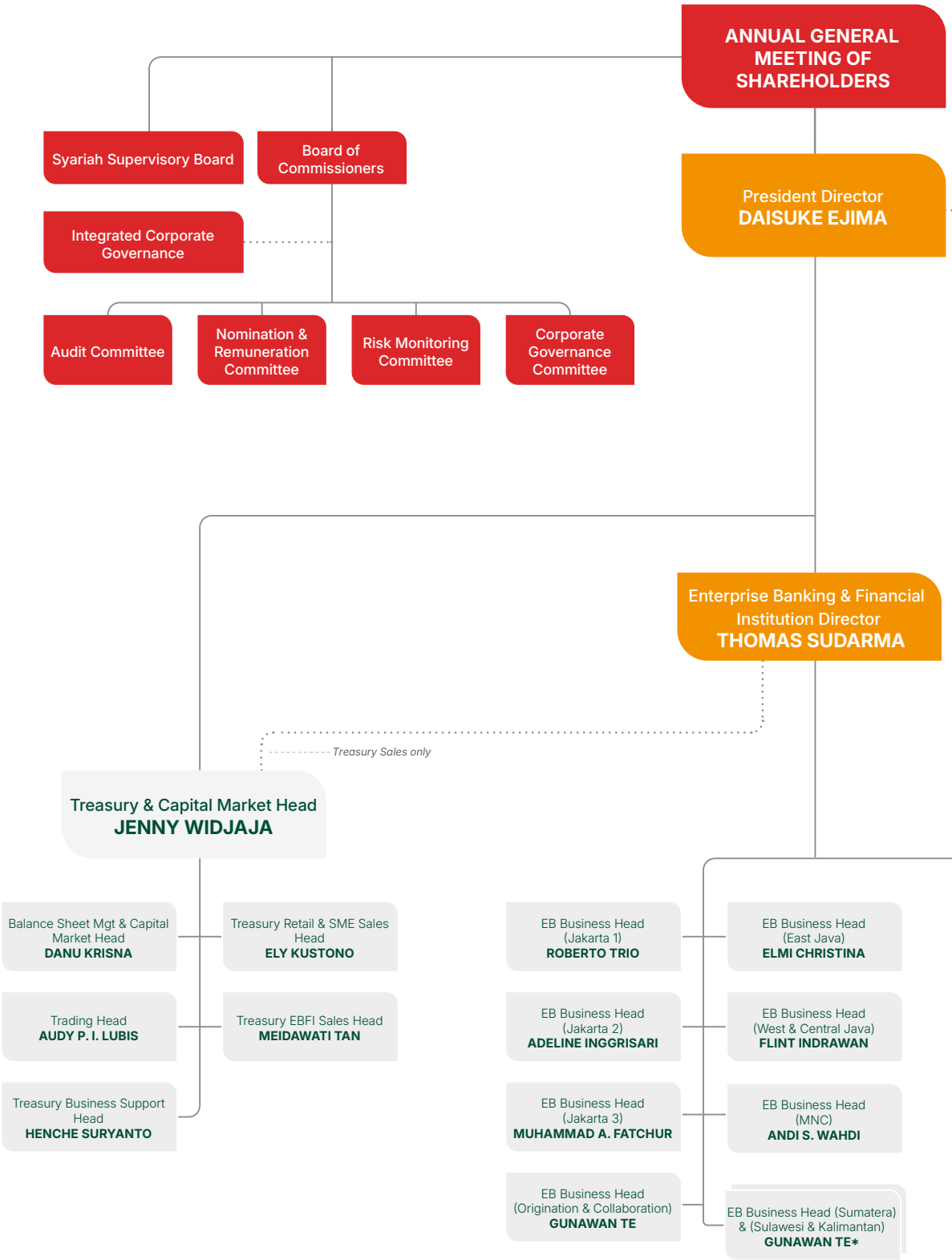
- IT Robotics, Digital Automation and AI System Head — **REISAN LESMANA**
- IT Business Partner, Analyst & Project Portfolio Mngt. Head — **FIRDODY I. FAIRAHMAD**
- IT Strategy & Architecture And Payment Solution Head — **HARY SUTEDJA**
- BPR, Control & Compliance Head — **SABRINA R. AZHAIRIE**
- IT Data Reporting & Risk System Head — **RIO IRHANDI SASMITA**
- IT Digital Channels, Core & Integration System Head — **ANTONY TAN**
- IT Production & Infrastructure Management Head — **BONDAN MULIAWAN**
- IT Cyber Security Head — **ABRIANTO ASCEIN GULTOM**
- Chief Digital Officer — **ANDREAS KURNIAWAN**

Chief Strategy Officer
REZA ISKANDAR

- Corporate Planning & Investor Relations Head — **YOGI Z. ARIEF**
- Head of Agile Transformation — **VIVIAN WIDJAJA**
- Chief Marketing Officer — **LILY P. FOENG**

Note : Directors | Board of Management | Division/Segment/Regions/Heads

ORGANIZATION STRUCTURE



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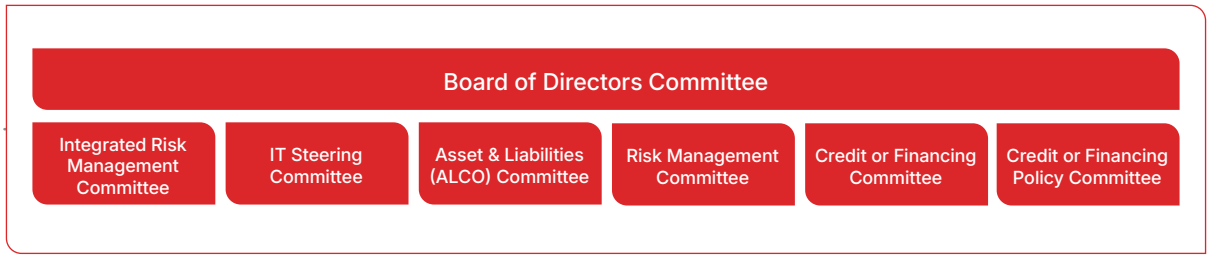
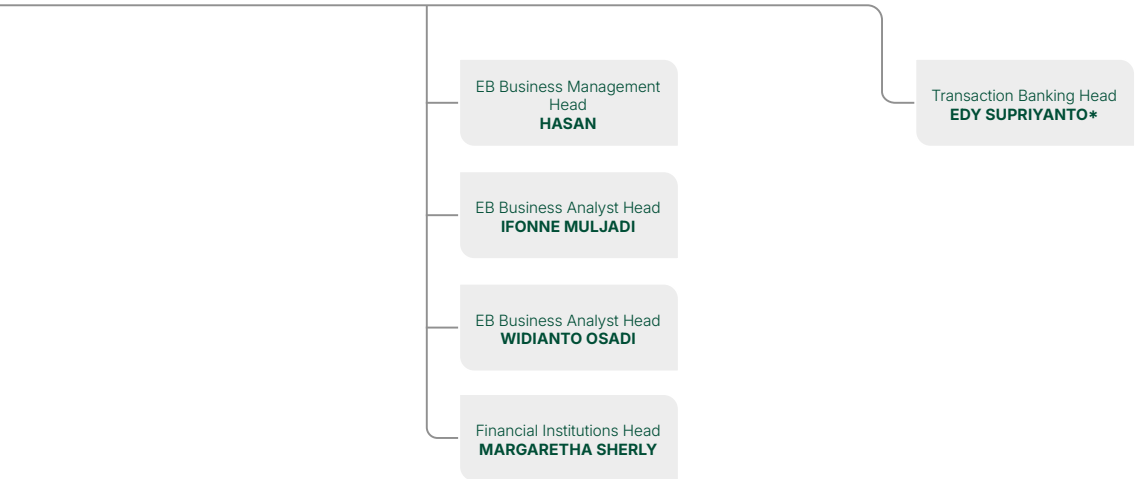
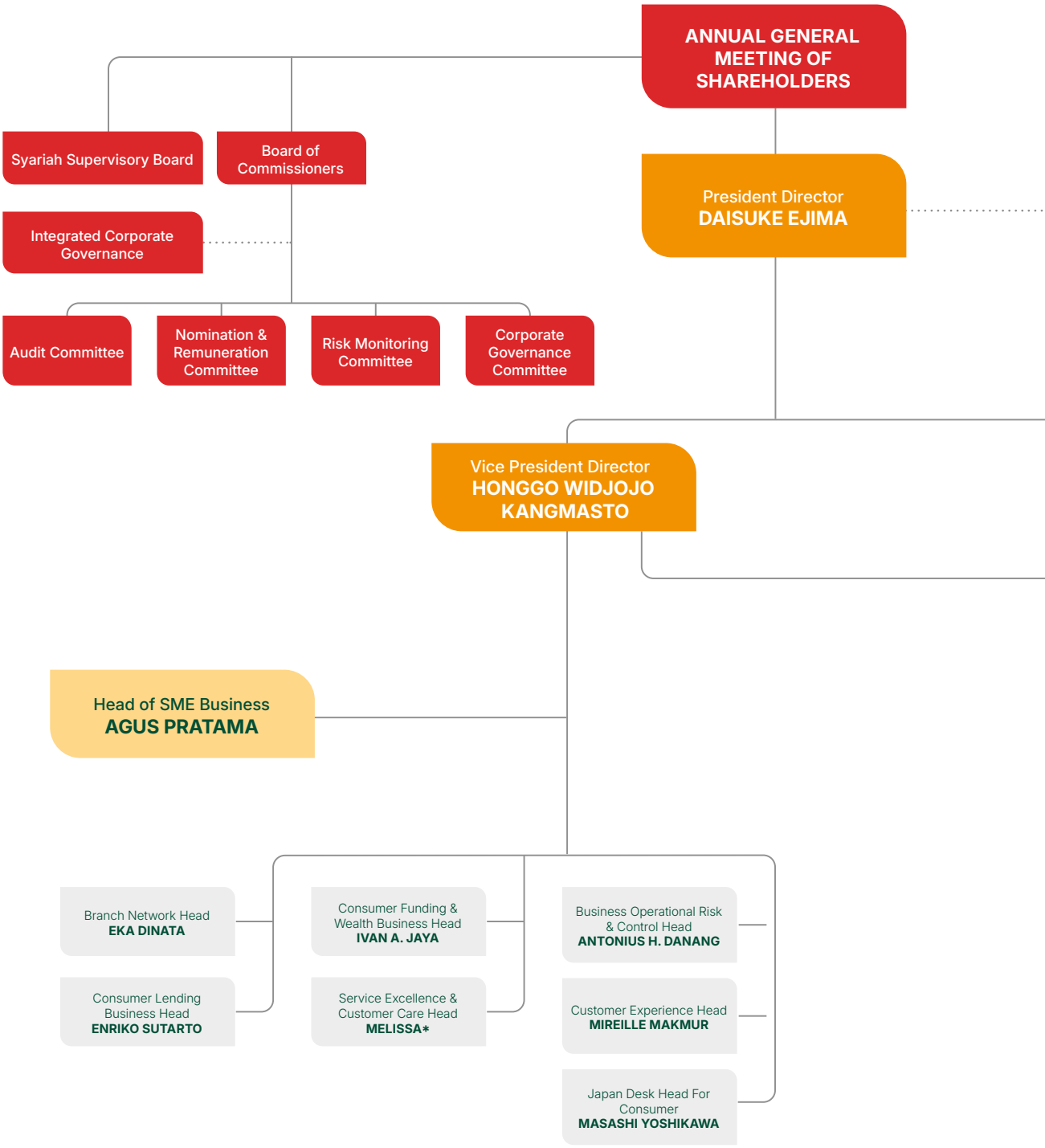




Note : Directors | Board of Management | Division/Segment/Regions/Heads

ORGANIZATION STRUCTURE



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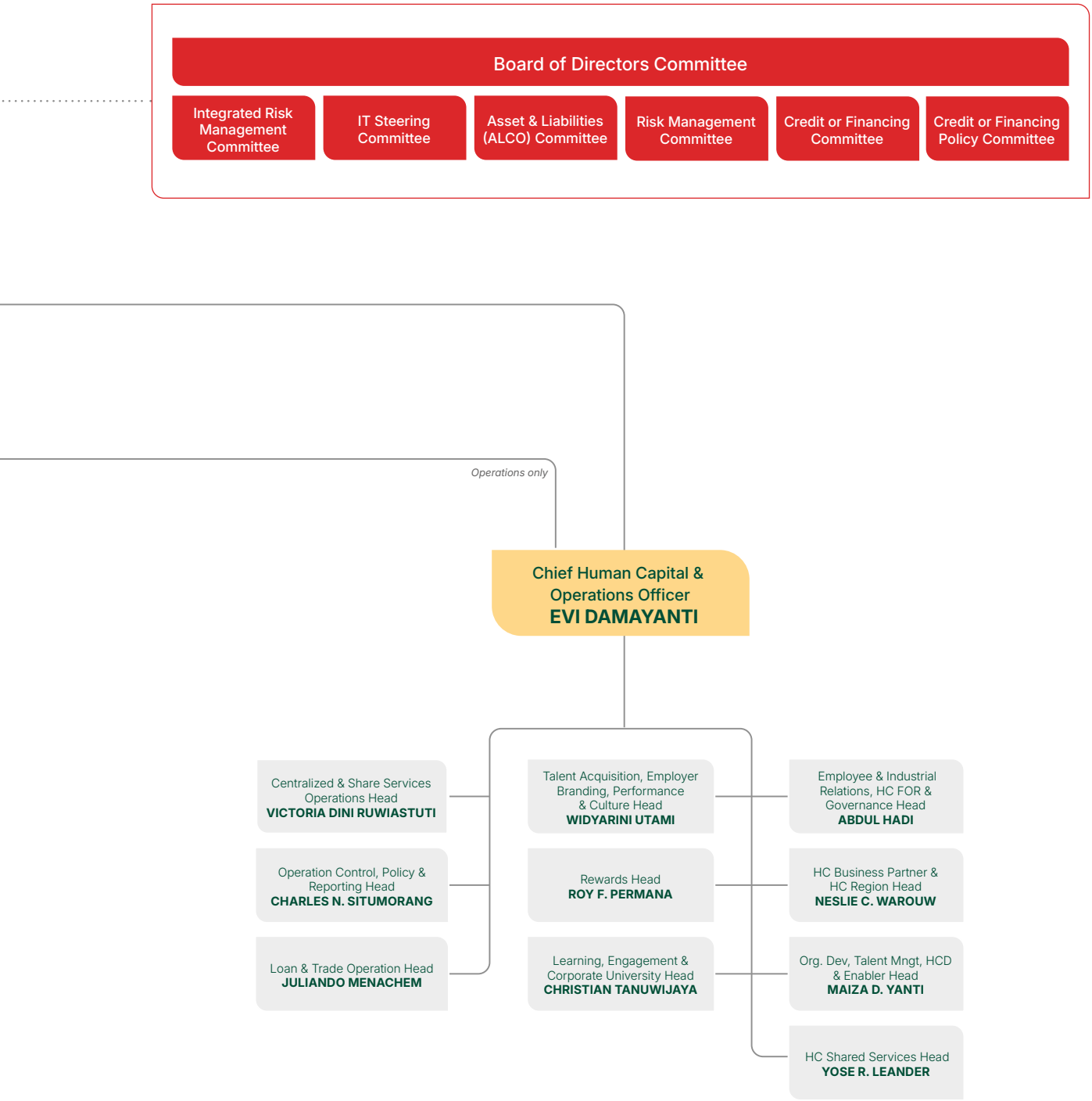

Note : Directors Board of Management Division/Segment/Regions/Heads

BOARD OF COMMISSIONERS **PROFILE**



Japanese Citizen.
61 years old. Domiciled in Japan.

LEGAL BASIS OF APPOINTMENT
Appointed as President Commissioner in the Annual General Meeting Shareholders on 31 March 2023.

QUALIFICATIONS/EDUCATION BACKGROUND
Graduated with a Bachelor of Laws Degree from Kyoto University in 1987.

WORK EXPERIENCES
Currently, Itagaki is the Senior Managing Corporate Executive, Group Chief Operating Officer - International (COO-I), Group Head of Global Commercial Banking (GCB) Business Group - Mitsubishi UFJ Financial Group. Inc (June 2023 - present) and a member of the Board of Directors, Deputy President (Representative of the Board of Directors), Chief Executive of GCB Business Unit, COO - I - MUFG Bank. Ltd. (June 2023 – present).

Previously, Itagaki served as President Director (October 2019 - March 2023) and Director (March 2018 – October 2019) of PT Bank Danamon Indonesia Tbk. Itagaki served as the Managing Executive Officer and Deputy Chief Executive of the Global Commercial Banking Business Unit of MUFG Bank and Executive Officer of MUFG. Prior to his position above, Itagaki was the General Manager of the Global Planning Division where amongst his many roles, he was responsible for strategic planning in support of the Bank's global expansion. Over the course of his career with the firm, Itagaki has held a number of important roles with increasing levels of responsibility. Itagaki was based in Singapore from 2013 to 2015 where he set up the Bank's regional headquarters for Asia & Oceania and assisted the Regional CEO in developing and executing key strategic initiatives for the region.

Among the many important contributions of Itagaki to the development of MUFG's business platform, he designed grand picture and strategized ASEAN commercial banking network. Throughout his career at MUFG, Itagaki has played a significant role in the strategic partnership into Krungsri Bank, Security Bank, Vietin Bank, and Bank Danamon in ASEAN region. Other leadership positions held by Itagaki included Chief Manager of the Global Planning Division of MUFG Bank, where he was involved in the privatization of Union Bank of California and led the execution process of MUFG's strategic investment in Morgan Stanley during the global financial crisis. Itagaki began his career with the Bank of Tokyo in 1987.

Halim Alamsyah

Vice President Commissioner (Independent)



Indonesian Citizen.
68 years old. Domiciled in Indonesia.

LEGAL BASIS OF APPOINTMENT

Appointed as Vice President Commissioner (Independent) in the Annual General Meeting Shareholders on 31 March 2023.

QUALIFICATIONS/EDUCATION BACKGROUND

Doctoral Degree from University of Indonesia, Monetary Economic (2004 - 2008), Master of Arts in Development Economics, Boston University, USA (1983 - 1985), Bachelor's Degree from University of Gadjah Mada, Indonesia, Faculty of Law (1976 - 1981) and Bachelor's Degree from University Islam Indonesia, the Faculty of Economic Management (1975 - 1980).

WORK EXPERIENCES

Currently, Halim Alamsyah serves as Audit Committee Member PT Sinar Mas Multiartha Tbk (2021 - present).

Previously, Halim Alamsyah served as Independent Commissioner of PT Bank Danamon Indonesia Tbk (August 2021 – March 2023), President Commissioner of PT Indosat Tbk (December 2021 – May 2025), Advisor to Prudential Sharia (2021 – 2023) and Advisor in Finance and Sharia Finance to the Ministry of Finance of the Republic of Indonesia (October 2020 – April 2024).

Halim Alamsyah is a well-known and well-respected individual in the regulatory area of the Indonesia financial industry. He was trusted by the Government of Indonesia as Chairman Commissioner of the Indonesia Deposit Insurance Corporation/ Lembaga Penjamin Simpanan (LPS) (September 2015 - September 2020). In view of his extensive experience in Bank Indonesia and his excellence performance, Halim Alamsyah was appointed by the President of the Republic of Indonesia and Indonesia House of Representative to carry out the mandate as Deputy Governor of Bank Indonesia (June 2010 - June 2015). He was also appointed by the President of the Republic of Indonesia as Member of Board of Commissioner of Indonesia Financial Services Authority ex-officio representing Bank Indonesia (July 2012 – June 2015). In 1982, Halim Alamsyah started his career at Bank Indonesia as a Credit Analyst at Credit Cooperative Division. He later dedicated himself in the economic, monetary and banking research for more than two decades. His assignments included Head of Office of the Governor of Bank Indonesia, Executive Director of Economic and Monetary research, and Executive Director of Banking Research and Supervision Bank Indonesia.

BOARD OF COMMISSIONERS **PROFILE**



Japanese Citizen.
53 years old. Domiciled in Singapore.

LEGAL BASIS OF APPOINTMENT

Appointed as Commissioner of Company in the Extraordinary General Meeting of Shareholders on 1 October 2019. Reappointed as Commissioner in the Annual General Meeting of Shareholders on 31 March 2023.

QUALIFICATIONS/EDUCATION BACKGROUND

Bachelor of Mechanical Engineering from Keio University (1995) and Master of Mechanical Engineering from Keio University (1997).

WORK EXPERIENCES

Kawasaki is Chief Executive for Asia Pacific, Managing Executive Officer, MUFG Bank, Ltd (April 2025 – present), Director of Ascend Money (June 2024 - present), Director of Globe Fintech Innovation, Inc (2024 – present) and Director of Silvrr Technology Co., Ltd (December 2022 – present).

With over 20 years of experience at MUFG Bank, Kawasaki has developed strong M&A and Investment banking expertise. Previously served as Director of Security Bank Corporation (April 2023 – Mei 2025), Executive Officer, Deputy Group Head of Global Commercial Banking Business Group, MUFG Bank, Ltd (April 2023 – April 2025), Executive Officer and Managing Director, Head of Global Commercial Banking Planning Division, MUFG Bank, Ltd (April 2021 – March 2023) responsible for developing, communicating, executing, and sustaining inorganic strategic initiatives. He served as Managing Director, Deputy Head of Global Commercial Banking Planning Division at MUFG Bank, Ltd (August 2019 – March 2021), Managing Director of Global Commercial Banking Planning Division MUFG Bank Ltd, Singapore (August 2018 - August 2019), Managing Director of Planning Division for Asia & Oceania MUFG Bank, Ltd, Singapore (September 2013 - August 2018), Managing Director, Vice President of Mitsubishi UFJ Morgan Stanley Securities, Japan (October 2006 - September 2013) and was one of the founding members of the Credit Portfolio Management Division the Bank of Tokyo Mitsubishi Ltd, Japan (October 2005 - October 2006). Kawasaki was in charge of securitization business at Mitsubishi Securities, Japan, (October 2002 - October 2005). Kawasaki had a career in the Associate Product Development Division the Bank of Tokyo Mitsubishi Ltd, Japan (September 1998 - October 2002) and Associate Marunouchi Branch the Bank of Tokyo Mitsubishi Ltd, Japan (April 1997 - September 1998).

Dan Harsono

Commissioner



Thai Citizen.
65 years old. Domiciled in Thailand.

LEGAL BASIS OF APPOINTMENT

Appointed as Commissioner of Company in the Annual General Meeting of Shareholders (AGMS) on 30 April 2021. Reappointed as Commissioner in the AGMS on 31 March 2023.

QUALIFICATIONS/EDUCATION BACKGROUND

Master of Business Administration (MBA) in Finance and Marketing from Indiana University, Bloomington, IN, USA (1984) and Bachelor's Degrees with Honors in Electrical Engineering and Biomedical Engineering from the University of Southern California, Los Angeles, CA, USA (1982).

WORK EXPERIENCES

Currently, Dan Harsono serves as Commissioner of PT Home Credit Indonesia (October 2023 – present), Chairman of HC Consumer Finance Philippines, Inc. (June 2023 – present), Chairman of Member Council SHBank Finance Co., Ltd. (Vietnam) (April 2023 - present) and Advisor to MUFG Bank, Ltd (April 2021 - present).

He has extensive experience in the business management and financial services area. Dan Harsono previously held the position of Director of Alliance Ayudhya General Insurance PCL (March 2023 – February 2025), Director Alliance Ayudhya Assurance PCL (January 2022 – February 2025), Advisor to Hattha Bank Public Company Limited (January 2023 – December 2024), Advisor to Krungsri Leasing Service Co., Ltd. (January 2021 – December 2024), Advisor to SB Finance Company, Inc (Philippines) (January 2021 – December 2024), Senior Advisor and/or M&A Specialist at Bank of Ayudhya Public Company Limited (January 2021 – December 2024), Director of Pak Sabai Co., Ltd (January 2020 – January 2024), Director of Aetna Health Insurance (Thailand), PCL, (May 2022 – February 2023) and also has experience as Chairman of Hattha Bank PLC (September 2016 - December 2022). Dan Harsono also has held various important positions at the Bank of Ayudhya PCL (Krungsri), namely: Chief Marketing Officer, Head of Marketing and Cross Sell, Head of Marketing and International Business Development, Head of Marketing and Branding, and Head of Retail and Consumer Banking. Before joining Bank of Ayudhya PCL (Krungsri), Dan Harsono worked at GE Money Asia Regional Office in Bangkok, Thailand, with his last position as Chief Marketing Officer. Dan Harsono successfully managed GE Capital Thailand during the 'Tom Yam Gung' financial crisis in 1997 - 2001.

Peter Benyamin Stok

Independent Commissioner



Indonesian Citizen.
76 years old. Domiciled in Indonesia.

LEGAL BASIS OF APPOINTMENT

Appointed as Independent Commissioner of Company in the Annual General Meeting of Shareholders (AGMS) on 20 March 2018. Reappointed as Independent Commissioner in the AGMS on 31 March 2023.

QUALIFICATIONS/EDUCATION BACKGROUND

Bachelor of Economic from University of Padjajaran, Bandung, Indonesia (1989).

WORK EXPERIENCE

Peter Benyamin Stok is a renowned banker with over four decades of extensive experience in the banking industry. His proficiency in managing and supervising banks through various business cycles has enabled him to deliver value creation and valuable contributions not only to the banks he worked for, but also to the banking industry as a whole. His strong leadership and ability to bring a harmonious working relationship amongst stakeholders has earned him a lot of admiration and respect. He joined to the team of OJK's prestigious 'Fit and Proper Test' panel that interviews candidates for Banking Commissioner and Director roles (2016 – 2018). This is an important assignment, which determines the leadership and future of Indonesian banking industry.

Previously he served as the President Commissioner of PT Bank Negara Indonesia (Persero) Tbk (2009 – 2015), Commissioner of Bank Permata (2008 -2009), President Director of PT Bank Niaga Tbk (now PT Bank CIMB Niaga Tbk) (2000 – 2006). He served as President Director Bank Dagang Negara (1999 – 2000), He served as President Commissioner of PT Bank Danamon Indonesia Tbk (1998 – 1999), Vice President Director Bank Pelita (1997 – 1998), Vice President Director (1994 – 1997) and Director (1991 – 1994) PT Bank Niaga Tbk (now PT Bank CIMB Niaga Tbk). He started his banking career as a management trainee, and he rose rapidly to assume important roles in several prominent banks.

Hedy Maria Helena Lapian

Independent Commissioner



Indonesian Citizen.
67 years old. Domiciled in Indonesia.

LEGAL BASIS OF APPOINTMENT

Appointed as Independent Commissioner of Company in the Extraordinary General Meeting of Shareholders on 26 November 2020. Reappointed as Independent Commissioner in the Annual General Meeting of Shareholders on 31 March 2023.

QUALIFICATIONS/EDUCATION BACKGROUND

Master of Business Administration (MBA) from Joseph M. Katz Graduate School of Business University of Pittsburgh, USA, 1983 and bachelor's degree in management, Parahyangan Catholic University Bandung, 1977.

WORK EXPERIENCE

Currently, Hedy Lapian also serves as Independent Commissioner of PT Supra Boga Lestari Tbk (May 2022 - present).

Before joining the Company, Hedy Lapian served as Crisis Management Advisor (April 2020 – June 2020) and Human Resources Director of PT Bank CIMB Niaga Tbk (April 2016 - April 2020), Independent Commissioner of PT Asuransi Tokio Marine Indonesia (October 2015 - March 2016), Director SRO (covering credit risk and risk management) of Bank DBS Indonesia (May 2014 - August 2014), Risk Management Director of PT Bank Internasional Indonesia Tbk (July 2010 - March 2014). She served as Commercial Director of PT Bank Barclay Indonesia (January 2009 - June 2010) with primary responsibility to set up and start the Corporate, Commercial, SME, Financial Institution, Trade and Cash Management units for the newly set up Bank. Prior to Barclays, she was the Country Head, Corporate and Institutional Banking at ABN Amro Bank N.V., (September 2007 - December 2008). Then she served as Director & CFO of PT AIG Life (2001 - 2006), at the time the insurance company with the largest profits in Indonesia. She served as Managing Director of Corporate and Investment Banking of PT Bank Internasional Indonesia Tbk (March 2000 - December 2001), Director of American Express Bank (1994 – 2000). She also served on several non-executive positions at ING Indonesia Bank, American Express TRS, Standard Chartered Bank and Bank of Trade, San Francisco.

BOARD OF DIRECTORS **PROFILE**

Daisuke Ejima

President Director



Japanese Citizen.
57 years old. Domiciled in Indonesia.

LEGAL BASIS OF APPOINTMENT

Appointed as President Director Company at the Annual General Meeting Shareholders on 31 March 2023.

QUALIFICATION/EDUCATION BACKGROUND

Bachelor of Economics, University of Tokyo, Japan (1991), Master of Business Administration, University of Michigan's Ross School of Business, USA (2001)

WORK EXPERIENCE

Currently, Ejima also serves as President Commissioner of PT Adira Dinamika Multi Finance Tbk (April 2023 – present).

Before joining the Company, Ejima was appointed and served as the Regional Executive for MUFG Bank in the Asia Pacific region. Ejima was responsible for MUFG's entire Asia businesses and operating platforms across 18 markets in the region and was based in Singapore. Prior to this appointment, he was the Country Head of Indonesia for MUFG Jakarta Branch, a role he assumed in January 2018 - 2022. Under his stewardship, MUFG was able to raise its profile as one of the largest foreign banks in Indonesia while deepening business performance and operational resilience.

Before relocating to Indonesia, Ejima was a Deputy General Manager of Corporate Banking Division for Asia & Oceania since March 2015. Based in Singapore, he was responsible for the promotion of corporate banking business with global and regional clients in Southeast Asia and Oceania region.

Ejima is an experienced corporate banker who has held roles in both Japanese and Global Corporate Banking. After honing his expertise in the Japanese Corporate Banking Group of The Bank of Tokyo Mitsubishi's New York Branch in the early 2000s, Ejima moved to the U.S. Corporate Banking Group, where he continued to be based in New York. Before Ejima began his assignment in Singapore in March 2015, he was the Head of Global HR Office at the bank's headquarters in Tokyo from 2013 to 2015.

Ejima began his banking career in 1991 with The Mitsubishi Bank, Ltd. He briefly left the Bank to serve as Section Chief of Japan's Ministry of Finance's International Research Department, Custom & Tariff Bureau. He re-joined The Bank of Tokyo-Mitsubishi, Ltd. as Manager of the Industry Research Department within the Research Division. .

ROLES AND RESPONSIBILITIES

Coordinate all the Directors as well as directly manage and supervise: SKAI, Treasury Capital Market, Corporate Strategy, Human Resources, Finance and Adira Finance.

Honggo Widjojo Kangmasto

Vice President Director



Indonesian Citizen.
59 years old. Domiciled in Indonesia.

LEGAL BASIS OF APPOINTMENT

Appointed as Vice President Director of Company at the Extraordinary General Meeting of Shareholders on 1 October 2019. Reappointed as Vice President Director at the Annual General Meeting of Shareholders on 31 March 2023.

QUALIFICATION/EDUCATION BACKGROUND

Graduated with a bachelor's degree from Sam Ratulangi State University majoring in Social Economics of Fisheries in 1988 and received his MBA degree from Royal Melbourne Institute of Technology in 1994.

WORK EXPERIENCE

Currently, Honggo also serves as Commissioner of PT Adira Dinamika Multi Finance Tbk (March 2025 – present).

Honggo is a seasoned banker with 37 years of experience and has a wealth of knowledge in the banking and financial industry. He has served as President Commissioner at PT Bank DKI (2015 - 2018), President Commissioner of PT Pembangunan Jaya Ancol Tbk (2016 - 2017), Managing Director PT Bank Negara Indonesia (Persero) Tbk (2010 – 2015), Managing Director PT Bank Permata Tbk (2008 - 2010) and Managing Director PT Indofood Sukses Makmur Tbk (2006 – 2007).

He spent approximately 6 years at PT Bank Mandiri (Persero) Tbk (2000 - 2006). He was given responsibility in the areas of Retail Banking, Distribution & Network and Commercial Banking with latest position as EVP Cordinator and Board of Management of PT Bank Mandiri (Persero) Tbk. He was also assigned as Commissioner of PT Mandiri Sekuritas (2003 - 2006). Previously as VP and Head of Corporate Banking PT Bank International Indonesia Tbk (1996 - 2000) and PT Bank Central Asia Tbk with latest position as Head of Regional Credit Department (1988 - 1996).

ROLES AND RESPONSIBILITIES

Consumer Banking Group, Branch Network, Small Medium Enterprise (SME), Operations and subsidiary company - Adira Finance.

BOARD OF DIRECTORS
PROFILE



Indonesian Citizen.
57 years old. Domiciled in Indonesia.

LEGAL BASIS OF APPOINTMENT
Appointed as Director of Company at the Annual General Meeting of Shareholders (AGMS) on 3 April 2008. Reappointed as Director at the AGMS on 31 March 2023.

QUALIFICATIONS/EDUCATION BACKGROUND
Obtained Bachelor's Degree from Padjadjaran University, Bandung.

WORK EXPERIENCE
Joined the Company as Head of Transaction Banking In 2003. Previously worked as Senior Cash Management & Trade Business Development Manager Standard Chartered Indonesia (2000 - 2003), Bank Universal with his last position as International Operation Head (1992 - 2000). The first Indonesian banker to hold international certification in letter of credit from the International Chamber of Commerce France in 1998.

ROLES AND RESPONSIBILITIES
Sharia Banking, SME Credit, Sustainable Finance, Corporate Real Estate Management (CREM)

Rita Mirasari

Director



Indonesian Citizen.
56 years old. Domiciled in Indonesia.

LEGAL BASIS OF APPOINTMENT

Appointed as Director of Company at the Extraordinary General Meeting of Shareholders (EGMS) on 7 September 2016. Reappointed as Director at the Annual General Meeting of Shareholders (AGMS) on 31 March 2023.

QUALIFICATIONS/EDUCATION BACKGROUND

Obtained Bachelor of Law from University of Indonesia.

WORK EXPERIENCE

Before joining the Company, served as Director of Regulatory Compliance & Financial Crime Compliance at The Hongkong Shanghai Banking Limited (HSBC Indonesia) (2013-2016), Director of Legal, Compliance, and Corporate Secretary at PT Bank Internasional Indonesia Tbk (now PT Bank Maybank Indonesia Tbk) (2009-2013), Director of Country Compliance Representative at ABN AMRO Bank NV Indonesia (2006 – 2009) and Compliance Director, Country Head Legal & Compliance at Standard Chartered Bank Indonesia (1998-2006). Rita started her banking career in 1991.

ROLES AND RESPONSIBILITIES

Compliance, Financial Crime Compliance, Corporate Secretary, Legal and Litigation.

BOARD OF DIRECTORS
PROFILE

Dadi Budiana

Director



Indonesian Citizen.
60 years old. Domiciled in Indonesia.

LEGAL BASIS OF APPOINTMENT
Appointed as Director at the Annual General Meeting of Shareholders (AGMS) on 20 March 2018. Reappointed as Director at the AGMS on 31 March 2023.

QUALIFICATIONS/EDUCATION BACKGROUND
Obtained a Bachelor of Arts in Economics from Binghamton University, USA.

WORK EXPERIENCE
Joined the Company in 2017. Previously served in HSBC Group including President Commissioner of PT HSBC Securities Indonesia since 2016, Chief Risk Officer of PT Bank Ekonomi Raharja Tbk since 2014. Held several senior positions such as Senior Vice President in Business Banking, Human Resources, Global Banking, Credit Risk Management at HSBC Indonesia since 1998.

He started his career as Management Trainee at PT United Overseas Bank Bali and then at PT Bank Modern Tbk before joining HSBC Indonesia.

ROLES AND RESPONSIBILITIES
Risk Management

Thomas Sudarma

Director



Indonesian Citizen.
58 years old. Domiciled in Indonesia.

LEGAL BASIS OF APPOINTMENT

Appointed as Director of Company in the Annual General Meeting of Shareholders (AGMS) on 25 March 2022. Reappointed as Director at the AGMS on 31 March 2023.

QUALIFICATIONS/EDUCATION BACKGROUND

MBA in Marketing & Finance, California State University, Los Angeles, California (1995) and Bachelor of Science in Finance, Portland State University, Portland, Oregon (1990).

WORK EXPERIENCE

Head of Enterprise Banking and Financial Institution (EBFI) of Company since 2019. While leading the EBFI business, Thomas has been an instrumental leader in delivering business results as well as developing internal capabilities.

Thomas has more than 30 years of experiences in the banking industry. Before joining Company, Thomas joined Bank HSBC with his latest position as Head of Corporate Banking (2015 - 2018). Thomas also had a career at CIMB Niaga where he served as the Head of Corporate Banking (2012 - 2014) and Head of Trade Finance (2012 - 2013).

ROLES AND RESPONSIBILITIES

Enterprise Banking & Financial Institution, Transaction Banking and Treasury Sales.

Jin Yoshida

Director



Japanese Citizen.
51 years old. Domiciled in Indonesia.

LEGAL BASIS OF APPOINTMENT

Appointed as Director of the Company at the Annual General Meeting of Shareholders on 22 March 2024.

QUALIFICATIONS/EDUCATION BACKGROUND

Obtained Bachelor of Law from University of Gakushuin (1997).

WORK EXPERIENCE

Before joining the Company, served as Director, Chief of Business Alliances Strategy PT Adira Dinamika Multifinance Tbk (August 2020 - March 2024), Managing Director, Head of Planning Department of Japanese Corporate Banking for Americas, MUFG Union Bank, New York (January 2017 - August 2020), Director of Corporate Banking Group, Bank of Tokyo Mitsubishi UFJ London (July 2011 - January 2017), Manager of Corporate Banking Group, Bank of Tokyo Mitsubishi UFJ Nagoya (October 2007 - July 2011), Manager of Corporate Banking Group, Bank of Tokyo Mitsubishi Tokyo (September 2004 - October 2007), Group Leader of Treasury Department, Bank of Tokyo Mitsubishi Jakarta (June 2001 - September 2004)

ROLES AND RESPONSIBILITIES

Global Alliance Strategy and Financial Conglomerate

Yenny Siswanto

Director



Indonesian Citizen.
51 years old. Domiciled in Indonesia.

LEGAL BASIS OF APPOINTMENT

Appointed as Director of the Company at the Annual General Meeting of Shareholders on 21 March 2025.

QUALIFICATIONS/EDUCATION BACKGROUND

Obtained Bachelor of Business from Edith Cowan University, Australia.

WORK EXPERIENCE

Joined the Company in 2023, serving as Chief of Information Technology and Operations Officer (October 2023 – March 2025), acting Chief Operating Officer (April 2023 – September 2023), and Chief Information Officer (January 2023 – September 2023).

Prior to joining the Company, Yenny had experience as Head of Information Technology (February 2016 – January 2023), Head of Technology Infrastructure (July 2010 – February 2016) of PT Bank CIMB Niaga Tbk, also as Head of Application Development (February 2010 – July 2010), Head of Technology Infrastructure Management (October 2005 – January 2010) of PT Bank Maybank Indonesia Indonesia Tbk, Head of Corporate Banking Technology and Business Information Security Officer (December 2004 – September 2005), Technology Business Relationship Manager (December 1999 – November 2004) of Citibank Indonesia and System Development Unit Head and Call Center Manager (January 1996 – November 1999) of PT Bank Internasional Indonesia (BII).

ROLES AND RESPONSIBILITIES

Information Technology and Digital.

SHARIA SUPERVISORY BOARD **PROFILE**

Prof. Dr. M. Din Syamsuddin

Chairman of Syariah Supervisory Board



Indonesian Citizen.
67 years old. Domiciled in Indonesia.

He has been serving as Chairman of Syariah Supervisory Board, Syariah Business Unit the Company since 2002 and reappointed with the same position in the Annual General Meeting of Shareholders on 31 March 2023.

QUALIFICATIONS/EDUCATION BACKGROUND

He earned his Bachelor degree from IAIN Syarif Hidayatullah, Jakarta (1979), and earned his M.A. (1988) and Ph.D from the University of California Los Angeles (UCLA), USA (1991).

WORK EXPERIENCE

He is Professor of Islamic Politics, UIN Jakarta. Honorary President Religions for Peace Asia (2020 - present), Member of Senior Fellows Royal Aal Al-Bayt Institute for Islamic Thought, Jordan (2013 – present),Founder and Chairman of the Center for Dialogue and Cooperation among Civilizations (2007 – present), Member of the Group for Strategic Vision "Russia - Islamic World" (2006 - present), Chairman of the World Peace Forum (WPF) (2006 - present), Special Envoy of the President of the Republic of Indonesia for Interfaith and Intercultural Dialogue and Cooperation (2017 - 2018), Chairman of MUI Advisory Council (2015 - 2020), Member of the Advisory Board Member of the King Abdulaziz International Center for Interreligious and Intercultural Dialogue (KAICIID) Austria (2015 - 2020), Member of the Leadership Council of the United Nation Sustainable Development Solutions Network (2015 – 2019), Co-President World Conference of Religions for Peace (WCRP) (2006 - 2020), General Chairman of PP Muhammadiyah (2005 - 2015) and President-Moderator of the Asian Conference of Religions for Peace (ACRP) (2007 – 2020).

Prof. Dr. KH. Hasanudin, M.Ag

Member of Syariah Supervisory Board



Indonesian Citizen.
64 years old. Domiciled in Indonesia.

He has been serving as Member of Sharia Supervisory Board, Sharia Business Unit of the Company since 2002 and reappointed with the same position in the Annual General Meeting of Shareholders on 31 March 2023.

QUALIFICATIONS/EDUCATION BACKGROUND

He earned his bachelor's degree (1989), Master of Religion (M.Ag) (1997) and Doctorate from IAIN Syarif Hidayatullah, Jakarta (2008).

WORK EXPERIENCE

Hasanudin serves as Chairman of Sharia Supervisory Board (SSB) at PT Bank Syariah Indonesia Tbk (2020 - present), Chairman of SSB PT. Sarana Multigriya Financial (2018 - present) and Chairman of SSB at Toyota Astra Finance Service Syariah (2012 - present). He has also served as Chairman of Daily Implementation Board (BPH) National Sharia Board – Indonesian Council of Ulama (DSN-MUI) (2020 - present), Member of the Sharia Finance Development Committee (KPKS) – OJK (2025 – Present), Member of the Sharia Committee of the Indonesia Deposit Insurance Corporation (LPS) (2022 – Present), Training Instructor organized by DSN-MUI in sharia banking, sharia Insurance, sharia financing companies, sharia capital market, and sharia cooperatives (2015 - present), Deputy Chairman of the Fatwa Commission of the Indonesian Council of Ulama (2010 - present) and Lecturer of Post Graduate at UIN Syarif Hidayatullah (2012 – present) and Institute of Al-Qur'an Science (IIQ) Jakarta (2010 - present).

Previously, he is was a Chairman of SSB at PT Trimegah Asset Management (2015 – May 2024), Deputy Chairman of the Daily Implementation Board (BPH) National Sharia Council MUI (2015 - 2020), Working Team Member KPJKS OJK (2014 - 2016), member of Board of Syari'ah Standard Accounting (DSAS) - Indonesian Accountant Association (IAI) (2012 - 2016), Chairman and member of SSB at PT BNI Sharia Bank (2010 - 2021), Deputy Secretary of the Daily Implementing Agency (BPH) of the National Sharia Council MUI (1999 - 2015) and Secretary of the Fatwa Commission of Majelis Ulama Indonesia (1997 - 2010).

SHARIA SUPERVISORY BOARD **PROFILE**



Indonesian Citizen.
58 years old. Domiciled in Indonesia.

He has been serving as Member of Syariah Supervisory Board, Syariah Business Unit of the Company since 2018 and reappointed with the same position in the Annual General Meeting of Shareholders 31 March 2023.

QUALIFICATIONS/EDUCATION BACKGROUND

Graduated from IAIN Syarif Hidayatullah Jakarta, 1993 and obtained a master's degree in religion (M.Ag) from Muhammadiyah University Jakarta, 2001, as well as a Doctoral degree from UIN Syarif Hidayatullah Jakarta, 2020.

WORK EXPERIENCE

Asep is a Syariah Supervisory Board (SSB) with more than 5 years of experience. Asep serves as SSB Member of PT Bank Permata (Syariah Business Unit) (November 2024 – present), SSB member of PT Fintek Karya Nusantara (Syariah Business Unit Link Aja Syariah) (2020 - present), Chairman of SSB PT Asuransi Jiwa Generali Indonesia (Syariah Business Unit) (2017 - present). Asep also served as the Deputy Secretary of Daily Implementation Board (BPH) National Sharia Board – Indonesian Council of Ulama (DSN-MUI) (2017 - present) and Lecturer of Muhammadiyah University of Jakarta & ITB Ahmad Dahlan (2008 - present).

Previously, he served as Chairman of SSB PT Capital Life Syariah (2016 – September 2024), member of Daily Implementation Board (BPH) DSN-MUI Sharia Non-Bank Financial Industry (2014 - 2016) and Senior Lawyer at Law Office of Remy & Partners (2002 - 2015).

CHANGES IN THE COMPOSITION **OF MEMBERS OF THE BOARD OF COMMISSIONERS AND DIRECTORS AND THE REASONS FOR THE CHANGES**

In 2025, there was a change in the composition of the Board of Directors of Bank Danamon. Based on the resolution of the Annual General Meeting of Shareholders (AGMS) on March 21, 2025, Mr. Hafid Hadeli and Mr. Muljono Tjandra each ended their terms as Deputy President Director and Director of the Company. The AGMS also approved the appointment of Ms. Yenny Siswanto as Director of the Company, who passed the fit and proper test by the Financial Services Authority (OJK) on June 5, 2025.

Meanwhile, the composition of the Board of Commissioners of Bank Danamon remained unchanged following the ratification of the AGMS resolution on March 21, 2025.

INDEPENDENT PARTIES **PROFILE**

Zainal Abidin

Independent Party

Indonesian Citizen.
70 years old. Domiciled in Indonesia.

LEGAL BASIS OF APPOINTMENT
Has served as an Independent Party of the Company as a member of the Risk Oversight Committee, member of the Audit Committee and member of the Integrated Governance committee since 2020.

QUALIFICATIONS/EDUCATION BACKGROUND
He obtained his Bachelor of Economics, Airlangga University (1989) and Master of Arts (MA) in Development Economics, Williams College, Williamstown, Massachusetts, USA (1989). He is also certified Chartered Accountant (CA – Indonesia).

WORK EXPERIENCE
Zainal serves as Independent Commissioner at PT Krom Bank Indonesia Tbk (September 2022 – present).

He once served as President Commissioner of PT Artajasa Pembayaran Elektronis (2017 - 2020) and President Commissioner of PT Mekar Prana Indah - Bidakara Group (2014 - 2017). He started his career in 1983 at Bank Indonesia with several positions including Executive Director at The Department of Credit, Rural Bank Supervision/Examination and MSME Development (2012 - 2013), Director at the Directorate of Accounting and Payment Systems (2012), Senior Researcher in The Banking Regulation and Central Banking Studies (2008 - 2012), Director at The Directorate of Bank Supervision and Examination (2007 - 2008), Deputy Director/Head of Dealing Room/Head of Foreign Exchange and Exchange Rate Management Bureau at the Directorate of Foreign Exchange Management (2001 - 2007) and Deputy Director at the Directorate of Bank Supervision and Examination (2001).

Mawar I.R. Napitupulu

Independent Party

Indonesian Citizen.
63 years old. Domiciled in Indonesia.

LEGAL BASIS OF APPOINTMENT
Has served as an Independent Party of the Company as a member of the Risk Oversight Committee and member of Audit Committee since 2020.

QUALIFICATIONS/EDUCATION BACKGROUND
She obtained her Bachelor's Degree in accounting, Faculty of Economics, University of Indonesia (1986) and Master of Business Administration in Finance from Katholieke Universiteit Leuven, Belgium (1990). She is also Registered Public Accountant, Certified Public Accountant and Chartered Accountant.

WORK EXPERIENCE
She is a registered public accountant with Senior Managing Partner position at the public accounting firm Amir Abadi Jusuf, Aryanto, Mawar & Rekan, member firm of RSM International (July 1994 – present), and a Lecturer at the Accounting Department of the Faculty of Economics and Business - University of Indonesia (1985 - present).

Previously, she was Auditor at SGV-Utomo Public Accounting Firm, member firm of Arthur Andersen & Co. (1996 - 1998) and Associate Consultant at the Institute of Management, Faculty of Economics, University of Indonesia (1990 - 1994).

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EMPLOYEE DEMOGRAPHIC

Employee Composition by Company (Consolidated)

Company	2025	2024	2023
PT Bank Danamon Indonesia Tbk	8,175	8,548	8,752
PT Adira Dinamika Multi Finance Tbk (ADMF)	20,816	17,098	17,243
Total	**28,991**	**25,646**	**25,995**

Employee Composition by Gender (Consolidated)

Gender	2025	2024	2023
Female	9,035	8,161	8,168
Male	19,956	17,485	17,827
Total	**28,991**	**25,646**	**25,995**

Employee Composition by Age (Consolidated)

Age		2025	2024	2023
<25 years	Female	489	578	662
	Male	447	382	480
	Total	**936**	**960**	**1,142**
25-34 years	Female	4,015	3,670	3,643
	Male	6,534	6,674	6,414
	Total	**10,549**	**10,344**	**10,057**
35-44 years	Female	3,037	2,606	2,505
	Male	8,648	7,327	7,657
	Total	**11,685**	**9,933**	**10,162**
>45 years	Female	1,494	1,307	1,358
	Male	4,327	3,102	3,276
	Total	**5,821**	**4,409**	**4,634**
Total		**28,991**	**25,646**	**25,995**

Employee Composition by Education Level (Consolidated)

Education Level		2025	2024	2023
Post-graduate	Female	194	183	184
	Male	362	368	354
	Total	**556**	**551**	**538**
Graduate	Female	7,063	6,423	6,407
	Male	13,604	12,448	12,502
	Total	**20,667**	**18,871**	**18,909**

Education Level		2025	2024	2023
Diploma	Female	1,446	1,369	1,393
	Male	2,788	2,732	2,822
	Total	**4,234**	**4,101**	**4,215**
Senior High School	Female	332	186	184
	Male	3,183	1,934	2,146
	Total	**3,515**	**2,120**	**2,330**
Junior High School/Elementary	Female	-	0	0
	Male	19	3	3
	Total	**19**	**3**	**3**
Total		**28,991**	**25,646**	**25,995**

Employee Composition by Employment Status (Consolidated) [GRI 2-8]

Employment Status		2025	2024	2023
Permanent*	Female	7,794	7,635	7,565
	Male	15,540	15,618	15,673
	Total	**23,334**	**23,253**	**23,238**
Non-Permanent**	Female	1,241	526	603
	Male	4,416	1,867	2,154
	Total	**5,657**	**2,393**	**2,757**
Total		**28,991**	**25,646**	**25,995**

Catatan:
* Permanent employees include permanent and probationary.
** Non-Permanent employees include contract, trainee, honorarium and expatriate.

Employee Composition by Organization Level (Consolidated)

Position		2025	2024	2023
Top Management & Technical Advisor	Female	6	5	6
	Male	19	25	25
	Total	**25**	**30**	**31**
Senior Manager	Female	108	116	117
	Male	221	232	231
	Total	**329**	**348**	**348**
Manager	Female	1,180	1,186	1,200
	Male	2,132	2,092	2,022
	Total	**3,312**	**3,278**	**3,222**
Officer	Female	2,930	2,823	2,782
	Male	5,330	5,137	5,055
	Total	**8,260**	**7,960**	**7,837**
Staff	Female	4,811	4,031	4,068
	Male	12,254	9,999	10,494
	Total	**17,065**	**14,030**	**14,557**
Total		**28,991**	**25,646**	**25,995**

EMPLOYEE DEMOGRAPHIC

Employee Composition by Employment Status and Region (Consolidated)

Position		2025	2024	2023
Region Jakarta				
Permanent*	Female	3,200	3,234	3,242
	Male	5,358	5,512	5,320
	Total	**8,558**	**8,746**	**8,562**
Non-Permanent**	Female	181	231	244
	Male	718	714	942
	Total	**899**	**945**	**1,186**
Total		**9,457**	**9,691**	**9,748**
Region Bandung				
Permanent*	Female	501	506	514
	Male	1,261	1,320	1,346
	Total	**1,762**	**1,826**	**1,860**
Non-Permanent**	Female	67	16	31
	Male	379	187	250
	Total	**446**	**203**	**281**
Total		**2,208**	**2,029**	**2,141**
Region Surabaya				
Permanent*	Female	878	898	882
	Male	2,068	2,158	2,170
	Total	**2,946**	**3,056**	**3,052**
Non-Permanent**	Female	45	27	37
	Male	185	182	248
	Total	**230**	**209**	**285**
Total		**3,176**	**3,265**	**3,337**
Region Makassar				
Permanent*	Female	853	716	691
	Male	1,683	1,426	1,469
	Total	**2,536**	**2,142**	**2,160**
Non-Permanent**	Female	499	57	87
	Male	1,654	229	139
	Total	2,153	286	226
Total		**4,689**	**2,428**	**2,386**
Region Balikpapan				
Permanent*	Female	536	530	494
	Male	1,045	1,049	1,077
	Total	**1,581**	**1,579**	**1,571**
Non-Permanent**	Female	130	50	71
	Male	299	138	131
	Total	**429**	**188**	**202**
Total		**2,010**	**1,767**	**1,773**

Position		2025	2024	2023
Region Medan				
Permanent*	Female	1,248	1,177	1,176
	Male	2,686	2,639	2,756
	Total	**3,934**	**3,816**	**3,932**
Non-Permanent**	Female	258	86	76
	Male	984	303	279
	Total	**1,242**	**389**	**355**
Jumlah		**5,176**	**4,205**	**4,287**
Region Semarang				
Permanent*	Female	578	574	566
	Male	1,439	1,514	1,535
	Total	**2,017**	**2,088**	**2,101**
Non-Permanent**	Female	61	59	57
	Male	197	114	165
	Total	**258**	**173**	**222**
Total		**2,275**	**2,261**	**2,323**

Notes:
* Permanent employees include permanent and probationary.
** Non-Permanent employees include contract, trainee, honorarium and expatriate. Data does not include outsourced employees.
- Region used:
  - Jakarta Region, covering the entire Jakarta Special Region and Lampung Province.
  - Bandung Region, covering all of West Java Province
  - Semarang Region, covering all Provinces of Central Java and Special Region of Yogyakarta
  - Surabaya Region, covering all Provinces in the East Java, Bali and Nusa Tenggara regions
  - Makassar Region, covering all Provinces in the Sulawesi, Maluku & Papua regions
  - Balikpapan Region, covering all provinces on the island of Kalimantan
  - Medan Region, covering all Provinces in Sumatera (including Batam & Tanjung Pinang, except Lampung Province)

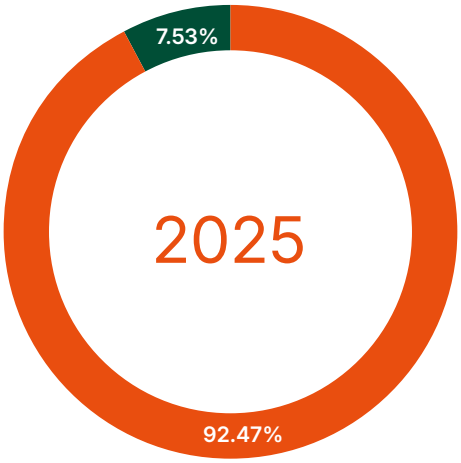
Employee Composition based on Employment Tenure (Consolidated)

Position Employment Tenure (years)	2025	2024	2023
0-5 years	13,344	9,826	9,408
5-10 years	5,781	5,551	5,804
>10 years	9,866	10,269	10,783
Total	**28,991**	**25,646**	**25,995**

Number of Non-Employee Workers by Type of Work

Type of Work	2025	2024	2023
Security officer	1,066	960	1.044
Cleaning officer	584	650	650
Driver	10	10	9

SHAREHOLDERS COMPOSITION



Shareholders Name	Number of Shares	Percentage
MUFG Bank, Ltd. (direct and indirect)	9,038,053,192	92.47
Public	735,499,678	7.53
Total	**9,773,552,870**	**100.00**

BOARD OF COMMISIONER

No	Name	Position	Number of Shares	Percentage
1	**Yasushi Itagaki**	President Commissioner	-	-
2	**Halim Alamsyah**	Vice Independent Commissioner (Independent)	-	-
3	**Peter Benyamin Stok**	Commissioner (Independent)	-	-
4	**Nobuya Kawasaki**	Commissioner	-	-
5	**Hedy Maria Helena Lapian**	Commissioner (Independent)	-	-
6	**Dan Harsono**	Commissioner	-	-

BOARD OF DIRECTORS

No	Name	Position	Number of Shares	Percentage
1	**Daisuke Ejima**	President Director	-	-
2	**Honggo Widjojo Kangmasto**	Vice President Director	1,573,300	0.02%
3	**Herry Hykmanto**	Director	809,156	0.01%
4	**Rita Mirasari**	Director	424,400	0.00%
5	**Dadi Budiana**	Director	946,400	0.01%
6	**Thomas Sudarma**	Director	589,700	0.01%
7	**Jin Yoshida**	Director	-	-
8	**Yenny Siswanto**	Director	122,800	0.0%

TOTAL SHAREHOLDERS AND SHAREHOLDING PERCENTAGE **AS OF THE END OF THE YEAR BY CLASSIFICATION**



CLASSIFICATION	2025	2024
INSTITUTION - FOREIGN	94.1%	94.4%
INSTITUTION - DOMESTIC	2.2%	2.1%
INDIVIDUAL - DOMESTIC	3.7%	3.5%
INDIVIDUAL - FOREIGN	0.0%	0.0%

TOTAL SHAREHOLDERS AND SHAREHOLDING PERCENTAGE AS OF THE END OF THE YEAR BY CLASSIFICATION

No	Shareholder's Name	No. of Shares	Percentage
1	MUFG Bank Ltd	8,940,317,662	91.47
2	UBS AG LONDON BRANCH EQUITIES HOUSE -2140724003	157,000,000	1.61
3	PT Guna Dharma	95,846,434	1.00
4	PT CEALMI KHIEZT INDONESIA	77,597,300	0.79
5	DRS. LO KHENG HONG	26,633,200	0.26
6	CACEIS BANK, LUXEMBOURG BRANCH/ NEF	13,850,800	0.14
7	CGS INTERNATIONAL SECURITIES SINGAPORE PTE LTD	9,637,000	0.10
8	ERIK CHAN	9,360,000	0.09
9	HANSEL SOSRO SAPUTRO	8,487,000	0.09
10	SSB J724 SPDR PORTFOLIO EMERGING MARKETS ETF -2183884002	7,534,518	0.08

SHARE LISTING **CHRONOLOGY**

Bank Danamon has listed its shares on the Indonesia Stock Exchange in 1989, under the ticker symbol BDMN with 9,773,552,870 shares in circulation, consisting of 22,400,000 Series A Shares and 9,751,152,870 Series B Shares. Shares not listed in order to comply with Government Regulation (PP) No. 29 of 1999 concerning Purchase of Commercial Bank Shares amount to 97,735,530 shares in the name of PT Guna Dharma.

The following is the timeline of Danamon's share listing:

Share Listing Timeline

Series A Shares	
Shares from Initial Public Offering in 1989	12,000,000
Founders' shares	22,400,000
Bonus shares from capitalization of additional paid-up capital – capital paid in excess of par value in 1992	34,400,000
Shares from Limited Public Offering with Pre-emptive Rights (Rights Issue) I in 1993	224,000,000
Bonus shares from capitalization of additional paid-up capital – capital paid in excess of par value in 1995	112,000,000
Shares from Limited Public Offering with Pre-emptive Rights (Rights Issue) II in 1996	560,000,000
Founders' shares in 1996	155,200,000
Shares resulting from stock split in 1997	1,120,000,000
	2,240,000,000
Increase in par value to Rp10,000 (full amount) per share through reduction in total number of shares (reverse stock split) in 2001	:20 112,000,000
Increase in par value to Rp50,000 (full amount) per share through a reduction in total number of shares (reverse stock split) in 2003	:5 22,400,000
Total A series Shares as of 31 December 2025	**22,400,000**

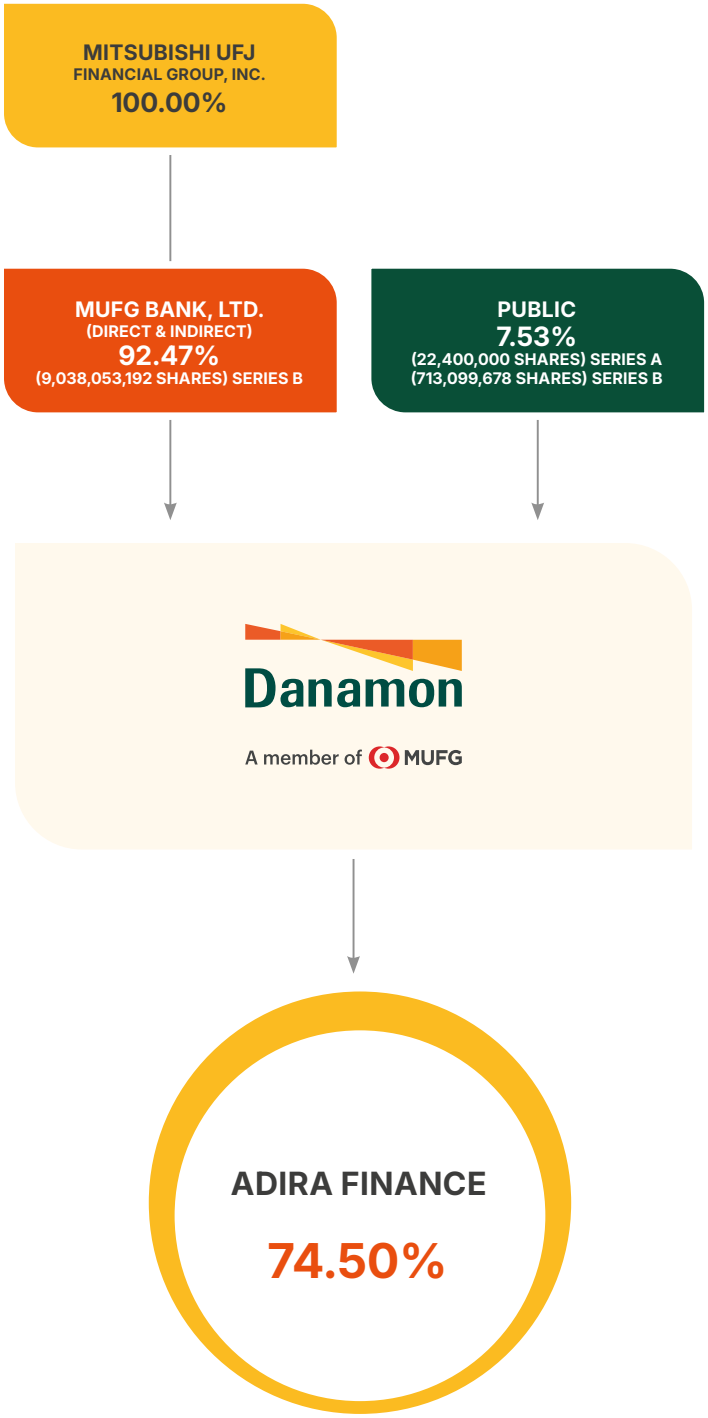
Series B Shares	
Shares from Limited Public Offering with Pre-emptive Rights (Rights Issue) III in 1999	215,040,000,000
Shares issued in connection with the Bank's merger with the former PDFCI in 1999	45,375,000,000
Shares issued in connection with the Bank's merger with Bank Tiara in 2000	35,557,200,000
Shares issued in connection with the Bank's merger with 7 other BTO* (Taken-Over Banks) in 2000	192,480,000,000
	488,452,200,000
Increase in par value to Rp100 (full amount) per share through reduction in total number of shares (reverse stock split) in 2001	:20 24,422,610,000
Increase in par value to Rp500 (full amount) per share through reduction in total number of shares (reverse stock split) in 2003	:5 4,884,522,000
Shares from Limited Public Offering with Pre-emptive Rights (Rights Issue) IV in 2009	3,314,893,116
Shares from limited public offering with pre-emptive rights (rights issue) V in 2011	1,162,285,399
Shares issued in connection with Employee/Management Stock Option Program (tranche I-III)	
2005	13,972,000
2006	24,863,000
2007	87,315,900
2008	13,057,800
2009	29,359,300
2010	26,742,350
2011	5,232,500
Shares issued in connection with the Bank's merger with PT Bank Nusantara Parahyangan Tbk in 2019	188,909,505
Total number of Series B shares as of 31 December 2025	**9,751,152,870**

* 7 BTOs consist of PT Bank Duta Tbk, PT Bank Rama Tbk, PT Bank Tamara Tbk, PT Bank Nusa Nasional Tbk, PT Bank Pos Nusantara, PT JayaBank International, and PT Bank Risjad Salim Internasional.

TIMELINE OF **OTHER SECURITIES LISTINGS**

As of 31 December 2025, Danamon did not have any other outstanding securities.

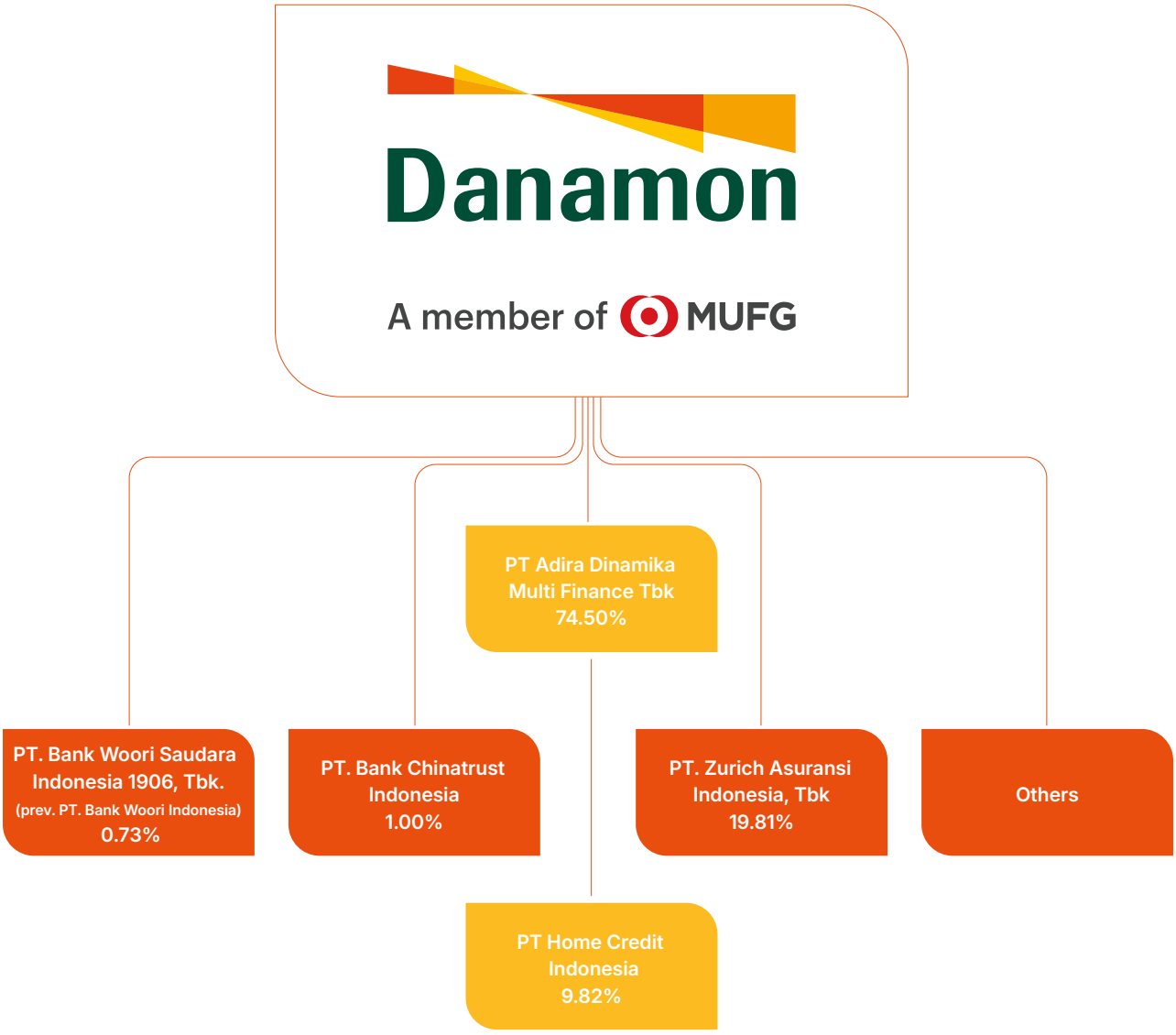
MAJORITY & CONTROLLING **SHAREHOLDERS**



About MUFG

Mitsubishi UFJ Financial Group, Inc. (MUFG) is one of the world's leading financial groups. Headquartered in Tokyo and with over 360 years of history, MUFG has a global network with approximately 2,000 locations in more than 50 countries. The Group has about 150,000 employees and offers services including commercial Banking, trust Banking, securities, credit cards, consumer financing, asset management, and leasing. The Group aims to "be the world's most trusted financial group" through close collaboration among our operating companies and flexibly respond to all of the financial needs of our customers, serving society, and fostering shared and sustainable growth for a better world. MUFG's shares trade on the Tokyo, Nagoya, and New York stock exchanges. For more information, visit https://www.mufg.jp/english.

CORPORATE
GROUP STRUCTURE



CORPORATE
GROUP STRUCTURE

Subsidiaries	
Company Name	**PT Adira Dinamika Multi Finance Tbk (Adira Finance)**
Core Business	Financing
Company Profile	Driven by the vision of "Creating Shared Value to Improve Prosperity," Adira Finance has the mission "To provide a variety of financial solutions according to the needs of each customer through synergy with the ecosystem." Aligning with its logo and brand promise, "Sahabat Setia Selamanya", Adira Finance is committed to building good long-term relationships with the entire ecosystem, both internal and external, such as employees, consumers, business partners, and all stakeholders. This commitment drives Adira Finance to serve our consumers in every aspect of their lives in order to build long-term relationship with customers in all aspects of their lives, fostering a lasting relationship or a "customer for life". Adira Finance aims for its customers to feel its presence as a trusted friend ("Sahabat") who provides financial solutions while fostering synergy under the concept of "Sahabat Adira". In Adira Finance's philosophy, the concept of "Sahabat" carries profound meaning, reflecting the values embodied by Adira Finance for its customers: Flexibility, Transparency, Innovation, and Synergy. Adira Finance's primary focus is to provide various financing solutions to customers, including automotive financing for motorcycles and cars, both new and used, as well as electric vehicles from various brands. Adira Finance also provides multipurpose financing through its "SolusiDana" product, along with other product offerings. The main products and services offered by Adira Finance include investment financing, working capital financing, multipurpose financing, other types of financing, as well as operating leases and sharia financing in accordance with the regulations of the Financial Services Authority (OJK).
Shareholding	74.50%
Establishment	November 13, 1990
Operational Status	Operating
Total Assets (Rp Billion)	38,529
Address	Milenium Centennial Center 53rd Floor, 56-61 Jl. Jendral Sudirman Kav. 25, Jakarta Phone: (+62 21) 3973 3232, 3973 3322 Fax: (+62 21) 3973 4949 E-mail: af.investor.relation@adira.co.id
Key Management	**Board of Commissioners** President Commissioner: Daisuke Ejima Independent Commissioner: Krisna Wijaya Independent Commissioner: Manggi Taruna Habir Commissioner: Congsin Congcar Commissioner: Honggo Widjojo Kangmasto **Board of Directors** President Director: I Dewa Made Susila Director: Swandajani Gunadi Director: Niko Kurniawan Bonggowarsito Director: Harry Latif Director: Denny Riza Farib Director: Sigit Hendra Gunawan Director: Sylvanus Gani Kukuh Mendrofa Director: Ricky Gunawan

Investment in Stocks

Company Name	Business Activity	(%) Ownership
PT Home Credit Indonesia	Multifinance Financing	9.82%
PT Bank Woori Saudara Indonesia 1906 Tbk	Banking	0.73%
PT Kliring Penjamin Efek Indonesia	Clearing and Guarantee Institution	1.11%
PT Bank Chinatrust Indonesia	Banking	1.00%
Lainnya	Joint Ventura, Telecommunication	0.24% - 4.21%

Investment in Associations

Company Name	Business Activity	(%) Ownership
PT Zurich Asuransi Indonesia Tbk ("ZAI")	Insurance	19.81%

PUBLIC ACCOUNTANT & **PUBLIC ACCOUNTANT FIRM**

PUBLIC ACCOUNTANT FIRM

Liana Ramon Xenia & Rekan (Member Firm of Deloitte Southeast Asia Limited)
Registered Public Accountants
License No.432/KM.1/2024
The Plaza Office Tower 32nd Floor
Jl. M.H. Thamrin Kav 28-30 Jakarta 10350
Phone: +62 21 5081 8000
Fax: +62 21 2992 8300
E-mail: iddttl@deloitte.com
Website: www.deloitte.com/id

CAPITAL MARKETS SUPPORTING **INSTITUTIONS PROFESSIONALS**

SHARES TRADING AND LISTING

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Jakarta 12190 Indonesia
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AWARD & CERTIFICATION



January
Indonesia Syariah Excellent Awards 2025

Organizer:
The Iconomics

Category:
Top Syariah Business Unit - Bank

March
14th Infobank – Insentia Digital Brand Appreciation 2025

Organizer:
Infobank

Category:
1. Second Best Bank (KBMI 3) for Conventional Commercial Bank
2. Second Best Bank (KBMI 3) for Sharia Business Unit – Conventional Commercial Bank
3. Best Bank (KBMI 3) for Internet Banking – Conventional Commercial Bank
4. Best Bank (KBMI 3) for Credit Card – Conventional Commercial Bank
5. Second Best Bank (KBMI 3) for Mortgage (KPR) – Conventional Commercial Bank
6. Second Best Bank (KBMI 3) for Wealth Management – Conventional Commercial Bank
7. Third Best Bank (KBMI 3) for Deposit – Conventional Commercial Bank



June
Best Report Awards (BREW) 2025

Organizer:
Pusat Pelaporan dan Analis dan Transaksi Keuangan (PPATK) bersama dengan Asosiasi Analisis Transaksi Keuangan Indonesia (AATKI)

Kategori:
Second Best Ranking



February
8th Infobank Satisfaction, Loyalty, Engagement Awards 2025

Organizer:
Infobank

Category:
1. Best Bank (KBMI 3) for Satisfaction, Loyalty, and Engagement Index
2. Best Bank (KBMI 3) for Satisfaction Index
3. Best Bank (KBMI 3) for Loyalty Index
4. Best Bank (KBMI 3) for Engagement Index
5. Best Bank (KBMI 3) for Satisfaction Index – Customer Service
6. Best Bank (KBMI 3) for Satisfaction Index – Branch Office
7. Best Bank (KBMI 3) for Satisfaction Index – Automated Teller Machine (ATM)
8. Second Best Bank (KBMI 3) for Marketing Engagement Index
9. Second Best Bank (KBMI 3) for Brand Interactivity Index
10. Second Best Bank (KBMI 3) for Satisfaction Index – Process and Service
11. Third Best Bank (KBMI 3) for Net Promoter Score
12. Third Best Bank (KBMI 3) for Customer Centricity Index
13. Third Best Bank (KBMI 3) for Customer Resilience Level
14. Third Best Bank (KBMI 3) for Satisfaction Index – Teller
15. Third Best Bank (KBMI 3) for Satisfaction Index – Mobile Banking



April
The Best Corporate Emission Reduction Transparency Award 2025

Organizer:
Investor Trust

Category:
1. Public Company with Trusted Green Achievement in Emission Reduction
2. Public Company with Trusted Diamond Achievement in Emission Transparency





May
Indonesia Operations Banking Summit 2025

Organizer:
Forum Komunikasi Direktur Operasional Perbankan (FKDOP)

Category:
1. 1 Diamond Award
2. 6 Gold Award
3. 3 Silver Award

June
HR Asia Best Companies to Work for in Asia 2025

Organizer:
HR Asia and Business Media International

Category:
1. HR Asia Best Companies to Work for in Asia - Indonesia 2025
2. HR Asia Most Caring Company Awards 2025 (Special Categories)



June
Infobank Banking Service Excellence Awards (BSEA) 2025

Organizer:
Infobank

Conventional Commercial Bank Category:
1. Diamond Trophy – The Best Conventional Bank in Service Excellence for 20 Consecutive Years (2006–2024)
2. Golden Trophy – The Best Conventional Bank in Excellence Digital Channel for 5 Consecutive Years (2020–2024)
3. The Best Conventional Bank in Excellence for Online Account Opening Website
4. The 2nd Best Conventional Bank in Excellence for Branch ATM
5. The 2nd Best Conventional Bank in Excellence for Teller Service

Sharia Business Unit Category:
1. Platinum Trophy - The Best Sharia Business Unit in Service Excellence for 10 Concesutive Years (2015 - 2024)
2. The Best Sharia Business Unit in Excellence for Teller Service
3. The 2nd Best Sharia Business Unit in Service Excellence
4. The 2nd Best Sharia Business Unit in Excellence for Walk-in Channel
5. The 2nd Best Sharia Business Unit in Excellence for Customer Service
6. The 2nd Best Sharia Business Unit in Excellence for Security Officer



September
Indonesia FX Awards 2025

Organizer:
London Stock Exchange Group (LSEG)

Category:
1. Most Improved Volume (Matching)
2. Second Runner-up for Most Active FXall Bank (Taker)



August
Asian Banking and Finance (ABF) Retail Banking Awards 2025

Organizer:
Asian Banking and Finance

Category:
Debit Card Initiative of the Year - Indonesia



September
Fortune Indonesia 100 - 2025

Organizer:
Fortune Indonesia

Category:
100 Largest Companies in Indonesia



December
Infobank Top 100 CEO and Top 200 Leader Future 2025

Organizer:
Infobank

Category:
Top 100 CEO - Daisuke Ejima



September
Top GRC Awards 2025

Organizer:
Top Business

Category:
1. Top GRC – 4 Stars
2. The Most Committed GRC Leader 2025: Daisuke Ejima, President Director of PT Bank Danamon Indonesia Tbk



September
The 16th IICD Corporate Governance Conference and Award

Organizer:
Indonesian Institute for Corporate Directorship (IICD), in collaboration Perum LKBN ANTARA

Category:
1. Top 50 Issuers with the Largest Market Capitalization (BigCap PLCs)
2. Best Reponsibility of The Board



December
Indonesia Best Digital Innovation Award 2025

Organizer:
SWA Magazine

Category:
For Its Outstanding Digital Innovation



04

MANAGEMENT **DISCUSSION & ANALYSIS**

PT Bank Danamon Indonesia Tbk
2025 Annual Report


21,279
22,803
23,209
41,920
32,707
31,264
17,924
91
94
92
0.45
1.21
3.23
0.0012
54,060
3,69
10,320

MACROECONOMIC OVERVIEW & **BANKING INDUSTRY PROSPECT**



"In 2025, Indonesia's economic performance is expected to remain stable, with growth projected to remain above 5%. Stronger export activity, domestic investment momentum, and government consumption that supported domestic demand continued to bolster economic momentum, while offsetting the normalization of non-profit activities and challenges to consumer purchasing power. With cumulative GDP growth at 5.0% until the third quarter of 2025, Indonesia's economic fundamentals remain solid amid global uncertainty."

MACROECONOMIC

In 2025, Indonesia's economic performance is expected to remain stable, with growth projected to remain above 5%. Stronger export activity, domestic investment momentum, and government consumption that supported domestic demand continued to bolster economic momentum, while offsetting the normalization of non-profit activities and challenges to consumer purchasing power. With cumulative GDP growth at 5.0% until the third quarter of 2025, Indonesia's economic fundamentals remain solid amid global uncertainty.

Government fiscal stimulus packages during 2025, worth Rp122.8 trillion, help support consumer purchasing power, especially in the income segment of Rp1-2 million. This support comes from the current increase in income supported by Direct Cash Assistance (BLT) and food assistance provided during the second and fourth quarters of 2025. Both have tempered the impact of rising inflation in food prices towards purchasing power. Nevertheless, overall inflation remained within the monetary authority's target range of 2.9% YoY, supported by stable core inflation, driven by a rise in gold jewelry prices and stable energy prices.

According to the IMF's World Economic Outlook in October 2025, the global economy is expected to grow moderately in a range of 3.2%. While the outlook is relatively stable compared to the previous year, the global recovery has been uneven due to trade policy uncertainty, a slower recovery in some major economies, and increasingly vulnerable fiscal conditions. In addition, geopolitical developments have also restrained the rate of disinflation in terms of food and services. Overall, the IMF assesses that global economic conditions are still manageable despite more potential risks that depress growth, especially for countries with high international trade exposure and large external financing.

The control of domestic inflation, accompanied by the Federal Reserve's interest rate cutting cycle from 4.3%-4.5% to 3.5%-3.8%, allows Bank Indonesia to implement a more accommodative policy in the country. Along the year, BI has made five interest rate cuts at 125 bps, bringing down the BI-7DRR from 6.0% at the beginning of the year to 4.8% in September 2025. This step reflects BI's commitment to macroprudential stability, strengthening the transmission of pro-liquidity policies, and supporting economic growth amid high global uncertainty.

Indonesia's macroprudential stability in 2025 is reflected in the position of Indonesia's external sector, which showed strength compared to the previous year. In the first eleven months of 2025, exports reached USD244.8 billion, an increase of 7.1% on an annual basis, while imports amounted to USD218.0 billion, up 2.0% in the same period. This resulted in a trade surplus of USD38.54 billion, mainly driven by a non-oil and gas surplus of USD56.15 billion, which was able to cover the oil and gas balance deficit of USD17.61 billion. This development strengthens Indonesia's external resilience, with the current account balance reversing to record a surplus of USD4.0 billion (+1.1% of GDP) after previously recording a deficit of USD2.7 billion (-0.8% of GDP).

Indonesia's foreign exchange reserves also remain an important supporting factor. By the end of 2025, foreign exchange reserves reached USD156.6 billion, equivalent to 6.3 months of imports plus government external debt payments, well above international adequacy standards. This position reflects high external resilience in the face of global capital flow dynamics.

From these factors, Indonesia is on the right track to maintain growth momentum in 2026. A growing global outlook, more accommodative monetary policy, fiscal spending support, and solid external support continue to strengthen the resilience of economic fundamentals amid regional and global geopolitical fragmentation.

Bank Indonesia projects a more resilient growth path, although it remains closely watched for external risks. Growth in 2026 is expected to strengthen to the range of 4.9%–5.7%, supported by stronger domestic consumption, increased investment, and stable export performance. Inflation is expected to remain in the 2.5%±1% corridor, supported by consistent macroprudential coordination, strengthening inflation control efforts at the central and regional levels, and progress in national food security programs. External stability and financial systems are also maintained, supported by the acceleration of digitalization. Nevertheless, Bank Indonesia continues to monitor global risks, including the impact of US reciprocal tariff policy, global economic moderation, high debt levels and real interest rates in major economies, the vulnerability of the international financial system, and the rapid growth of crypto assets and stablecoins.

BANKING INDUSTRY OVERVIEW

Various indicators of the banking industry show stable performance throughout 2025, supported by sound intermediation and adequate liquidity. Until October 2025, credit growth reached 7.4% YoY, while Third Party Funds (DPK) increased faster by 11.5% YoY. Liquidity was maintained with a liquidity ratio to third-party funds of 29.5%, while capital remained strong, as reflected in the CAR ratio of 26.4%.

Credit performance in 2025 is influenced by Bank Indonesia's loosening monetary policy, with BI-7DRR lowered from 6.0% at the beginning of the year to 4.8%, creating more supportive conditions for financing activities. The manufacturing sector, which had contracted from April to July 2025, gradually improved from August onwards, as new demand and production capacity increased, strengthening demand for working capital and investment credit. However, overall credit growth is expected to remain moderate in 2025, reflecting the impact of monetary easing that has not yet reverberate to credit demand and still high external pressures. Despite the slower growth, most of the credit segment continued to grow, demonstrating the resilience of the banking system.

Until November 2025, credit growth in various segments showed mixed performance. Working capital loans grew 2.0% on an annual basis, slowing down from 9.3% in the previous year, while consumer loans recorded growth of 6.8%, slowing down from 10.1% in the previous year. In contrast, investment loans increased strongly by 18.0%, up from 13.6% a year earlier. Finally, MSME credit contracted by 0.6%, compared to a growth of 4.8% in the previous year.

Key indicators of banking performance in 2025 remain at healthy levels, with relatively marginal movements in profitability and asset quality. The industry's Net Interest Margin declined slightly to 4.6% as of October 2025. This decrease reflects lending rates that have dropped more slowly than policy interest rates, while the cost of funds has remained relatively high, resulting in a narrower margin for banks. Return on Assets was recorded at 2.5%, slightly lower than 2.7% a year earlier, reflecting a slowdown in credit expansion as well as normalization of non-interest income. Asset quality was maintained, with an NPL ratio of 2.5% in October 2025 compared to 2.2% in 2024, indicating that debtors' repayment capacity is still solid even though purchasing power conditions have only recovered towards the end of the year.

The outlook for the banking sector towards 2026 remains positive, supported by an increasingly accommodative policy position and strong liquidity conditions. Liquidity is supported by the realization of fiscal spending, the placement of state cash amounting to Rp201 trillion in the banking system, and a lower volume of outstanding SRBI at Rp719.7 trillion, compared to Rp917.0 trillion in early 2025. The Macroprudential Liquidity Incentive Policy (KLM) framework, refined by Bank Indonesia and supported by incentives of more than Rp404 trillion, helped channel liquidity to priority sectors and encourage more competitive credit disbursement. Meanwhile, the addition of an interest-rate channel to KLM's incentives is expected to open greater liquidity for banks. Combined with solid capital and maintained asset quality, these conditions form a foundation that supports credit expansion, with industrial credit growth projected in 2026 in the range of 8%–12%, reflecting a gradual improvement in line with Indonesia's economic recovery.

DANAMON'S POSITION IN THE INDONESIAN BANKING INDUSTRY

Throughout 2025, Danamon continued to strengthen its strategic differentiation by growing as a Financial Group together with the MUFG ecosystem. This strategy successfully delivered solid results for the year, with Danamon reaching new records in both loans and funding.

Total consolidated loans including trade finance & marketable securities grew by 8.7% YoY to reach Rp212.7 trillion, with solid growth in all segments. The Enterprise Banking and Financial Institution (EBFI) include Trade Finance and Marketable Securities segment, supported by MUFG collaboration grew by 14.0% YoY reaching Rp99.3 trillion, while the Consumer Banking segment grew by 9.6% YoY to Rp23.0 trillion. The SME Banking segment also recorded growth of 6.5% which amounted to Rp27.1 trillion. Furthermore, Adira Finance's loan disbursement grew by 1.9% reaching Rp63.4 trillion. The increase in growth was accompanied by prudent risk management for healthy asset quality, with NPL improving from 1.9% at the end of previous year to 1.7% at the end of 2025.

The bank's total funding, which comprises of deposits, bonds and borrowings, grew by 14% YoY reaching Rp204.0 trillion. CASA grew 18% YoY reaching Rp75.2 trillion.

At the end of 2025, the Bank's Consolidated Net Profit After Tax (NPAT) amounted to Rp4.0 trillion, compared to Rp3.5 trillion in the same period last year. From the capital perspective, the Bank ended the year with a strong Capital Adequacy Ratio (CAR) of 25.4%, well above the regulatory minimum. These achievements put Danamon in a good position for future growth, as the Bank continues to strengthen synergies with the MUFG ecosystem as a Trusted Financial Group for value to customers.

STRATEGIC **REVIEW**

STRATEGIC FOCUS 2025

Throughout 2025, Danamon delivered solid financial performance and sustainable growth as One Financial Group. Healthy funding continued to grow and supported lending expansion while maintaining asset quality, resulting in double-digit profitability growth.

All of the Bank's business lines contributed to this achievement, namely Enterprise Banking & Financial Institutions (EBFI), SME Banking, and Consumer Banking, as they continued to focus on increasing funding and lending. Meanwhile, Adira Finance showed improved asset quality and higher profitability amidst a slowdown in the national automotive industry.

The achievement coincided with the rapidly growing momentum of specific Ecosystem approaches, encompassing Automotive, Hajj and Umrah, and Education. Danamon accelerated this strategic initiative by developing region-based Ecosystems where it empowered regions to identify and develop ecosystems tailored to local needs and opportunities. As a result, Danamon successfully established more than 1,400 ecosystems that is continued to be nurtured in 2025, demonstrating its commitment to inclusive and sustainable growth at the community level.

Danamon took it a step further by leveraging a range of strategic initiatives to enhance productivity and customer service. Danamon continued to refine operational processes to increase service accuracy and speed, expand data utilization to support more accurate decision-making, and develop digital capabilities, including the implementation of generative artificial intelligence technology across various business functions.

Danamon is committed to continuously enhance its services across all distribution channels. This includes transforming branches to deliver simpler processes and greater convenience, introducing an upgraded D-Bank PRO with enhanced features and capabilities, and launching Danamon on Wheels to bring mobile, offline banking services directly to customers. In parallel, Danamon is strengthening Hello Danamon by equipping call center agents with a single customer view through an integrated CRM system, supported by AI-powered knowledge management tools to deliver faster and more personalized service.

Danamon continued to strengthen its aspirations for growth as a Financial Group by deepening collaborations with various MUFG entities, including MUFG Bank Jakarta Branch, Adira Finance, and Home Credit Indonesia, as well as with strategic partners such as Zurich Asuransi Indonesia. This year, Danamon was appointed as the Operational Financial Holding Company (FHC) of the MUFG Financial Conglomerate (FC) in Indonesia. Furthermore, the merger between Adira Finance and Mandala Finance has also received shareholder and regulatory approval. As it delivered on its commitment to continuously strengthening relationships with customers and automotive industry partners, Danamon, along with MUFG and Adira Finance, again took part in the 2025 Indonesia International Motor Show (IIMS) as the Official Bank Partner and Official Multifinance Partner.

With a wealth of experience collaborating with MUFG and MUFG Innovation Partner (MUIP) through its investment in the "Garuda Fund" venture fund, Danamon has taken a further strategic step by investing in another venture fund, the Japan Thematic Fund (JTF). Through the JTF, Danamon and MUFG were committing themselves to supporting the development of technology-based businesses, encouraging the emergence of a new generation of innovative companies, and deepening partnerships with Japanese investors.

Danamon also continued to strengthen its commitment to sustainability through collaboration with MUFG and Adira Finance, as both worked to support decarbonization efforts towards achieving net-zero operational emissions by 2030. In line with this agenda, Danamon saw an annualized growth of 28% in its sustainable financing, a line that accounts for 24% of its total loan portfolio. Furthermore, Danamon participated in the MUFG Net Zero World (MUFG N0W) forum, which supports Indonesia's energy transition.

2026 STRATEGY

To capitalize on opportunities and address challenges in 2026, Danamon has formulated the following key strategies:

- Continue loan growth while maintaining asset quality, supported by sound funding and sustainable profitability. Danamon will continue investing in the development of its distribution network and new technology to improve business process effectiveness, accelerate decision-making, and provide more responsive services tailored to customer needs.
- Strengthen the development of targeted ecosystems, particularly in the automotive, education, and Hajj and Umrah sectors, as well as region-based ecosystems developed in each regional office.
- As an Operational FHC, Danamon will strengthen synergies with Adira Finance and Home Credit Indonesia, members of the MUFG Financial Conglomeration (MUFG FC), and complete the operational merger between Adira Finance and Mandala Finance. This synergy is expected to increase business contributions and strengthen the group's overall competitiveness.
- Drive human resource development through continuous learning programs and employee exchange initiatives within the MUFG FC, including partner banks under the MUFG umbrella.



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 & Group Entities

A Strategic Theme

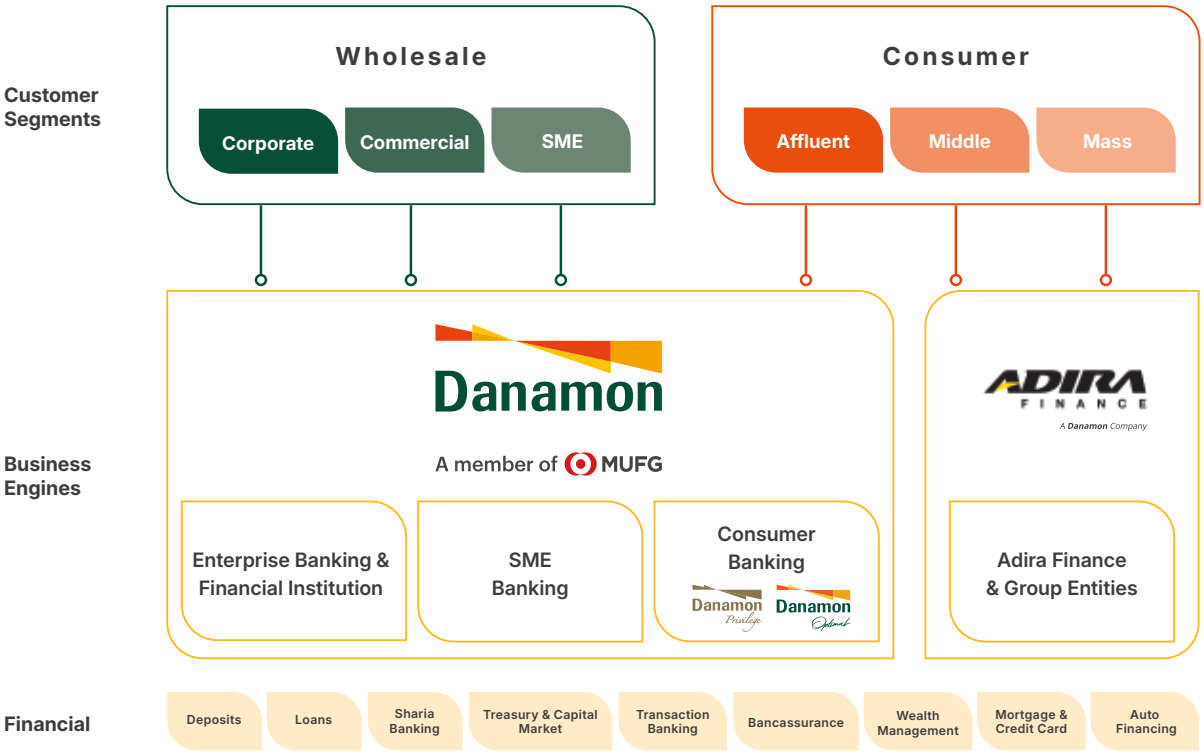
1. Dominant in Tergeted Ecosystems
2. Unique MUFG Proposition
3. Data Analytics & Process Improvement

B **Foundation for Financial Group –**
New Business Incubation & Inorganic Growth

C **Core Business & Foundation Building –**
People, IT/Digital, Branding, Branches

* Merged with Adira Finance in 2025

BUSINESS
SEGMENT OPERATIONAL REVIEW



In 2025, Danamon continued its strategy of prudent loan growth through an ecosytem approach, sustained CASA growth through an institutional approach and increased fee income through a unique value proposition. In addition, collaboration with MUFG enabled Danamon to enter the Japanese Corporate and multinational customer markets through distributor financing, cash management, mortgage, and payroll accounts services.

ENTERPRISE **BANKING**



"Despite ongoing geopolitical turmoil and increasingly fierce competition in the banking industry, Enterprise Banking delivered another positive performance in 2025. That achievement is reflected in 15% annual growth in loans and 31% in third-party funds."

Enterprise Banking focuses on providing a comprehensive range of financial solutions, such as loans, cash management, trade finance, and treasury services to the Wholesale and Financial Institutions segments. Enterprise Banking also intends to make Danamon the transactional bank of choice for customers by understanding and serving their needs.

PRODUCTS AND SERVICES

Enterprise Banking provides the following products and services:

- Working Capital Loans (Trade Finance & Financial Supply Chain).
- Investment Loans.
- Cash Management (Payments, Collections, and Liquidity Management).
- Foreign Exchange.
- Custodianship.
- Project Financing.
- Capital Market Bonds.

2025 STRATEGIES AND INITIATIVES

The decline in the benchmark interest rates of Bank Indonesia and the Federal Funds Rate (FFR), which lasted until the end of 2025, has provided positive stimulus to Indonesia's economic growth, particularly in the banking sector. However, intense competition on interbank interest rates poses its own challenge for banks.

Enterprise Banking pursued its growth target by focusing on service improvements, deepening relationships with existing customers, broadening its portfolio by acquiring new customers, and enhancing collaboration with the MUFG Group to optimize its ecosystem.

Furthermore, Enterprise Banking remained committed to developing human resources through the recruitment and retention of top talent, comprehensive domestic and international training programs, and the implementation of a performance-based work culture.

2025 PERFORMANCE

Enterprise Banking recorded 15% loan portfolio growth, supported by collaboration with the MUFG Group.

2026 STRATEGIES AND INITIATIVES

Enterprise Banking will continue implementing the following strategies:

- Improve the quality of relationships with existing customers through a long-term approach.
- Acquire new customers from potential target markets and optimize the ecosystem of existing customers.
- Strengthen collaboration with the MUFG Group in acquiring multinational corporate customers and their value chains, and provide value-added products and services, such as Global Business Matching.
- Actively offer loan financing with other financial institutions through syndicated loans, structured financing, agency, sell-down, and risk participation.
- Continue to increase Third-Party Funds (TPF) by offering comprehensive cash management solutions supported by e-channels and digital solutions tailored to customer needs.
- Invest in human resources and enhance employee competency through training and project assignments, both domestically and internationally, supported by MUFG.
- Continue efforts to attract new talent while retaining and accelerating internal talent development.
- Continuing efforts to attract new talents while retaining and developing the existing ones.

TREASURY & CAPITAL MARKET



"Synergy and collaboration with all lines of business, as well as parent entity MUFG Bank, are key success factors for Treasury & Capital Market in ensuring the Bank's liquidity resilience and providing Danamon's treasury products and services to fulfill customer needs."

Treasury & Capital Market (TCM) is the core division within the liquidity risk management that ensures the Bank meets its liquidity requirement; this shall be achieved by laying an intense focus on efficient and prudent balance sheet management to support business expansion with due adherence to prudent Banking principles. The responsibility to manage the liquidity risk is inherent in the management of the Bank's balance sheet interest rate risk.

TCM is also a product partner of Danamon's line of business that offers basic Foreign Exchange (FX) and Marketable Securities solutions in addition to the more advanced solutions for customers that require hedging solutions and investment products.

Apart from being one of the Rupiah-denominated Government Bond Primary Dealers, TCM also actively supports regulators in improving, formulating, and further deepening the Indonesian financial market.

PRODUCTS AND SERVICES

TCM offers a wide range of products and services geared towards providing solutions for customers and performs trading activities. The products offered include Foreign Exchange (FX Today, FX Tomorrow, FX Spot, FX Forward, FX Swap, and Domestic Non-Deliverable Forward), Interest Rate Swap, Cross Currency Swap, Overnight Index Swap, Structured Products (Dual Currency Investment, Market Linked Deposit, and Call Spread Option), Marketable Securities (Government Bond and Corporate Bond under both Conventional and Sharia schemes, Bank Indonesia Rupiah Securities, and Bank Indonesia Foreign Currency Securities), Money Market (Interbank & Bank Indonesia instruments), and Repo/Reverse Repo.

Since Danamon was appointed by Bank Indonesia in 2021 as one of the Appointed Cross-Currency Dealer Banks (ACCD Bank) in order to facilitate Local Currency Transaction (LCT) for THB-IDR and CNY-IDR currency exchanges, its customers' transaction volume has been increasing. This was reinforced by the issuance of the Regulation of the Members of the Board of Governors Number 15 of 2024 regarding Amendment to the Regulation of the Members of the Board of Governors Number 23/16/PADG/2021 regarding the Settlement of Bilateral Transactions Between Indonesia and China Using Rupiah and Yuan Through Banks, which has an impact on the increasing volume of LCT CNY-IDR transactions.

The transaction volume of LCT THB-IDR in 2025 increased by 57% compared to the previous year, while the transaction volume of LCT CNY-IDR increased rapidly by 97% compared to the previous year. With this service, the Bank's customers may enjoy more competitive FX rates and more efficient and faster fund remittances to institutions or individuals in the ACCD Bank's partner countries.

In 2025, Danamon was also selected as one of Bank Indonesia's Primary Dealers, which allows the Bank to provide service to non-PDs according to the prevailing Bank Indonesia's regulations.

As Primary Dealer for the Money Market and Foreign Exchange Market (PUVA), Danamon is committed to fulfilling its obligations as Primary Dealer for PUVA as mandated in the Regulation of the Members of the Board of Governors Number 23 of 2024 regarding Primary Dealers for the Money Market and Foreign Exchange Market.

2025 STRATEGIES AND INITIATIVES

In 2025, TCM continuously focused on efficient balance sheet management strategies in Capital Management, Fair Value through Other Comprehensive Income (FVOCI) portfolio management, Contingency Funding Plan, as well as the Enhanced Treasury System and the Asset & Liability Management (ALM) System.

TCM Trading Team's activities supported the Treasury Sales Team by providing liquidity and competitive prices for customers. TCM also offered alternative investments for retail customers, such as government bonds and Corporate bond. This was geared towards increasing fee-based income for Danamon.

TCM worked continuously with the Bank's other lines of business to support customers seeking investment products and hedging instrument solutions to manage their exposure. TCM expanded collaboration with the MUFG Group's business network to tap business opportunities with Japanese and multinational corporations' value chains as well as large Corporate action deals. TCM also collaborated with Digital Banking and Consumer Banking in developing the foreign exchange business by launching the FX 24/7 feature where customers can conduct foreign exchange transactions 24 hours a day through the D-Bank PRO channel in order to meet the foreign exchange needs of the customers.

In line with the financial market deepening program of Bank Indonesia and the related authorities, TCM also participated in the Central Counterparty program for money market and foreign exchange market instruments (CCP PUVA), the establishment process of the Self-Regulatory Organization (SRO) of the Indonesian Money Market and Foreign Exchange Market Association (Apuvindo), participated in the Repo transaction pilot program through the Alternative Market Organizer System (SPPA) organized by the Indonesia Stock Exchange (BEI), Triparty Agent (TPA) organized by PT Indonesian Clearing and Guarantee Corporation (IDClear), and participated in the auction of Foreign Currency Term Deposit from Export Proceeds (TD Valas DHE), as well as Bank Indonesia Rupiah Securities (SRBI) and Bank Indonesia Foreign Currency Securities (SVBI) instruments.

2025 PERFORMANCE

TCM successfully achieved its Treasury Sales revenue target in 2025 amidst increasingly tight market competition conditions. FX transaction volume from Treasury Sales increased 16% compared to the previous year.

TCM has launched Structured Products, such as Dual Currency Investment (DCI) and Market Linked Deposit (MLD) to fulfill customers' investment needs. The launch was supported by the relaxation of the Regulation of the Members of the Board of Governors Number 11 of 2024 regarding Foreign Exchange Market Transactions.

2026 STRATEGIES AND INITIATIVES

In 2026, TCM will continue to implement the following strategies:

1. Continuously improve the efficiency of balance sheet management strategies with prudential principles.
2. Continue collaborating with Danamon's line of business to provide solutions to customers who need investment products and hedging instruments to manage their exposure; continue collaborating with the MUFG Group's business network to tap more business opportunities with Japanese companies and multinational corporations value chains as well as to increase more Indonesian Government Bond deals.
3. Develop the Bank's investment services, such as Retail Bond Online, which aims to provide one-stop access for customers' bond investment activity.
4. Continue supporting Bank Indonesia initiatives in line with the 2030 Blueprint for Deepening Money Market and Foreign Exchange Market (BPPU), including participation through instruments such as Bank Indonesia Floating Rate Note (FRN), Overnight Index Swap (OIS), and other instruments.

TRANSACTION **BANKING**

(CASH MANAGEMENT, TRADE FINANCE, & FINANCIAL SUPPLY CHAIN)



"Aligned with the Government's strategy to implement digitalization in Indonesia as a pillar of economic growth, particularly in the area of digital payments, Danamon lends its full support by continuing to develop digital services that emphasize ease of use, speed, reliability, and robust system security in Cash Management, Trade Finance, and Financial Supply Chain transactions."

Danamon's Transaction Banking continuously innovates with advanced digital technologies to provide seamless customer experiences, supported by excellent service quality and robust security.

This line of business offers a range of need-based products to meet the growing needs of its customers in various segments, such as Corporate, Commercial, and Small & Medium Enterprises (SMEs). Through Cash Management, Trade Finance, and Financial Supply Chain services, Danamon serves customers with the right, effective, and competitive banking transaction solutions.

The continued development of the internet banking platform provides customers with online Cash Management, Trade Finance, and Financial Supply Chain capabilities that contribute to increased efficiency in customers' business activities.

PRODUCTS AND SERVICES

Transaction Banking provides the following products:

- **Cash Management**
  Integrated banking solutions help customers to optimally and yet efficiently manage cash flow, liquidity, and daily transactions. Danamon Cash Management allows customers to develop and execute business strategies more effectively.
- **Trade Finance & Services**
  Danamon's Trade Finance services help customers to make trade transactions and obtain working capital financing, which covers international trade (import and export) and domestic trade.
- **Financial Supply Chain (FSC)**
  Danamon's Financial Supply Chain supports the smooth transaction cycle between suppliers, distributors, and principals by providing not only working capital and payment facilities but also comprehensive business reports that contribute added value to the cooperation relationship and sustainability in the business ecosystem.

STRATEGY & INITIATIVES IN 2025

Transaction Banking will continue to develop products and services while leveraging collaboration with MUFG Group to expand Cash Management, Trade Finance, and Financial Supply Chain capabilities.

1. Committed to the ongoing refinement of an integrated financial supply chain solution, with a focus on delivering comprehensive, seamless transaction services that are aligned with the critical needs of customers. The Bank's goal is to provide solutions that not only streamline financial operations but also adapt to the dynamic and evolving requirements of businesses across industries. Through continuous innovation and a customer-centric approach, Danamon enhances the functionalities of its platform to ensure that it supports various aspects of the financial supply chain, from invoicing to payments and cash flow management.
2. The Bank continues the development of Danamon Cash Connect (DCC), focusing on providing domestic payments and remittances faster, easier, and more efficient. With streamlined payment processes and enhanced capabilities,

DCC users can experience quicker transaction processes, greater reliability, and a better customer experience that simplifies their daily banking tasks.

3. As one of the Appointed Cross Currency Dealers (ACCD), Danamon's TB supports the Government's program to increase direct settlement transactions between IDR and the currencies of the destination countries and remains committed to continuing the Local Currency Settlement (LCS) service with several countries, including Thailand, China, and other currencies within the LCS coverage.
4. Danamon's API Central steadily expands the Digital Banking ecosystem by providing customers with seamless, efficient, and value-added financial solutions. With the introduction of new API features, the Bank expands service offerings to include Direct Debit, Bill Payment, and Financial Supply Chain as part of its continued support for customers in conducting their financial business more efficiently and with greater transparency.
5. Multi-Currency Account – A strategic development that provides customers with business activities in several currencies the convenience of managing all transactions in one account.
6. MUFG Collaboration
   Transaction Banking, in collaboration with MUFG Bank, is expanding partnerships with business principals and distributors in industries such as automotive, FMCG, pharmaceuticals, construction, and other MUFG Group-affiliated companies. This partnership also enables end-to-end lending for suppliers of financed anchors.

2025 PERFORMANCE

Despite facing numerous challenges in 2025, particularly with the market rate competition and the slowdown in the automotive sector, which impacted supply chain businesses, Transaction Banking has navigated 2025 successfully, achieving the following key milestones:

- Digitalization efforts have resulted in an 11% increase in active Internet Banking users across the Corporate, Commercial, and SME segments, contributing to a 30% growth in digital transactions in 2025.
- New partnerships have been established with 28 principles from the automotive, FMCG, building materials, and manufacturing industries, leading to the provision of working capital loans to 235 new distributors.
- Supply chain credit portfolio has increased by 25%, with a notable rise in the upstream sector, particularly supplier financing.
- Trade finance portfolio has grown by 18%, primarily driven by the Corporate and commercial segments.

STRATEGY AND INITIATIVES FOR 2026

Transaction Banking will continue to advance its products and services solutions through collaboration with MUFG Group, particularly in Cash Management, Trade Finance, and Financial Supply Chain

1. Commitment to continuously improving financial supply chain solutions that deliver comprehensive transaction services tailored to customer needs. The Bank will further develop an ecosystem that supports both upstream and downstream financing. This approach will enable more structured and risk-protected credit financing. Through ongoing innovation and a customer-focused strategy, Danamon is enhancing its platform to support all aspects of the financial supply chain, including invoice issuance, payments, and cash flow management.
2. The Bank will continue to expand the scope and product holdings of its financing and trade finance services to complement the conventional credit financing it already provides to customers. The Bank will increase its focus on export services and financing, which has a trickle-down effect on increasing third-party funds and potential Foreign Exchange (Forex) transactions.
3. The Bank continues the development of Danamon Cash Connect (DCC), to provide faster and more efficient domestic payment and remittances, with streamlined processes and enhanced capabilities and an improved customer experience in managing daily banking activities.
4. Collaborating with financial technology companies to deliver faster, simpler remittance transactions, enhancing overall convenience.
5. Leverage collaboration with the Bank's Group Companies across domestic, regional, and global networks to provide Danamon's clients with value-added and comprehensive financial services.

SMALL MEDIUM ENTERPRISE (SME) BANKING



"Operating income grew by 10% in 2025, recording its highest growth since 2021. This achievement was supported by quality loan growth and the ability to maintain stable lending rates."

In developing its SME business, Danamon consistently provides comprehensive solutions, including working capital and investment financing, customer deposit management, cash management services, and bancassurance products, all supported by transaction ease and banking service optimization. Concurrently, inter-divisional collaboration and strengthening the MUFG ecosystem through referral and cross-selling strategies are consistently implemented to drive quality SME credit growth while adhering to prudent financing principles.

Danamon's commitment to delivering the best customer experience is realized through credit application process improvements, digital channel expansion, human resource competency development, and specialized programs to enhance customer loyalty. All these efforts are supported by continuous innovation based on Artificial Intelligence (AI) and data analytics to ensure competitive and relevant SME Banking services.

2025 STRATEGY AND INITIATIVES

Danamon's 2025 SME Banking strategy is based on inter-divisional collaboration and strengthening relationships within the MUFG Group ecosystem. Cross-divisional synergy involving Enterprise Banking, Consumer, Branch Network, Sharia, and Supplier & Distributor financing has been the driver of SME loan growth.

Collaboration with the Global Collaboration Office (GCO) through the Business Matching program has connected Danamon's SME customers with MUFG entities to create and develop new business opportunities. This program is specifically designed to support SMEs by providing a range of services, encompassing business matching between sellers and buyers, initiating Mergers and Acquisitions (M&A), establishing Joint Ventures (JV), and assisting in the search for business locations or industrial estates.

In addition to external strategies, various internal initiatives have been implemented to accelerate business growth, such as leveraging Artificial Intelligence (AI) and data analytics to generate potential leads and providing interactive dashboards to support sales teams in developing acquisition and win-back strategies.

SME Banking focused on strengthening sustainable profitability by increasing quality loan volume, executing tactical programs for more optimal loan utilization, and maximizing non-interest income through synergy with related divisions such as Treasury, Wealth Management, and Trade Finance. These efforts are supported by low-cost funding accumulation driven by increased transaction activity through digital channels.

2025 PERFORMANCE

- SME loan portfolio reached Rp27.1 trillion, a 6% increase compared to 2024's Rp25.4 trillion. This achievement was supported by strong inter-divisional collaboration, strategic partnerships with the MUFG Group, and commitment to credit process improvement.
- The funding portfolio (CASA and TD) grew 22% YoY to Rp27.6 trillion. This growth is in line with a 14% increase in low-cost funding.
- In terms of profitability, SME Banking recorded an increase in Operating Income, primarily driven by Net Interest Income growth. This increase was supported by loan portfolio expansion and the ability to maintain stable lending rates, thereby strengthening loan margins.
- SME Banking also recorded an increase in non-interest income, derived from Credit Related, Trade Finance, and Cash Management activities.
- The implementation of effective risk management successfully reduced the NPL ratio from 3.14% to 2.77% at the close of 2025.

2026 STRATEGY AND INITIATIVES

The 2026 SME Banking strategy will focus on four main pillars:

- Disbursement of quality financing
- Strengthening the low-cost funding and transaction base
- Increasing non-interest income
- Optimizing productivity through process digitalization, cross-business unit synergy, and sustainable human resource competency development.

Collectively, these policies are expected to enhance the SME segment's contribution to Bank profitability and strengthen the Bank's role in supporting SME debtor financing and driving national economic growth.

The SME Banking strategy is as follows:

a) Loan

The 2026 strategic focus is directed towards increasing the disbursement of quality and sustainable loan through cross-business unit collaboration and strengthening the business ecosystem. Key strategies to be implemented include:

- Optimizing collaboration between business unit divisions and group businesses, including through ecosystem synergy with the Enterprise Banking unit to strengthen financing.
- Maintaining healthy loan profit margins through loan portfolio management guided by prudence and risk management principles.
- Increasing the number of proposal submissions and the realization of loan facility utilization.
- Executing three new initiatives in 2026:
  1) Developing innovative new programs to support debtor working capital needs.
  2) Encouraging maximum utilization of loan facilities by debtors.
  3) Creating a collaborative ecosystem between head office and regions to strengthen coordination and expand financing reach.

b) Funding

Strengthening an efficient and sustainable funding structure with the following strategies:

- Increasing funding in the form of Current and Savings Accounts to reduce funding costs and make lending rates more competitive.
- Optimizing features and usage of digital banking channels (e-channel & cash management), such as Danamon Cash Connect (DCC) and D-Bank PRO, which can assist customers in transacting, thereby increasing transactions and customer loyalty.
- Expanding the funding base by strengthening relationships with individual and institutional customers and encouraging an increase in daily transaction frequency.
- Developing a Regional-Based Ecosystem through the branch network to build business communities and sustainably strengthen funding.

c) Non-Interest Income

Increasing the proportion of non-interest income to total operating income. Key strategies to be implemented are as follows:

- Increasing foreign exchange income by expanding the base of active customers and transaction volume.
- Launching new products and programs targeted at corporate customers to increase transaction activity.

- Implementing a loyalty program to encourage transaction frequency and enhance customer loyalty.
- Aligning Key Performance Indicators (KPIs) across business units to strengthen collaboration in developing active users of foreign exchange services.

d) Productivity and Credit Process

The Bank is committed to implementing continuous improvement programs in the credit process and enhancing sales force productivity. The policy direction and strategic steps taken include:

- Regular discussion forum between Credit and Business teams to accelerate credit proposal completion time (Turn Around Time/TAT).
- Simplifying the credit process to increase business team productivity.
- Developing interactive instruments based on data analysis to help branches efficiently identify potential new customers.
- Improving branch productivity through more integrated data utilization and continuous business improvement as an ongoing effort to enhance product quality, service, and business processes.

All initiatives designed for 2026 are focused on creating sustainable value, strengthening digital capabilities, and enhancing cross-business unit collaboration to deliver adaptive, inclusive, and highly competitive financial solutions.

Thus, Danamon is expected to maintain healthy performance, increase its contribution to national financial inclusion, and deliver optimal benefits for all stakeholders, particularly for SME players.

CONSUMER **BANKING**



"Consumer Banking focuses on increasing low-cost funding and driving transaction growth by providing financial solutions that are tailored to customer needs and easily accessible, primarily through the upgraded mobile banking platform, D-Bank PRO."

In 2025, Indonesia's economy continued to demonstrate strong resilience amid gradual global recovery and ongoing geopolitical tensions. Household consumption remained the main engine of growth, supported by stable inflation and improvements in purchasing power. Private investment also strengthened in line with a more conducive business environment and accelerated digital transformation across sectors. Together, these factors created a favorable foundation for the financial services industry, including retail banking, to expand intermediation and support broader economic activity.

Throughout 2025, Indonesia's banking sector entered a phase of consolidation and more advanced digital acceleration. Loan growth began to trend upward as demand for financing increased across consumer and small business segments. Industry liquidity remained sound, with a continued shift toward low-cost funding driven by the optimization of digital channels and app-based services. Amid intensifying competition—particularly from digital banks and fintech players—traditional banks strengthened their service differentiation strategies, digital security, and operational cost optimization. Industry priorities continued shifting toward greater efficiency, innovation, and the delivery of more integrated customer experiences.

In response to these industry dynamics, Danamon continued to reinforce its position in the retail segment by placing customer-centricity and digitalization at the core of its growth strategy. Danamon accelerated the development of digital capabilities to enhance customer acquisition, engagement, and transaction activity through faster, safer, and more efficient processes. In addition, Danamon deepened collaborations with ecosystem partners to strengthen its value proposition, particularly in lending and funding products. These initiatives support competitiveness, resilience, and sustainable growth amid the evolving industry landscape.

PRODUCTS AND SERVICES

- **Privilege**
  Designed to provide superior services that support the well-being of customers and their families, protecting every generation and every aspiration. Privilege offers a wide range of benefits, including Wealth Advisory, Wealth Growth and Preservation, World of Privileges, Travel Benefits, and Convenient Access, such as complimentary Medical Check-Up facilities at leading hospitals and health laboratories across Indonesia. This service is available for individual customers with a minimum total AUM of Rp500 million.

- **Optimal**
  Created to help customers achieve their life goals in the most optimal way, this segment serves customers with a minimum total AUM of Rp50 million. Enjoy a comprehensive solution package covering savings, loans, investments, and insurance, accessible through D-Bank PRO. The offering is further enhanced by the Danamon JCB Precious Credit Card, which provides optimal D-Point rewards, international airport lounge access, and various other benefits.

- **Savings**
  Provides a comprehensive range of deposit products designed to meet the needs of various customer segments, from affluent customers to the mass market. These include the multi-currency Danamon LEBIH PRO Savings Account, which supports 12 currencies in 1 account and offers greater flexibility for international transactions. Savings products include savings accounts, current accounts, and time deposits.

- **Loans**
  Offers a wide selection of lending products to meet customers' diverse needs—including secured loans such as mortgage financing and auto loans, as well as unsecured products such as credit cards and personal loans.

- **Investments and Bancassurance**
  Bancassurance products through partnerships with leading third-party financial institutions in Indonesia. Personalized and exclusive services are available for high-net-worth customers.

- **Foreign Exchange & Structured Products**
  Facilitates foreign exchange transactions with competitive exchange rate and returns as well as seamless service experience.

2025 STRATEGIES AND INITIATIVES

Throughout 2025, Danamon Consumer Banking continued to strengthen its capabilities and strategic execution to achieve sustainable growth. Our focus remained on increasing low-cost funds, enhancing customer transactions, and expanding an integrated ecosystem.

The Danamon LEBIH PRO Multi-Currency Savings, equipped with the Danamon Global Currency Card and supported by attractive savings programs such as "*Danamon Hadiah Beruntun*," contributed not only to the growth of third-party funds but also to strengthening Danamon's brand as a funding-focused bank. Danamon continued its digital transformation to enhance convenience in transactions through improvements in the D-Bank PRO. This effort drove higher digital engagement, reflected in the increased volume and frequency of transactions. Danamon also expanded collaboration with MUFG Group and deepened penetration into communities or local economic ecosystem around branch locations to improve service relevance and strengthen cross-selling capabilities.

In Wealth Management, the digital channel through D-Bank PRO 2.0 was utilized effectively to reach various customers by offering smooth and efficient transactions. The FX 24/7 feature enables foreign exchange buying and selling at any time. In addition, Mutual Funds and Bonds can also be transacted easily through D-Bank PRO 2.0. New Wealth Management products continue to be launched to meet customer needs and segments. Through D-Bank PRO 2.0, customers can also view all their investment portfolios comprehensively.

Mortgage products recorded positive growth, supported by increased collaboration with developers and brokers, as well as strengthened synergy with MUFG. In the credit card business, efforts were directed toward increasing product penetration through various collaborative initiatives and value proposition adjustments to reinforce customer loyalty.

Consumer Banking also participated in the Indonesia International Motor Show 2025 in collaboration with Adira Finance and MUFG to enhance Danamon's presence within the automotive ecosystem.

2026 STRATEGIES AND INITIATIVES

Entering 2026, Danamon Consumer Banking will continue the growth momentum built in 2025 by focusing on low-cost funding, customer base expansion, enhancing technology-driven Wealth Management capabilities, and launching new products that are more relevant to customer needs. The strategy in 2026 includes:

- Enhancing the Danamon LEBIH PRO Multi-Currency Savings by adding more foreign currencies and additional features, as well as implementing programs to boost acquisition and transactions.
- Continuing acquisition, transaction, and funding programs tailored to target customer segments, including enhancing regional ecosystems that leverage unique local characteristics to strengthen the Bank's presence and support sustainable expansion.
- Advancing the development of digital Wealth Management services by registering the Single Investor Identification (SID) through D-Bank PRO 2.0.
- Adding variety to investment products, not limited to sharia-based, offshore, and index products, but also expanding investment access through digital channels to optimize customer assets.
- Continue collaborating with insurance partners to increase the variety of insurance product solutions and expand marketing channels by utilizing the Danamon Group network.
- Driving sustainable growth through strengthening mortgage and credit card portfolios, product innovation in lending, process digitalization, and cross-selling synergies with savings products to deliver a superior customer experience.
- Continuing acquisition strategies through digital channels and co-branding programs, supported by stronger customer retention initiatives through loyalty programs.
- Maintaining asset stability and quality by implementing risk-based collection strategies, enhancing collection system capabilities, and utilizing behavior scores to prioritize collection more effectively.

STRATEGIC INITIATIVES FOR THE BRANCH NETWORK IN 2026

Branch Network

The Bank regards physical branches as essential, despite the rapid advancement of digitalization in the banking industry. Branches still play a strategic role, particularly in their Privilege and Optimal customer segments. The Bank has then aspired to transform its branch network by integrating physical and digital service experiences to deliver a more comprehensive set of financial solutions to its loyal customers.

The Bank will also keep its distribution network effective by, e.g., branch consolidation. It involves the closure or merger of nearby branches that have similar activities and enhancing the Bank's accessibility and service quality by opening new branches in high-potential locations and adding mobile cash service units (Danamon On Wheels) in certain cities.

I. Short-Term

a. Building Ecosystem Networks

To acquire new customers, increase third-party funds (funding), and drive transaction growth, the Bank will develop ecosystem networks across the following sectors:

- Automotive
- Education
- Sharia and religious communities
- Other sectors

b. Growing Business from Existing Customers through Integrated Programs:

1. Strengthening customer relationships through customer engagement activities to better understand their needs.
2. Optimizing funding through dedicated customer programs, such as the "*Danamon Hadiah Beruntun*" program, the Global Currency Card debit card combined with Danamon LEBIH PRO multi-currency savings, current account products, safe deposit box services, and others.
3. Encouraging customers to become more active in transactions, particularly through the enhanced D-Bank PRO mobile banking platform.

In 2026, the Bank will continue to reorganize its network through branch consolidation. It will involve expanding services by opening new branches in potential areas and expanding mobile cash service fleet.

In addition, the Bank will continue its Branch Transformation initiative by gradually redesigning branch layouts to enhance customer comfort and service quality, thereby delivering a unique and memorable customer experience.

These initiatives should:

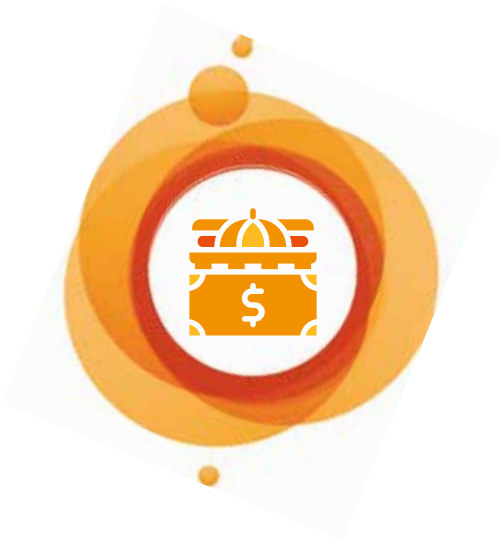
1. Increase sales of funding products, conventional lending, and sharia financing.
2. Optimize the distribution network, including infrastructure and human resources, through the consolidation of processes and organizational structures at both Head Office and branch levels, as well as redefining branch staff roles to improve service quality and operational effectiveness.
3. Consolidate operations and workforce structures to facilitate more effective supervision and communication.
4. Expand market share through new customer acquisition and by strengthening relationships with existing customers to meet their banking needs.

II. Medium-Term

To support future business growth, the Bank will focus its branch network strategy on several key priorities:

a. Strengthening branch capabilities in handling large, complex, and high-value transactions to better meet customer needs. To support this, the Bank will enhance salesforce competencies through training, certification programs, and the use of Artificial Intelligence (AI) technology.
b. Expanding direct service access through branch offices to ensure customers can easily obtain financial solutions tailored to their needs. The Bank will keep expanding its mobile cash service fleet (Danamon On Wheels) in certain cities.
c. Continuing the Branch Transformation initiative in phases to improve service quality and customer comfort, thereby delivering a distinctive and memorable customer experience.
d. Managing costs efficiently through the redefinition of staff roles, the integration of teller and Sales Service Officer functions (Universal Bankers), and the utilization of digital services to deliver more precise and effective customer service.
e. Driving market share growth and enhancing employee productivity by strengthening the strategic role of regional leaders. It will be paired with ecosystem development within each branch network that should contribute significantly to business growth.

SHARIA **BANKING**



"PT Bank Danamon Indonesia Tbk – Sharia Business Unit (Danamon UUS) continues to develop modern, community-oriented sharia financial services. Throughout 2025, the unit expanded its sharia ecosystem through strategic partnerships, with priority placed on strengthening digital capabilities and synergies with its parent bank and the MUFG Group."

SHARIA BANKING INDUSTRY

According to data from the Financial Services Authority (OJK), the performance of the Islamic banking industry through December 2025 remained positive. Total assets reached Rp1,067 trillion, representing a year-on-year (YoY) increase of 8.92%. Third-party funds amounted to Rp893 trillion, growing by 10.14% YoY, while financing disbursement increased by 9.58% YoY to Rp705.2 trillion. Overall, the Islamic banking industry maintained its market share at approximately 7.3%.

To strengthen the national economy, the sharia sector needs to drive digitalization of services, integration of the halal ecosystem, and regulatory refinement. Indonesia holds significant potential thanks to its predominantly Muslim population. Financial inclusion should be further driven by innovations such as the digitalization of ZISWAF, as it has remained low at 13.41% despite a literacy rate of 43.42%.

DANAMON SHARIA BANKING

Danamon UUS is a Sharia-compliant business unit that holds the vision of "Helping Millions of People Achieve Prosperity with Justice Based on Sharia Principles."

Danamon UUS serves all segments, from consumers, SMEs, corporations, financial institutions, and communities, to meet customer needs by continuously developing and strengthening Sharia Banking through business expansion, product development, and deepening relationships through leveraging infrastructure and distribution networks. The unit drives this growth through the MUFG Group's strong business network, which is a key strength in developing the Bank's Sharia business.

PRODUCTS AND SERVICES

Danamon UUS focuses on growing its sustainable funding and financing through Sharia product innovation, digitalization of secure services, and other initiatives to strengthen the Muslim ecosystem and the halal lifestyle. All development is geared towards providing comprehensive, competitive, and Sharia-compliant financial solutions for all customer segments.

Savings

Danamon UUS offers a range of Islamic savings products accessible through digital channels as well as its branch network. These products include Danamon Save iB and *Tabungan Perencanaan Syariah* iB, both of which enable customers to open accounts digitally without requiring a physical visit to a branch.

In addition, Danamon LEBIH PRO iB (DL PRO iB) is a multi-currency savings product that provides the capability to manage 12 currencies within a single account, thereby enhancing the efficiency and convenience of financial transactions, both domestically and internationally.

Danamon UUS also offers the *Rekening Tabungan Jemaah Haji* (RTJH), a savings facility integrated with the Ministry of Hajj and Umrah Integrated Hajj Computerization System (SISKOHAT).

These products complement Danamon UUS's broader Islamic savings portfolio, which includes *Tabungan Rencana Haji* iB, *Tabungan* BISA *Umrah* iB, *Tabungan* BISA *Qurban* iB, Danamon LEBIH iB, FlexiMax iB, *Giro* BISA iB, and *Deposito Syariah* iB.

Financing

To meet the needs of individuals, businesses, and corporations, Danamon UUS provides a range of sharia-compliant financing solutions, including consumer financing such as sharia-compliant mortgages and special hajj financing. Commercial and corporate financing includes sharia-compliant working capital, investment, sharia-compliant trade, and heavy equipment financing. Specialized financing includes Sharia Leasing, employee cooperative financing, Hajj and Umrah travel financing, and green and sustainable financing. These products are designed to provide added value to customers and cement Danamon UUS's position in the Sharia ecosystem.

Investment and Bancassurance

Danamon UUS provides Sharia-compliant investment and bancassurance products in collaboration with prominent financial institutions. Product options include stock-based investments and life insurance products such as *Proteksi Prima Amanah, Proteksi Prima Berkah*.

Services

Transaction services are available through digital platforms and branches, including Cash Management (Danamon Cash Connect), digital onboarding for individuals and communities, ZISWAF services through Social Banking and D-Bank PRO, and services for educational communities, Islamic institutions, employees, and Hajj and Umrah organizers.

2025 PERFORMANCE

Danamon UUS recorded year-on-year growth of 12.9% in assets as of December 2025, to Rp16.1 trillion, with net income of Rp268 billion. This growth exceeded the banking industry average, indicating a strategic opportunity to increase the penetration of Sharia products to drive sustainable growth.

- **Sharia Financing**
  Danamon UUS focuses on developing Sharia Leasing Financing and Sharia Home Ownership Financing, as well as special financing for Special Hajj pilgrims and Hajj and Umrah travel agents, while maintaining prudent lending practices. By December 2025, Sharia financing grew to Rp14.7 trillion.
- **Sharia Funding**
  By December 2025, Sharia funding reached Rp11.3 trillion, driven by a focus on the Hajj and Umrah ecosystem and strategic partnerships with Islamic communities.

STRATEGIC PLAN AND INITIATIVES IN 2026

Danamon UUS enters 2026 with a more informed and collaborative approach, leveraging the Parent Bank and MUFG Group ecosystems to expand the reach of Sharia services. This year's focus includes strengthening services for the education community, Hajj and Umrah travelers, and Islamic institutions requiring integrated financial solutions.

Strategic partnerships with Islamic communities will remain a key pillar that enables digital, transparent, and Sharia-compliant financial governance and community activities. This collaboration will broaden Danamon's presence in the national Muslim ecosystem and strengthen the Bank's role as a partner for educational and social networks.

In line with the 2026 transformation agenda, Danamon UUS is accelerating the development of digital capabilities, including enhancing technology-based Hajj and Umrah services, enhancing ZISWAF features, and implementing Sharia products that are more adaptable to customers' digital lifestyles.

In financing, Danamon UUS will keep its priority on risk management and prudential principles to maintain asset quality and ensure sustainable growth.

MARKETING **GROUP**



"The Marketing Group commits to boosting brand values by raising brand awareness and fostering positive perceptions, encourage customers intention to banking with Danamon as their banking partner."

Danamon aligns its brand development with a brand architecture that includes three key elements: brand essence, brand promise, and brand positioning, all of which are derived from its stated vision, mission, and business objectives. As part of its corporate strategy, the Marketing Group commits to boosting brand values by raising brand awareness and fostering positive perceptions, encourage customers intention to banking with Danamon as their banking partner.

We further manifest this commitment in the management of four key elements in the brand equity model: brand awareness, brand associations, perceived quality, and brand loyalty. We communicate these tenets through a customer-centric, technology-enabled brand positioning, delivering solutions with a human touch through products, services, channels, and brand stories, using an approach that sustains Danamon brand's value and competitiveness in the market.

The Marketing Group consists of:

- **Brand Strategy**: Building and maintaining Danamon's brand consistency with a series of relevant brand stories across all channels and platforms. The Brand Strategy team creates a positive and modern image that builds trust and closeness with customers to support the mission of becoming a bank of choice.
- **Marketing Communications**: Creating measurable and strategic awareness through compelling narratives about relevant products, services, and channels, designed to meet diverse customer needs.
- **Corporate Communications**: Building thought leadership, maintaining the Bank's reputation, managing public opinion through media and public relations, communication crisis management, and internal communications.
- **Digital Marketing**: also referred to as online marketing, it is brand promotion to build relationships with potential new customers through digital channels. The role of Digital Marketing in this case includes managing digital channels such as the Danamon Corporate Website (DCW), email marketing, Danamon social media accounts, Search Engine Optimization, Search Engine Marketing, digital marketing analytics, mobile advertising to ensure our online presence and increase brand awareness, marketing initiatives, and sales.
- **Brand Activations**: Building brand relevance and scale that provides the perception that Danamon is "everywhere" and creating a strong brand presence in people's lives by bringing brand experiences that are relevant to their aspirations, needs, and lifestyle.

- **Marketing Research & FOR**: Building a Marketing Group organization based on data and in-depth insights into customer behavior and market dynamics. A further task involves ensuring all marketing activities are risk-mitigating to create effective, safe, customer-driven execution while remaining regulatory compliant.

- **Marketing Planning & Governance**: Responsible for managing the marketing budget bankwide, monitoring, and tracking to review its usage and effectiveness. Governance Management for Marketing Group.

MARKETING ACTIVITIES 2025

Grow with Danamon Group

As part of Mitsubishi UFJ Financial Group (MUFG), one of the world's largest financial services groups, Danamon and Adira Finance, together with other group members Zurich Asuransi Indonesia and Home Credit Indonesia, operate in synergy as One Financial Group. We are committed to delivering holistic financial solutions and banking experiences to support the Indonesian community in achieving prosperity, enabling them to grow and thrive through meaningful financial services.

Indonesia International Motor Show 2025

Danamon, in collaboration with Adira Finance and supported by MUFG, is committed to supporting the automotive industry through, e.g., its presence at one of the largest automotive exhibitions in Indonesia, with synergies that strengthen all parts of the automotive financial supply chain in Indonesia, from upstream to downstream. With a holistic financial solutions approach, Danamon Group is ready to grow with customers and support them at every stage to achieve their financial goals.

D-Bank PRO Now Comes with the Latest Version Update

D-Bank PRO #SelaluMenggoda now comes with the latest version update, offering a variety of services that offer ease and convenience in transactions with special features, such as QRIS (no login required), simply enter your m-PIN, 24/7 foreign exchange transactions, customizable menu displays, one-screen financial monitoring, and other features.

Danamon's 69th Anniversary

On July 16, 2025, Danamon celebrated its 69th Anniversary with a series of heartfelt activities. At the Menara Bank Danamon headquarters, a Mini Internal Celebration took place, bringing together representatives from the Danamon Group to showcase their unity. The event also marked the launch of "Danamon on Wheels." In all branches, customers were treated to delicious cakes as a gesture of appreciation. The festivities were elevated by introducing the Danamon Special Edition Helmet, a creative collaboration between Tahilalats and Cargloss, which highlights Danamon's innovative spirit and dedication to the community. The celebration culminated in an exciting "Rolling Thunder" activity, where representatives from each region rode around on motorcycles sporting the Danamon Helmets.

Danamon on Wheels Launch

The launch of a more modern mobile branch concept called "Danamon on Wheels" focused on reaching customers in areas with limited banking access and supporting the business activities of payroll customers and communities who have become Danamon's partners. "Danamon on Wheels" is available in Jabodetabek, Bali, Central Java and East Java.

Jak Japan Matsuri

Danamon, along with MUFG, Adira Finance, Home Credit Indonesia, and Zurich Asuransi Indonesia, attended Jak Japan Matsuri (JJM) 2025 as part of the One Financial Group concept. With this participation, the group aims to cement its presence in the cultural and lifestyle ecosystem, while simultaneously bringing financial services closer to the public through an interactive festival experience. At this event, which promoted Indonesia-Japan friendship, Danamon and the group hosted various engaging activities, such as interactive booths and exclusive product promotions. Danamon's presence at JJM 2025 reflects its commitment to providing holistic, innovative, and relevant financial solutions for modern lifestyles.

Danamon Cash Connect Customer Gathering & Economic Outlook 2025

Danamon hosted the Danamon Cash Connect Customer Gathering & Economic Outlook Series in Jakarta, Medan, and Bandung. These events provided the latest economic insights and strategies for addressing business challenges for Corporate Customers. Introduced at the event was Danamon's Integrated Cash Management Solution through Danamon Cash Connect, which offers a variety of reliable, secure, and easy-to-use features to support corporate financial operations.

MUFG N0W Indonesia 2025

MUFG and Danamon hosted the MUFG Net Zero World (MUFG N0W) Indonesia 2025 in Jakarta. For the second consecutive year, MUFG N0W Indonesia 2025, MUFG and Danamon's flagship event in thought leadership and engagement in the Asia-Pacific region, was hosted to engage relevant stakeholders, including policymakers, business leaders, and industry experts, in driving the sustainability agenda in Asia Pacific and Indonesia. The two banks also conducted a Net Zero School educational program for the media to increase sustainability literacy, emphasizing their roles as strategic partners in realizing inclusive and sustainable growth in Indonesia.

Danamon Mini Travel Fair

Danamon hosted a Mini Travel Fair at 8 (eight) Danamon branches (Jakarta, Bogor, and Makassar) with a special offer of "Travel Around the World and Save 50%" by locking funds (3-month term) and allowing foreign exchange transactions using Danamon LEBIH PRO/Danamon LEBIH PRO iB savings accounts.

Journalist Class

A regular program organized by the Marketing Group as part of the Bank's Annual Financial Literacy Program. The purpose of this activity is to provide junior journalists from the business/economics/banking desk with knowledge regarding the mechanisms of products/services offered by Banks in general. Throughout 2025, three Journalist Class activities were held with the following topics:

1. Bancassurance - "Menulis Masa Depan: Karena Mimpi Tak Cukup Tanpa Perlindungan."
2. Sharia Business Unit - "Haji Muda: Bijak Finansial dengan Solusi Perbankan Syariah," and
3. Treasury Economist - "Kinerja Makroekonomi Indonesia: Arah dan Prospek 2026."

2026 STRATEGY AND ACTION PLAN

Boosting Brand Awareness

- Delivering a brand story relevant to customer needs and aspirations across various platforms and channels.
- Optimizing brands, products, services, and channels across various platforms to create a consistent and engaging brand experience.

Strengthening Brand and Product Perception

- Bringing the identity of Danamon and its group upfront by highlighting local strengths and global capabilities.
- Managing integrated communications, both for the market (customers) and internally (employees), to create pride and trust toward the brand.

Positioning Danamon as a Financial Solution Provider with Mainly Digital Base

- Developing a positioning relevant to the digital era with the optimization of digital channels.
- Providing financial solutions that adapt to the needs of modern consumers.

Strengthening Solution-Based Communications

- Delivering value propositions that combine product, service, and channel excellence.
- Building strong, meaningful, and relevant communications to create emotional connections with customers.
- Position product features, services, and channels as solutions that help customers identify and meet their financial needs.

PT ADIRA DINAMIKA **MULTI FINANCE TBK**

"Adira Finance continues to strengthen collaboration within the group (Danamon and MUFG) to support the growth of the automotive ecosystem."

PROFILE

PT Adira Dinamika Multi Finance Tbk or Adira Finance was established in 1990 and started its operation in 1991. In 2004, Adira Finance conducted initial public offering and was acquired by PT Bank Danamon Indonesia Tbk (Danamon). Adira Finance has become a leading company in the financing sector that serves variety of brands and products. The Company provides financial solutions throughout the consumer's life cycle, from automotive financing, both new and used ones, electric vehicles, heavy equipment, and umrah financing, as well as *SolusiDana* secured by vehicle ownership documents (BPKB).

As part of the financing business consolidation within the MUFG Group, the merger of Mandala Finance into Adira Finance became effective on October 1, 2025. Following the merger, Danamon holds a 74.5% ownership stake in Adira Finance, while MUFG Bank Ltd. owns 18.93%. As a subsidiary of Danamon and MUFG Bank, Adira Finance is now part of the MUFG Group, one of the largest banks in the world.

Following the merger with Mandala Finance, Adira Finance now operates 877 business networks consisting of branch offices and representative offices, serving 2.6 million active customers across Indonesia, with managed receivables amounting to approximately Rp63 trillion. To support real-time, easy, safe, and convenient transactions, Adira Finance provides digital platforms/mobile application, such as Adiraku, Danadira, Mantis, momobil.id, momotor.id, and dicicilaja.com, capable of reaching customers nationwide.

2025 STRATEGIES AND WORK PROGRAMS

Adira Finance implemented several strategies and programs to respond to challenges in 2025, including:

1. **Strategies in Business Development**
   - Adira Finance continues to strengthen its penetration in the automotive business through product diversification, offering various attractive sales programs for customers, strengthening good relations with dealers, and enhancing collaboration within the MUFG group to support the growth of the automotive ecosystem.
   - Adira Finance expands networks to non-automotive businesses by continuing to diversify the products offered to support business growth such as *SolusiDana* financing, heavy equipment financing, and others.
   - Adira Finance focuses to increase customer retention by offering loyalty and referral programs, as well as conducting cross-selling based on existing consumers needs, thereby providing a better customer experience to support the growth of the Company's financing.

- Adira Finance accelerates digitalization within the Company and its ecosystem to improve business efficiency and effectiveness, as well as investing in digital businesses (Adiraku, Danadira, Mantis, momobil.id, momotor.id, moservice.id, and dicicilaja.com).
- Adira Finance continues to manage its asset quality in order to keep the NPF ratio under control by applying prudent risk-management principles.
- Adira Finance secures sufficient liquidity to fund business requirements and to meet all financial obligations.

2. **Strategies in managing optimal funding**
   Throughout 2025, Adira Finance had sufficient liquidity to pay its financial obligations and fund its business needs using income from its customers' installment payments and available funding sources facilities.

   Adira Finance diversified its funding sources through continuous support from joint financing with its parent company, Danamon, and external borrowings, including bank loans and bonds. As of December 2025, joint financing represented 41% of managed receivables. While Adira Finance's total external borrowings in December 2025 slightly decreased by 0.6% YoY to Rp20.1 trillion, consisting of onshore and offshore bank loans and bonds and sukuk, each contributing 49% and 51%, respectively. As a result, the company's gearing ratio recorded at 1.4 times in 2025.

   As part of the Company's effort to diversify its funding sources, Adira Finance regularly issues bonds on an annual basis. Throughout 2025, Adira Finance successfully issued Continuing Bonds VI Phase V in February 2025 with a total issuance value of Rp2.1 trillion. This was followed by the issuance of Continuing Bonds VII Phase I and Continuing *Mudharabah* Bonds VI Phase I in July 2025 amounting to Rp1.5 trillion, and subsequently the Continuing Bonds VII Phase II and Continuing *Mudharabah* Bonds VI Phase II in October 2025 with a total value of Rp2.4 trillion. All these issuances were met with strong positive market responses, as reflected in oversubscription levels of 2.3 times, 3.7 times, and 6.7 times, respectively. This robust demand underscores the high level of investor confidence and the strong credibility of Adira Finance in the capital market.

   Throughout 2025, Adira Finance succeeded in maintaining its domestic rating of idAAA/Stable from the local rating agency (Pefindo). In addition, the Company also maintained its international ratings of BBB from Fitch Ratings and Baa1/Stable from Moody's. The preservation of these ratings can positively impact investor confidence in Adira Finance. Furthermore, these rating is expected to strengthen the Company's ability to access more competitive funding sources, both domestically and internationally.

3. **Initiatives to increase productivity and operational excellence**
   a. **Organizational Strengthening.** The Company has undertaken initiatives to strengthen its organizational structure, particularly within the Information Technology (IT), Digital Business, Sales and Service Distribution, Non-Automotive Marketing, Fleet Marketing, and several other functions, in order to support the implementation of the Company's business strategies.
   b. **Productivity Enhancement.** Productivity improvement initiatives are carried out through several programs, including workforce allocation adjustments based on business performance, business potential, and regional characteristics. In addition, the Company has revamped its onboarding program to accelerate employees' learning curves, as well as implemented various upskilling programs, refreshment trainings, and certifications across selected functions and positions to optimize technical competencies.
   c. **Leadership Strengthening.** Leadership strengthening is conducted through the implementation of employee character values known as CErDIK (Agile, Entrepreneurial, Disciplined, Integrity, and Competent), the implementation of the Adira Leadership Program, as well as succession planning programs.
   d. **Strengthening Employee Engagement.** Various employee engagement activities were organized to foster a productive, innovative, and enjoyable work environment, including Adira Got Talent, Advaganza sports events, Advaganza arts and cultural activities, the *Festival Pasar Rakyat* (FPR), and other major corporate events.

e. **Culture Development which Supports Business Initiatives, Innovation, and Employee Productivity.** Cultural development is carried out through the strengthening of Adira Top corporate values, the implementation of the CErDIK employee character, the development of Agile and Digital cultures, Digital Culture initiatives and AHA (Adira Happiness Program), as well as the cultivation of an innovation-driven culture.

f. **Improvement of Digital Capability.** The Company enhanced its digital capabilities by strengthening awareness and developing employee skills in leveraging artificial intelligence (AI) technologies to improve work efficiency and effectiveness.

g. **Improving the role of Change Management.** Change management efforts were reinforced through enhanced oversight of transformation project implementation, as well as the execution of policies aimed at driving changes in employee mindset, work patterns, and behaviors.

2025 PERFORMANCE

Details of the 2025 business performance are outlined in the following table:

Details	YoY	2024	2025 Achievement	2025 Projection
New Financing (Rp trillion)	17.8%	36.6	43.2	12%-14%
Managed Receivables (Rp trillion)	13.3%	56.0	63.4	5%-7%
Net Profit (Rp trillion)*	(14.7%)	1.8	1.5	Refers to the growth of managed receivables, cost of funds and operational expenses
Non-Performing Financing (%)	(0.3%)	2.2%	1.9%	±2.25%
Market Share - Motorcycles (%)	1.5%	8.5%	10.0%	±9%
Market Share - Cars (%)	0.1%	4.0%	4.1%	±4%

* Comparative information has been restated as a result of the merger, in accordance with the audited financial statement

2026 STRATEGIES AND PLANS

Adira Finance's several strategies to be executed in 2026 are as follows:

- Adira Finance will continue to optimize its penetration in the automotive business through product diversification, offering various attractive sales programs for customers, strengthening good relations with dealers, and enhancing collaboration within the MUFG group to support the growth of the automotive ecosystem.
- Adira Finance expands networks to non-automotive businesses by continuing to diversify the products offered to support business growth such as *SolusiDana* financing, heavy equipment, and others.
- Adira Finance focuses on increasing customer retention by offering loyalty and referral programs, as well as conducting cross-selling based on needs to existing consumers. Thus, providing a better customer experience to support the growth of the Company's financing.
- Adira Finance accelerate digitalization within the Company and its ecosystem to improve business efficiency and effectiveness, as well as investing in digital businesses (Adiraku, Danadira, Mantis, momobil.id, momotor.id, and dicicilaja.com).
- Adira Finance will continue to manage its asset quality in order to keep the NPF ratio under control by applying prudent risk-management principles.
- Adira Finance will secure sufficient liquidity to fund business requirements and to meet all financial obligations.

FINANCIAL **REVIEW**



In 2025, Danamon recorded net profit after tax of Rp4.0 trillion, an increase of 14.0% from the previous year. Total consolidated gross loan (including consumer financing and finance lease receivables) reached Rp210.9 trillion, up 9.8% year-on-year. Danamon's consolidated gross NPL ratio was well managed at 1.7% as of year-end.

The following financial reviews are based on Danamon and its subsidiary consolidated financial statements position as of December 31, 2025, and consolidated financial performance and consolidated cash flows for the corresponding fiscal year, in accordance with Indonesian Financial Accounting Standards.

The financial information as of and for the year ended December 31, 2025, was derived from the consolidated financial statements which have been audited by Public Accounting Firm Liana Ramon Xenia & *Rekan* (LRX), with engagement partner Elisabeth Imelda, S.E., M.Ak., CPA., expressing an unmodified opinion.

LRX is a member (as such term is used in Regulation of the Ministry of Finance Number 186/PMK.01/2021 and Regulation of the Financial Services Authority Number 9 of 2023 (the Relevant Law)) of Deloitte Southeast Asia Limited (DSEAL). DSEAL is the registered Foreign Audit Organisation (*Organisasi Audit Asing* OAA) to LRX for the purposes of the Relevant Law.

LRX is a legally separate and independent entity liable for its own acts and omissions and it cannot obligate or bind DSEAL in respect of third parties.

(in Rp billion)

Description	2025			2024[3]		
	Retail[1]	*Wholesale*[2]	Total	*Retail*[1]	*Wholesale*[2]	Total
Assets	85,134	174,072	259,206	82,701	150,166	232,867
Liabilities	77,876	126,829	204,705	76,586	102,951	179,537
Net interest income	12,714	5,210	17,924	12,420	4,736	17,156
Non-interested income	3,412	1,644	5,056	3,474	1,191	4,665
Operating Income	16,125	6,854	22,979	15,894	5,927	21,821
Operating Expense	(10,300)	(2,873)	(13,173)	(9,484)	(2,719)	(12,203)
Cost of Credit	(4,172)	(176)	(4,348)	(4,386)	(469)	(4,855)
Non-Operating Income and Expense	(99)	27	(72)	(74)	29	(45)
Restructuring Cost			-			-
Profit Before Income Tax			5,387			4,718
Income Tax			(1,192)			(1,023)
Net Income from Continuing Operations			4,194			3,695
Net Income			4,194			3,695

Description	2025			2024[3]		
	Retail[1]	*Wholesale*[2]	Total	*Retail*[1]	*Wholesale*[2]	Total
Net Profit Attributable to Parent Entity			3,971			3,483

1. Consists of product and services (includes loans, deposits and other transactions) for individual customer and balances with retail customer.
2. Consists of products and services (includes loans, deposit, and other transaction) for the small-medium enterprise, commercial, corporate, financial institution customers, and treasury activities.
3. As restated

CONSOLIDATED FINANCIAL STATEMENTS POSITION

Danamon posted total assets of Rp275.7 trillion in 2025, an increase of 11.2% compared to Rp248.0 trillion in the previous year. Assets growth was primarily driven by higher net loans and Government Bonds, which rose 11.9% and 14.3% to Rp166.4 trillion and Rp21.4 trillion, respectively.

In line with this asset increase, the Bank's total liabilities rose from Rp193.1 trillion in 2024 to Rp217.7 trillion in 2025. The main contributor was a 17.8% increase in Third Party Funds (TPF), which reached Rp182.3 trillion, up from Rp154.7 trillion in the prior year.

ASSETS

(in Rp billion)

Description	2025	2024[1]	Growth
			YoY
Cash	2,947	2,502	17.8%
Current Accounts with Bank Indonesia	7,690	6,382	20.5%
Current Accounts with Other Banks-net	2,402	1,940	23.8%
Placements with Bank Indonesia and other banks - net	2,379	4,417	-46.1%
Marketable securities - net	21,346	14,479	47.4%
Loans - net	166,378	148,697	11.9%
Consumer Financing Receivables & Finance Lease Receivables - net	35,144	33,827	3.9%
Government Bonds	21,379	18,699	14.3%
Fixed assets and Right-of-Use Assets-net	2,693	2,691	0.1%
Others	13,356	14,333	-6.8%
Total assets	**275,714**	**247,967**	**11.2%**

1. As restated

CASH

Danamon's cash balance increased by 17.8% reaching Rp2.9 trillion as of 31 December 2025, compared to previous year's position of Rp2.5 trillion. Cash contributed 1.1% of Danamon's total assets.

CURRENT ACCOUNTS WITH BANK INDONESIA

Current Accounts with Bank Indonesia grew by 20.5% to Rp7.7 trillion from Rp6.4 trillion in the previous year following lower reserve requirements. The ratio of Danamon's reserve requirement in Rupiah is 4.9% while reserve requirement in foreign currencies is 2.1% in 2025.

CURRENT ACCOUNTS WITH OTHER BANKS

Current Accounts with other banks in 2025 increased by 23.8% to Rp2.4 trillion. Current Accounts with other banks accounted for 0.8% of total assets in 2025.

PLACEMENT WITH OTHER BANKS AND BANK INDONESIA

Danamon's placements with Other Banks and Bank Indonesia decreased by 46.1% to Rp2.4 trillion in 2025 compared to Rp4.4 trillion in previous year. The decrease was driven by lower placement in Time Deposits of Bank Indonesia denominated in both Rupiah and foreign currencies.

Based on the prevailing BI regulations, all placements with other banks and Bank Indonesia as of 31 December 2025 and 31 December 2024 are classified as current.

MARKETABLE SECURITIES

Marketable Securities increased significantly by 47.4%, dominated by 81.9% corporate bonds issued by banks with the remainder 18.1% issued by non bank corporations.

GOVERNMENT BONDS

Danamon's Government Bonds rose 14.3% to Rp21.4 trillion, driven mainly by higher holdings of Rupiah denominated bonds.

LOANS

In 2025, disbursed net loans reached Rp166.4 trillion, 11.9% higher than in 2024, while gross loans grew by 11.2% YoY to Rp173.8 trillion. Additionally, gross loan continued to have the largest contribution to total assets, standing at 63.0% in 2025.

Based on currency type, Rupiah denominated loans increased 15.2%, while foreign currency loans declined 21.8% in 2025. The portions of these two types of loans were 92.4% and 7.6%, respectively, in 2025.

Meanwhile, based on the types and orientation of use, working capital loans comprised 55.2% of total loans and investment loans 20.4%, contributing a combined 75.6% productive lending to total loans.

Additionally, consumer loans increased by 6.6% to Rp42.3 trillion in 2025, supported by government measures to boost purchasing power.

The following table shows loans disbursement based on economic sector:

(in Rp billion)

Description	2025	2024[1]	Growth YoY
Wholesale and retail	31,910	32,269	-1.1%
Manufacturing	30,670	30,112	1.9%
Financial intermediary	21,419	23,272	-8.0%
Transportation, warehousing, and communications	7,170	8,010	-10.5%
Construction	11,099	3,028	266.5%
Households	42,195	39,545	6.7%
Others	29,298	19,975	46.7%
Total-gross	**173,761**	**156,211**	**11.2%**

1. As restated

The following table shows loans disbursement based on geography:

(in Rp billion)

Description	2025	2024[1]	Growth YoY
Jakarta, Bogor, Tangerang, Karawang, Bekasi, and Lampung	125,156	109,923	13.9%
West Java	7,229	6,919	4.5%
North Sumatra	10,710	10,892	-1.7%
East Java	9,773	8,866	10.2%
Central Java and Yogyakarta	7,180	6,682	7.5%
Sulawesi, Maluku, and Papua	5,161	5,096	1.3%
Kalimantan	4,299	3,935	9.3%
South Sumatra	2,565	2,403	6.8%
Bali, NTT, and NTB	1,688	1,495	12.9%
Total-gross	**173,761**	**156,211**	**11.2%**

1. As restated

PRIME LENDING RATE

Following are the Prime Lending Rate calculated and published at the end of December 2024 and 2025:

Data Period: December 2025	Non MSME Loan		MSME Loan			Mortgage	Non Mortgage
	Corporate	Retail	Medium	Small	Micro		
Prime Lending Rate (%)	8.35%	8.85%	9.35%	9.35%	N/A	8.00%	9.10%

Data Period: December 2024	Non MSME Loan		MSME Loan			Mortgage	Non Mortgage
	Corporate	Retail	Medium	Small	Micro		
Prime Lending Rate (%)	8.50%	9.00%	9.50%	9.50%	N/A	8.00%	9.25%

The weighted average effective interest rate per annum for the year ended 31 December 2025 was 8.5% for Rupiah and 5.5% for foreign currencies. In the previous year, the effective interest rates were 8.7% and 6.0%, respectively.

CONSUMER FINANCING RECEIVABLES AND FINANCE LEASE RECEIVABLES

In addition to bank loans, Danamon also provides consumer financing receivables and finance lease receivables on a consolidated basis through its subsidiary, Adira Finance. Net consumer financing receivables and finance leases slightly increased by 3.9% to Rp35.1 trillion in 2025, up from Rp33.8 trillion in the previous year.

Collectability of Loans, Consumer Financing and Finance Leases

Description	2025	2024[1]
NPL-Gross	1.7%	1.9%
Special Mention	5.7%	7.5%
Current	92.6%	90.6%

1. As restated

FIXED ASSETS AND RIGHT-OF-USE ASSETS

Danamon's fixed assets and Right-of-use assets in 2025 increased by 0.1% to Rp2.69 trillion.

(in Rp billion)

Fixed Assets	2025	2024[1]	Growth
Land	684	683	0.1%
Building	873	784	11.4%
Building in Progress	8	11	-27.3%
Office Supplies	450	429	4.9%
Motor vehicles	13	30	-56.7%
Total fixed assets - net	**2,028**	**1,937**	**4.7%**
Rights of use assets	**2025**	**2024[1]**	**Growth**
Cost	1,457	1,390	4.8%
Accumulated amortization	792	637	24.3%
Total right of use assets - net	**665**	**753**	**-11.7%**
Total fixed assets and right of use assets	**2,693**	**2,690**	**0,1%**

1. As restated

OTHER ASSETS

Danamon's other assets comprised of accounts other than those described above. The total other assets decreased to Rp13.4 trillion in 2025 from Rp14.3 trillion in the previous year.

LIABILITIES

To support the loan growth, Danamon's funding sources consist of customer deposits, deposits from other banks, securities issued and borrowings.

(in Rp billion)

Liabilities	2025	2024[1]	Growth
Customer Deposits	174,177	150,467	15.8%
Deposits from Other Banks	8,122	4,205	93.2%
Total Third-Party Funds	**182,299**	**154,672**	**17.8%**
Bonds Payable	10,167	7,536	34.9%
Borrowings	9,202	12,373	-25.6%
Subordinated Loans	25	25	0.0%
Others	16,009	18,543	-13.7%
Total	**217,702**	**193,149**	**12.7%**

1. As restated

DEPOSITS FROM CUSTOMERS

Danamon's customer's deposits amounted to Rp174.2 trillion in 2025, comprised of 42.3% in Current and Savings Accounts (CASA) and 57.7% in Time Deposits. Customer deposits contribution to total liabilities reached 77.9% and 80.0% in 2024 and 2025 respectively.

(in Rp billion)

Description	2025	2024[1]	Growth
Current Account	33,852	25,996	30.2%
Savings	39,813	36,188	10.0%
Time Deposits	100,512	88,283	13.9%
Total	**174,177**	**150,467**	**15.8%**

1. As restated

DEPOSITS FROM OTHER BANKS

Danamon also has deposits from other banks as a funding source for business expansion. In 2025, deposits from other banks reached Rp8.1 trillion, up by 93.2% from the previous year's position of Rp4.2 trillion.

SECURITIES ISSUED

On a consolidated basis, Danamon's outstanding bonds reached Rp10.2 trillion in 2025, 34.9% higher than the previous year's position of Rp7.5 trillion. Danamon's subsidiary, Adira Finance, issue bonds to support financing business activities. Adira Finance's total bonds that have not yet matured minus underwriting fees and others are Rp8.5 trillion in 2025, higher than Rp6.3 trillion in the previous year. All Adira Finance's bonds were rated idAAA by *Pemeringkat Efek* (Pefindo).

In addition, Adira Finance has a *Sukuk Mudharabah* of Rp1.64 trillion in 2025, increased by 33.8% than the previous year's position of Rp1.23 trillion. All of Adira Finance's *Mudharabah sukuk* were also rated idAAA(sy) by *Pemeringkat Efek* (Pefindo).

Bonds issued by Danamon has fully matured in 2022.

BORROWINGS

Danamon's subsidiary, Adira Finance, also has long-term financing schemes with term of more than one year as another source of stable funding. The borrowings received came from various institutions either abroad or domestic which demonstrates Danamon group's high flexibility in obtaining funding sources.

Total borrowings declined 25.6%to Rp9.2 trillion, from previous year's position of Rp12.4 trillion.

SUBORDINATED LOANS

Danamon has a strong financial support from its controlling shareholder. On 27 November 2018, the Bank entered into a subordinated loan agreement amounted to Rp25.0 billion with fixed interest rate of 9.27% with MUFG Bank, Ltd., a related party. The subordinated loan was fully disbursed from MUFG Bank, Ltd. on 4 December 2018. The subordinated loan has been extended on 4 December 2023 with fixed interest rate of 7.33% per annum and will mature in 5 years from the loan extension date.

EQUITY

Danamon booked a stronger equity in 2025, reaching Rp58.0 trillion. This was largely supported by a 1.2% increase in retained earnings to Rp39.9 trillion in 2025.

(in Rp billion)

Description	2025	2024[1]	YoY
Issued and Fully Paid	5,996	5,996	0.0%
Additional Paid-Up Capital	7,915	7,986	-0.9%
Other Equity Components	434	(115)	477.4%
Retained Earnings	39,924	37,200	1.2%
Merging Entity Equity	-	2,248	-100.0%
Non-Controlling Interests	3,743	1,503	149.0%
Total	**58,012**	**54,818**	**5.8%**

1. As restated

CONSOLIDATED STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

(in Rp billion)

Description	2025	2024[1]	Growth
Interest Income	25,941	24,498	5.9%
Interest Expense	(8,017)	(7,342)	9.2%
Interest Income – Net	17,924	17,156	4.5%
Other Operating Income – Net	5,056	4,665	8.4%
Other Operating Expenses	(17,521)	(17,058)	2.7%
Net Operating Income	5,459	4,763	14.6%
Non-Operating Income-Net	(72)	(45)	60.0%
Income Before Tax Expense	5,387	4,718	14.2%
Tax Expense	(1,192)	(1,023)	16.5%
Net Income	4,194	3,695	13.5%
Total Comprehensive Income for The Year	**4,735**	**3,556**	**33.2%**
Net Profit Attributable to:			
Parent Entity	3,971	3,483	14.0%
Non-Controlling Interests	223	212	5.7%
Total Comprehensive Income for The Year Attributable to:			
Parent Entity	4,504	3,348	34.5%
Non-Controlling Interests	231	208	11.1%
Net Income Per Share (Full Amount)	**406**	**356**	**14.0%**

1. As restated

NET INTEREST INCOME

In line with the increasing interest income in 2025, Danamon booked a 4.5% YoY growth in net interest income to Rp17.9 trillion compared to previous year's amount of Rp17.2 trillion.

OTHER OPERATING INCOME

Other operating income reached Rp5.1 trillion in 2025, improved by 8.4% compared to the previous year, mainly driven by higher gains from sale of marketable securities.

OTHER OPERATING EXPENSES

Danamon's other operating expenses were dominated by salaries and employee benefits, general & administrative expenses as well provision for impairment losses. In 2025, other operating expenses increased 2.7% YoY to Rp17.5 trillion from Rp17.1 trillion in 2024.

NET INCOME ATTRIBUTABLE TO OWNERS OF THE PARENT

Net income attributable to Owners of the Parent Entity reached Rp3.9 trillion compared to Rp3.5 trillion in previous year.

In 2025, Danamon's earning per share reached Rp406 per share (full amount), compared to Rp356 per share (full amount) in previous year.

Consolidated Statements of Cash Flows

(in Rp billion)

Description	2025	2024[1]	Growth
			YoY
Net cash provided from/(used by) operating activities	12,343	(259)	-4,865.6%
Net cash provided from/(used by) investing activities	(7,702)	(9,447)	-18.5%
Net cash provided from/(used by) financing activities	(4,529)	5,474	-182.7%
Net increase/(decrease) in cash and cash equivalents	111	(4,231)	102.6%
Cash and cash equivalents at beginning of the year	15,241	18,563	-17.9%
Cash and cash equivalents at the end of year	15,419	15,241	1.2%

1. As restated

CASH FLOWS FROM OPERATING ACTIVITIES

Danamon posted a net cash provided from operating activities amounted to Rp12.3 trillion in 2025, compared to previous year's net cash used by operating activities of Rp259 billion.

CASH FLOWS FROM INVESTING ACTIVITIES

Danamon recorded net cash used by investment activities of Rp7.7 trillion in 2025, a 18.5% decrease compared to the previous year's net cash used by investing activities of Rp9.4 trillion. This decrease was mainly due to lower proceeds from sales of and matured marketable securities and Government Bonds in 2025.

CASH FLOWS FROM FINANCING ACTIVITIES

Danamon reported net cash used by financing activities of Rp4.5 trillion in 2025, compared to previous year's net cash provided from financing activities of Rp5.5 trillion.

KEY FINANCIAL RATIO

Danamon conducts its business activities prudently and complied with the regulations of Bank Indonesia, OJK as well as other prevailing laws and regulations.

Danamon's key financial ratios are as follows:

Key Financial Ratios (%)	2025	2024[1]
CAR-Consolidated	25.4	27.1
Gross NPL-Consolidated	1.7	1.9
ROA-Consolidated	1.6	1.5
ROE-Consolidated	8.3	7.7
NIM-Consolidated	7.4	7.7
RIM-Bank Only	96.9	97.5
LDR-Bank Only	95.5	96.5
Cost to Income-Bank Only	55.3	54.9

1. As restated

DEBT REPAYMENT CAPABILITY AND RECEIVABLES COLLECTIBILITY

Debt Repayment Capability

From an external perspective, the indicator of Danamon's debt repayment capability is provided by rating agencies either national or international scale through their ratings assigned to Danamon. Pefindo, a national rating agency, issued an excellent rating for Danamon by assigning a corporate rating of idAAA with a Stable outlook.

Meanwhile, an international rating agency Fitch assigns National Ratings for Long Term and Short Term to AAA(IDN) and F1+(IDN) respectively, whilst Foreign Currency Ratings for Long Term and Short Term are BBB and F2, respectively. The outlook for the long-term rating from Fitch is Stable.

The Bank's participation in the guarantee program of the Indonesian Deposit Insurance Corporation (LPS) also strengthens its ability to pay depositors' third-party funds.

From an internal perspective, Danamon's ability to meet all obligations, both long-term and short-term, is measured through several ratios such as liquidity ratios, solvency ratios, and profitability ratios.

Solvency Ratio

The capital ratio is one of the parameters used in measuring the solvency ratio. Danamon always ensures that its capital is able to meet Capital Adequacy Ratio (CAR) requirement which includes credit risk, market risk and operational risk. On a consolidated basis, Danamon recorded a CAR of 25.4% in 2025, far above the minimum CAR ratio required by the regulator.

Profitability Ratio

Danamon's financial ratios to measure its profitability and performance efficiency are Return to Average Assets (ROAA), Return to Average Equity (ROAE), Net Interest Margin (NIM), and Operating Expenses to Operating Income (BOPO) ratio.

Danamon recorded profitability ratios of ROAA and ROAE of 1.6% and 8.3% respectively in 2025. Meanwhile, Net Interest Margin (NIM) ratio was recorded at 7.8% in 2025. Danamon's BOPO ratio was recorded at 79.3% in 2025 compared to 81.6% in the previous year.

Liquidity Ratio

The bank's liquidity management is very important to Danamon since it is closely related to the Bank's ability to meet either short-term or long-term obligations. Key measures of liquidity risk for Danamon include the Macroprudential Intermediation Ratio (RIM), Loan to Deposit Ratio (LDR), Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR). These ratios are 96.9%, 95.5%, 158.9% and 117.9% respectively, in 2025 compared to 97.5%, 96.5%, 144.8% and 120.2%, respectively in 2024. All the ratios indicated ample liquidity for Danamon.

CAPITAL STRUCTURE

Capital Structure Components

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

Based on POJK No. 34/POJK.03/2016 regarding Capital Adequacy Ratio for Commercial Banks, capital of bank comprises of:

- Core capital (Tier I capital) comprising of main core capital and additional core capital
- Supplementary capital (Tier II)

Core capital accounted for 88.4% of Danamon's total capital in 2025.

(in Rp billion)

Liabilities	Bank Only			Consolidated		
	2025	2024[1]	YoY	2025	2024[1]	YoY
Core Capital (Tier I)	36,692	36,132	1.5%	50,169	48,400	3.7%
Supplementary Capital (Tier II)	1,826	1,646	10.9%	2,097	1,906	10.0%
Total Capital	41,518	37,777	9.9%	52,266	50,306	3.9%
Credit, Operational, Market Risk Weighted Assets	174,476	154,919	12.6%	206,002	185,348	11.1%
CAR	23.8%	24.4%	-2.4%	25.4%	27.1%	-6.3%

1. As restated

Management Policy on Capital Structure

Management's policy on capital structure is reflected in Danamon's CAR (Capital Adequacy Ratio) as one indicators of the Bank's capital adequacy. The Bank's ability to grow and accommodate the possible risk of loss is measured through CAR.

Danamon consistently maintains capital adequacy level above the minimum CAR level stipulated by the regulator. Danamon's consolidated CAR ratio reached 25.4% in 2025, while in 2024 CAR was 27.1%.

Danamon also performed an Internal Capital Adequacy Assessment Process (ICAAP) to determine capital adequacy in accordance with the risk profile and determine strategies to maintain capital levels. The Bank's risk profile in 2025 is rated Low to Moderate (2).

In accordance with POJK No. 34/ POJK.03/2016 and SEOJK No.26/SEOJK.03/2016, CAR that must be provided by considering the risk profile rating of Low to Moderate (2) and Basel 3 Capital Buffer in 2025 is 9.0%.

Basis for Determining Management Policy on Capital Structure

In setting capital structure policies, management considers various factors amongst others economic projections, business growth potential, risk appetite, stress testing results, and capital ratio targets. Through this plan, Danamon is expected to be able to take advantage of growth and strategic opportunities, perform its business within the corridor of risk appetite and comply with prevailing regulations, maximize shareholder returns, and survive through various economic cycles. Supported by data analysis, the Board of Directors and Commissioners of Danamon conduct planning, studies and discussions related to the Bank's capital.

Commitments and Contingencies

Total commitments and contingencies increased 18.8% to Rp16.08 trillion in 2025. These include loan facility commitment, letters of credit, guarantees, and other contingent exposures.

(in Rp billion)

Description	2025	2024[1]	Growth
Commitment Payables			
Unused loan facilities to debtors	5,867	4,898	19.8%
Outstanding irrevocable letters of credit	1,122	1,082	3.7%
Total commitment payable	6,990	5,980	16.9%
Contingent receivables			
Guarantee from other banks	778	766	1.6%
Contingent payables			
Guarantees issued	8,518	7,139	19.3%
Total contingent payables	1,352	1,180	14.6%
Contingent payables - net	9,093	7,554	20.4%
Commitment payables and contingent payables - net	16,083	13,534	18.8%

1. As restated

IMPACT OF CHANGES IN INTEREST RATE AND FOREIGN CURRENCIES ON BANK PERFORMANCE

Impact of Interest Rate Changes

Changes in interest rates have an impact towards banking industry by adjusting bank interest rates for retail loans; consumers, including mortgages. Bank Indonesia has maintained the 7-Day Reverse Repo Rate (BI7DRR) in the level 4.75% at the end of 2025.

The impact of interest rates changes on the performance of the Bank can encourage more optimal credit absorption, trigger the economy to be more advanced so as to improve the Bank's performance. Danamon's interest rate risk management regularly conducts a sensitivity analysis based on a number of scenarios to see the impact of changes in interest rates. This is important because interest rate risk is the probability of loss that may occur as a result of the opposite movement in positions vis-à-vis the interest rate market or the Bank's transactions.

Impact of Foreign Currencies Changes

Foreign exchange rate risk arises from on and off-balance sheet positions in both assets and liabilities through transactions in foreign currencies. Danamon measures foreign exchange rate risk in order to understand the impact of exchange rate movements on the Bank's income and capital.

Investment Properties

Danamon does not own property assets that are used for investment purposes until the period ended 31 December 2025.

Material Commitments for Capital Goods Investment

Until the end of 2025, Danamon has no material commitments related to capital goods investment. Thus, data related to the name of party making commitments; purpose of the commitments; the source of funds expected to fulfil these commitments; the currency being denominated; and the Company's plans to hedge the risk from its associated foreign currency position are not presented in this section.

Capital Expenditures Realized in The Last Fiscal Year

Danamon invests in capital goods in the form of fixed assets comprising of land, buildings, equipment, machinery, office furniture, motor vehicles and non-fixed assets such as system and infrastructure development.

Material Information and Facts Occurring After the Accountant's Report Date

There is no material information and facts that occurred after the date of the accountant's report.

Comparison of 2025 Target and Realization

Despite the uncertainties and challenges of economic conditions in 2025, Danamon successfully achieved its profit and loan target.

Dividend Policy

Based on the decision of the Annual General Meeting of Shareholders (AGMS) dated 21 March 2025, it was decided amongst other to distribute cash dividends for 2024 financial year, representing 35% of the 2024 net profit or approximately Rp1,112,767,250,000 or amounting to Rp113.85 per share.

The dividend payments for the last 3 financial years are as follows:

Fiscal Year	AGMS date	% Net Profit	Dividend per Share for series A and series B (Rp full amount)	Total Dividend Payment (Rp Billion)	Payment date	General & Mandatory Reserves (Rp Billion)
2024	21-Mar-25	35%	113.85	1.112,8	24-Apr-25	31.8
2023	26-Mar-24	35%	125.48	1.226,3	25-Apr-24	35.0
2022	29-Mar-23	35%	118.26	1.155,8	4-Mei-23	33.0

Employee and/or Management Equity Ownership Program

In 2025, Danamon did not have a share option program for the Board of Directors, Board of Commissioners or employees. Henceforth, the Bank did not provide related information regarding:

1. Number of ESOP/MSOP shares and their realization;
2. Term of time;
3. Requirements for eligible employees and/or management; and
4. Exercise price.

Realization of Proceeds from Public Offering

In 2025, Danamon as a parent company did not conduct any public offerings, either bonds or shares. Thus information related to the total proceeds; plan for the use of proceeds; details of the use of proceeds; proceeds balance; and approval date of the GMS/RUPO for changes in the use of proceeds (if any) was not presented.

Important Changes in The Bank and Bank Business groups In 2025

Danamon reported that there were no important changes that occurred in the Bank and the Bank's business groups as of 31 December 2025 which affected Danamon's financial position.

Other Important Transactions in Significant Amount

There was no other important transaction in significant amounts executed by Danamon throughout 2025 other than those described in this Management Discussion and Analysis chapter.

Material Transactions Containing Conflicts of Interest

Throughout 2025, Danamon did not record transactions containing conflicts of interest.

Transactions with Affiliated Parties/Related Parties

Danamon conducts various transactions with related parties which are not conflict of interest transactions in performing its business activities. The transaction is executed fairly based on normal commercial terms such as transactions with unrelated parties. More complete information related to transactions with related parties can be seen in the attachment of 2025 audited financial report of PT Bank Danamon Indonesia Tbk (Note No. 47).

INFORMATION ON TRANSACTIONS RELATED TO INVESTMENTS, EXPANSION, DIVESTMENT, ACQUISITION AND RESTRUCTURING

Investment

Danamon did not conducted investment activities in 2025 so that information regarding purpose, transaction value and source of funds for investment activities are not presented.

Expansion

Danamon did not execute expansion activities in 2025 so that information regarding purpose, transaction value and source of funds for acquisition activities are not presented.

Divestment

Danamon did not perform divestment activities in 2025 so that information regarding purpose, transaction value and source of funds for divestment activities are not disclosed.

Acquisition

The merger between the ADMF and MFIN was effective on 1 October 2025. After the effective date of the merger, ADMF become the surviving entity and all shareholders of MFIN become shareholders of the surviving entity based on the merger ratio.

Restructuring

There was no debt or capital restructuring activities in 2025. Therefore, Danamon did not provide information related to restructuring activities in terms of objectives, transaction value and sources of funds for restructuring activities.

REGULATORY CHANGES AND ITS IMPACT ON THE COMPANY IN 2025

No	BI/OJK Regulations	Description	Impact on BDI	Impact on Financial Statements
1	POJK No. 30 of 2024 concerning Financial Conglomerates and Financial Conglomerate Holding Companies – Jan 2025 Effective date: Dec 23, 2024	POJK No. 30 was issued pursuant to the mandate of Law No. 4 of 2023 concerning the Development and Strengthening of the Financial Sector (P2SK Law) and introduces the concept of a Financial Conglomerate Holding Company (*Perusahaan Induk Konglomerasi Keuangan*/ PIKK), which differs from the currently applicable main entity concept. Key highlights include: 1. The key elements of PIKK are Control, Consolidation, and Accountability. 2. The MUFG Financial Conglomerate meets the criteria to establish a PIKK (a legal entity domiciled in Indonesia). 3. There are two types of PIKK: Operational PIKK and Non-Operational PIKK. 4. MUFG Jakarta Branch is not included within the PIKK structure.	1. In June 2025, OJK approved Danamon as the Operational PIKK of the MUFG Financial Conglomerate in Indonesia. 2. In October 2025, the MUFG Financial Conglomerate structure was formally administered by OJK, with Danamon designated as the PIKK and members consisting of ADMF and HCI. 3. The PIKK is required to follow up on the fulfillment of one of its corporate action plans, with a completion deadline no later than one year from the effective date.	Banks, as PIKKs, are required to consolidate the financial statements of the members of the MUFG financial conglomerate (ADMF and HCI). The consolidation of HCI will occur after the completion of the corporate plan.
2	PBI No. 3 of 2025 and PADG No. 4 of 2025 concerning the Second Amendment to PADG No. 4 of 2023 concerning Foreign Exchange Proceeds from Exports and Foreign Exchange Proceeds from Imports [DHE and DHI] – Mar 2025 Effective date: Feb 28, 2025	1. 100% of Natural Resource Export Proceeds (DSA) must be deposited and placed in the Indonesian financial system for a minimum of 12 months, except for DHE SDA originating from oil and natural gas. 2. Bank Indonesia (BI) has added Securities and BI *Sukuk* (Bank Indonesia *Sukuk*) in foreign currencies that exporters can use to place DHE SDA.	Danamon has updated its internal regulations in accordance with applicable regulations.	No impact on the composition of the financial statements.

No	BI/OJK Regulations	Description	Impact on BDI	Impact on Financial Statements
3	PADG No. 3 of 2025 concerning the Third Amendment to PADG No. 21/18/PADG/2019 concerning the Implementation of the National Standard Quick Response Code for Payments – Mar 2025 Effective date: Feb 19, 2025	1. Adjustments to several definitions, including the definition of QRIS, which is the standard technology for processing payment transactions in the form of Payment QR Codes and/or other data communication (messaging)-based technologies established by Bank Indonesia for use in facilitating contactless payment transactions in Indonesia, either by scanning or without scanning. 2. Adding data communication (messaging) technology for Payment QR Codes as part of the scope of the QRIS technical and operational specifications. 3. Mandatory use of QRIS applies to every payment transaction in Indonesia facilitated by Payment QR Codes and/or other data communication (messaging)-based technologies for Payment QR Codes. 4. Adding funding sources for QRIS transactions in the form of credit facilities.	Danamon has implemented the QRIS Transaction feature using credit card funding sources and has updated the Bank's internal regulations (namely: the D-Bank PRO Product Program).	No impact on the composition of the financial statements.
4	PADG No. Regulation No. 7 of 2025 concerning the Third Amendment to Regulation No. 11 of 2023 concerning the Implementing Regulations for Macroprudential Liquidity Incentive Policies – April 2025 Effective Date: April 1, 2025	The Macroprudential Liquidity Incentive (KLM) Policy is a Minimum Reserve Requirement (GWM) incentive provided to banks that meet certain targets for: 1. Credit/Financing to specific sectors set by Bank Indonesia; 2. The Macro Prudential Inclusive Financing Ratio (RPIM); 3. Credit/Financing for the Ultra Micro segment; 4. Environmentally-aware Credit/Financing; 5. The GWM incentive was increased from a maximum of 4% to a maximum of 5% to support the housing credit/financing sector.	Danamon (both conventional and UUS) has received GWM incentives for the period April 1-May 31, 2025.	No impact on the composition of the financial statements.
5	Regulation No. 8 of 2025 concerning the Third Amendment to Regulation No. 24/8/PADG/2022 concerning Implementing Provisions for Statutory Reserves in Rupiah and Foreign Currency for Commercial Banks, Sharia Banks, and Sharia Business Units – May 2025 Effective Date: April 1, 2025	To encourage credit and financing growth, particularly in the housing sector, Bank Indonesia (BI) is providing flexibility in fulfilling the Minimum Reserve Requirement (GWM Incentive) in Rupiah based on the KLM Incentive Policy. The size of the KLM incentive will impact the minimum GWM required by banks.	The GWM in rupiah provided by GWM is 0% (daily) and a maximum average of 7% for BUK and 0% (daily) and a maximum average of 5.5% for UUS.	No impact on the composition of the financial statements.
6	OJK Regulation No. 6 of 2025 concerning Mutual Fund Selling Agent Reports – May 2025 Effective Date: December 27, 2025	Banks, as APERD (Regional Financial Institutions) are required to submit complete, accurate, current, and timely periodic reports to the Financial Services Authority (OJK), including: 1. Annual reports (no later than January 15th of the current year); and 2. Monthly reports (no later than the 15th of the following month) 3. in a report format determined by the OJK.	Danamon submitted annual reports and monthly reports in accordance with the format determined by the OJK for the January 2026 reporting period.	No impact on the composition of the financial statements.

No	BI/OJK Regulations	Description	Impact on BDI	Impact on Financial Statements
7	SEOJK Regulation No. 14/SEOJK.03/2025 concerning Implementation of Governance for Commercial Banks – July 2025 Effective Date: June 24, 2025	Summary of significant impacts on the Bank related to the following aspects: 1. Governance Principles Transparency, Accountability, Responsibility, Independence, Fairness, and sustainability and ethical behavior. 2. Assessment Factors 16 assessment factors for commercial banks, 17 assessment factors for Islamic banks, including the Sharia Supervisory Board. 3. Governance Structure Including governance structure, processes, and outcomes. Requires commissioners and independent parties. 4. Transparency More detailed disclosures, including internal fraud, legal issues, share buybacks, and social/political funding. 5. Reports Annual governance report that includes a self-assessment, action plan, and website publication. 6. Governance in Bank Business Groups (KUB) Includes governance within KUB and synergy mechanisms. 7. Sustainability and Climate Risk Requires sustainable finance and climate risk management. 8. Anti-Fraud and Ethics Includes anti-fraud strategies and anti-bribery systems. 9. Technology and Reporting Integrity Requires IT governance, cybersecurity, and reporting integrity.	Danamon submits reports in accordance with applicable provisions.	No impact on the composition of the financial statements.
8	PADG No. 14 of 2025 concerning the Second Amendment to PADG No. 17 of 2023 concerning the Implementation of Bank Indonesia Fast Payment – August 2025 Effective Date: July 2, 2025	Several changes stipulated in this PADG relate to participant obligations that need to be adjusted/ fulfilled, including: 1. Having an Emergency Response and Recovery Team related to BI Fast Payment. 2. Implementing Information System Audits and Information System Security Tests once a year. 3. Having a BI Fast Payment Fraud Detection System. 4. Handling Cyber Incidents.	Danamon updates its internal policies regarding BI Fast Payment, including information technology and cyber incidents, in accordance with applicable regulations.	No impact on the composition of the financial statements.
9	SEOJK Regulation No. 20/SEOJK.08/2025 concerning Publication of Complaint Handling and Complaint Service Reports – October 2025 Effective Date: January 1, 2027	This OJK Circular Letter requires banks to: 1. Publish concise complaint handling procedures via their website, email, telephone, brochures, leaflets, and/or social media; 2. Publish complaint handling procedures in their annual reports, websites, and/or other media; 3. Submit Complaint Service Reports to the Financial Services Authority (OJK) twice a year (semesterly).	The Bank publishes brief procedures for complaint services and complaint handling and submits complaint handling reports to the OJK.	No impact on the composition of the financial statements.

No	BI/OJK Regulations	Description	Impact on BDI	Impact on Financial Statements
10	POJK No. 19 of 2025 concerning Ease of Access to Financing for Micro, Small, and Medium Enterprises (MSMEs) – Oct 2025 Effective date: Nov 2, 2025	The significant role of MSMEs in the community economy needs to be balanced with support from banks and non-bank financial institutions (LKNB) in the form of determining strategies to facilitate access to financing for MSMEs. Through this regulation, banks and non-bank financial institutions are required to: 1. Establish a unit or function responsible for facilitating access to financing for MSMEs. 2. Implement good governance and risk management by banks and non-bank financial institutions in providing easy access to financing for MSMEs, and submit MSME financing distribution plans in business plans and implementation reports. 3. Develop financial literacy programs by providing financial education for MSMEs. 4. Develop policies and procedures to facilitate access to financing for MSMEs, including evaluating the reasonableness of fees charged to MSME customers. Policies and procedures must be updated and reviewed at least once every three years. 5. Develop human resource competency improvement programs, conducted at least once a year.	Establish financing targets and strategic plans for MSMEs in the 2026 Bank Business Plan (RBB) and adjust policies and procedures no later than March 2, 2026.	No impact on the composition of the financial statements.
11	OJK Regulation No. 24 of 2025 concerning Account Management at Commercial Banks – Dec 2025 Effective date: Nov 10, 2025	1. This regulation establishes standard procedures for account management across all commercial banks to ensure consistency in the account opening, closing, and reactivation processes to protect customers, ensure transparency, and prevent fraud or abuse. 2. There are three classifications of bank account status, determined based on customer activity over a specific period: • Active Account: There has been deposit, withdrawal, or balance inquiry activity. • Inactive Account: There has been no deposit, withdrawal, or balance inquiry activity for more than 360 days. • Dormant Account: There has been no deposit, withdrawal, or balance inquiry activity for more than 1,800 days. Note: Excludes transaction activity originating from the Bank's system.	Impact on Danamon: 1. Transitional provisions for dormant accounts as of November 10, 2025, namely, they can be classified as active accounts based on applicable criteria. 2. Improvements to the bank's internal systems: • Flagging the status of all account types (active, inactive, and dormant). • Automatic closure of accounts with a zero balance within 6 months. • Follow-up actions for inactive and dormant accounts. 3. Banks are required to implement the following in account management: • Strengthen monitoring of inactive and dormant accounts, ensure compliance with AML/CFT programs, and implement anti-fraud measures. • Consumer protection principles. • Personal data protection. • Confidentiality of customer information.	No impact on the composition of the financial statements.
12	PADG No. 24 of 2025 concerning the Implementation of Real-Time Fund Settlement through the Bank Indonesia Real-Time Gross Settlement System (BI-RTGS) – Dec 2025 Effective date: Oct 31, 2025	1. BI strengthens risk management and mitigates cyber risks in the operation of the BI-RTGS System, particularly regarding the implementation of the web-based BI-RTGS Payment Gateway. 2. As BI RTGS participants, additional requirements that banks must implement are: • Information system audits at least once a year. • System technology policies for BI-RTGS must include cybersecurity risk mitigation. • Incident response and recovery. • Fraud management.	The Bank updates its internal policies and procedures (KPT) for the RTGS System in accordance with applicable regulations.	No impact on the composition of the financial statements.

No	BI/OJK Regulations	Description	Impact on BDI	Impact on Financial Statements
13	PBI No. 9 of 2025 concerning Macroprudential Liquidity Incentive Policy and PADG No. 27 of 2025 concerning Implementing Regulations for Macroprudential Liquidity Incentive Policy Effective date: Dec 1, 2025	BI provides Macroprudential Liquidity Policy (MLC) incentives to banks that encourage credit or financing growth through lending/financing (lending channel) and/or setting new credit interest rates/new financing return percentages in line with BI policy directions (interest rate channel). The MLC incentive amount is set at 5.5%, with the following details: a. Maximum 4.5% for lending/financing b. Maximum 1% for determining the interest rate/ reward percentage. This incentive amount is effective December 16, 2025.	Danamon, both conventional and UUS, has received KLM incentives for the December 2025 period.	No impact on the composition of the financial statements.

Changes in Accounting Policies

The following standards, amendments and annual improvements became effective since 1 January 2025 and are relevant to the Bank and Subsidiary:

- PSAK 117: "Insurance Contract" and Amendment of PSAK 117 on Initial Application of PSAK 117 and PSAK 109 – Comparative Information"
- Amendment of PSAK 221: "Effect of Changes in Foreign Exchange Rates" regarding conditions when a currency is not exchangeable and its disclosures.

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05 OPERATIONAL **REVIEW**

PT Bank Danamon Indonesia Tbk
2025 Annual Report





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 development 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 behavior.

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 Danamon values and principles, supported by a robust risk framework that is well-defined and well-communicated, as well as 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 (SSB) (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, as well as conduct periodic evaluation.
2) Conduct 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 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 supervisory 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 the BOD has follows up on the recommendations from the SSB supervisory results.
8) Ensure the implementation of sustainable finance, including climate-related risk management, by reviewing and approving the Sustainable Finance Action Plan (SFAP), including sustainability vision and mission.

In Risk Management implementation related to country risk and transfer risk in accordance with POJK No. 17 of 2023, the BOC are responsible to:

a. Evaluate strategies and policies related to country risk and transfer risk determined by the BOD.
b. Evaluate the responsibilities of the BOD and provide direction for improvements in the policies implementation related to country risk and transfer risk on a regular basis.
c. Supervise Risk Management implementation related to country risk and transfer risk carried out by Danamon, including the implementation of evaluation and testing (stress testing) through the Risk Oversight Committee.

Sharia Supervisory Board

The SSB has duties and functions in supervising the conformity of Sharia activities to Sharia Principles.

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

1) Evaluate 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. The evaluation is carried out to adjust Risk Management Policies and Procedures if necessary.
2) Evaluate the accountability of the BOD and provide direction of improvement on the implementation of the Risk Management Policies related to the fulfilment of the Sharia Principles at least quarterly. The evaluations is carried out to ensure that the BOD consistently implements Risk Management Policies related to fulfillment of Sharia Principles.
3) Act 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 the 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 oversee the implementation of risk management, the BOD has a role in determining the direction of policies and risk management strategies comprehensively, along with 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 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 periodic 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 (IAWU).
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 implement 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 ensure in accordance with the current conditions.
15) Evaluate the risk management policies and strategies.
16) Monitor the overall implementation of sustainable finance, including climate-related risk management, and lead the development of Sustainable Finance Action Plan (SFAP).

In implementing Risk Management related to country risk and transfer risk as referred in POJK No. 17 of 2023 concerning Governance Implementation for Commercial Bank, the BOD responsible to:

a. Develop and determine strategies for managing country risk and transfer risk in accordance with the characteristics and complexity of Danamon;
b. Determine risk limits and monitor compliance with country risk and transfer risk exposure limits;
c. Develop, determine and ensure the implementation of policies and procedures to identify, measure, monitor, and control risks related to country risk and transfer risk in Danamon business activities;
d. Monitor the developments in country risk and transfer risk, and implement adequate follow-up actions;
e. Conduct credit risk control over country risk and transfer risk exposure for each country, which includes intragroup exposure, exposure based on certain regions, exposure based on individuals, and exposure based on counterparty transactions;
f. Own and develop a management information system for country risk and transfer risk that is capable in providing data accurately, completely, informatively, timely and reliably to provide adequate reports;
g. Conduct evaluation and testing (stress testing) periodically at least once a year or based on certain conditions that will have a significant impact on Danamon;
h. Ensure adequate internal control and review of country risk and transfer risk; and
i. Develop and submit the results of identification, measurement, monitoring, and control of country risk and transfer risk in a risk profile report.

In terms of Risk Management implementation related to Sharia Business Units (UUS) activities as referred to POJK No. 2 of 2024 concerning Governance Implementation for Sharia Bank and Sharia Business Unit, the BOD provides support for implementation of the SSB's duties through the following:

1) Provide accurate, relevant, and timely data and information to the SSB in the context carrying out SSB duties.
2) Ensure the availability and adequacy of internal reporting that supported by adequate management information system to support the implementation process of SSB duties.

3) Provide adequate facilities and infrastructures to support the implementation process of SSB duties.
4) Follow up on the recommendations from SSB supervisory results.

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 in carrying out risk management as follows:

Board of Commissioners Supervisory		
Board of Directors Supervisory		
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 day-to-day 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 IAWU 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 is arranged into 2 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 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 entity 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 Financial Conglomeration is available in the "Implementation of Integrated Risk Management" subchapter page 438.

Danamon has implemented various derivatives of risk management policies such as 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 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.

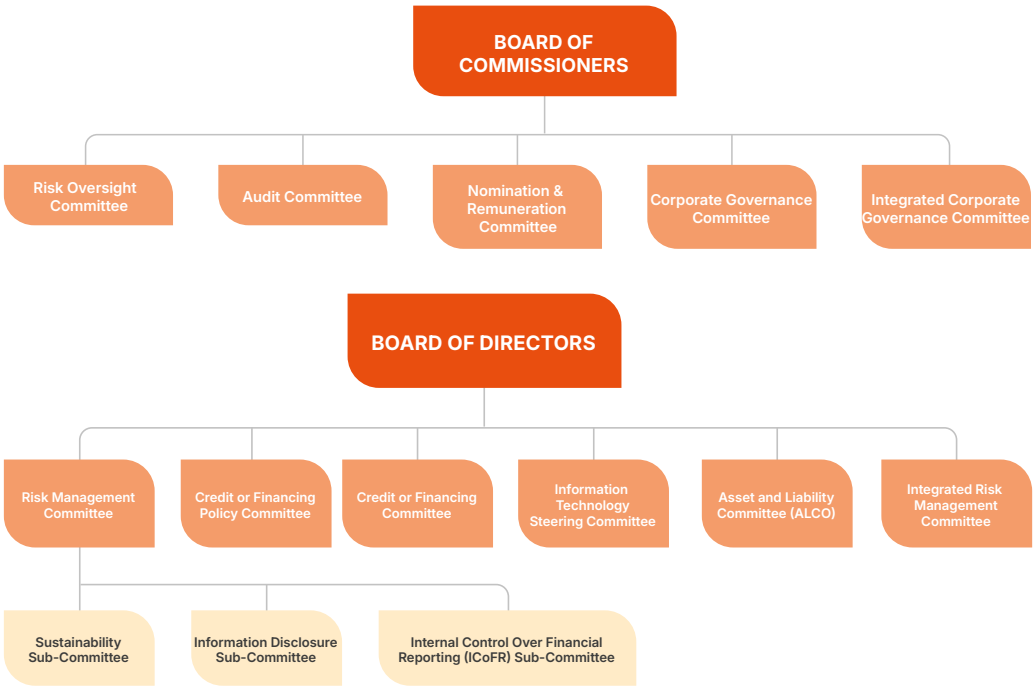
Danamon and its Subsidiary, both individually and consolidated, has established risk limits in accordance with risk appetite, risk tolerance, and business strategies. The risk appetite parameters is determined based on the main risks assessed for Danamon, which cover credit risk, liquidity risk, operational 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 committees related to risk management functions.

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 320-341 and 364-375.

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 understand the business and analyze 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 and methodology approach can be in form of qualitative, quantitative or a combination of the both. The risk measurement is performed periodically 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 – Governance, Risk & Compliance (ORMS-GRC), 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 aims 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; 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 understand 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 Principles (for the UUS).

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 SSB.

b. Risk Management of Sharia Business Unit

The implementation of risk management for UUS is carried out based on Financial Service Authority Regulation (POJK) No. 65/POJK.03/2016 concerning the Implementation of Risk Management for Sharia Bank and Sharia Business Unit, Circular Letter of Financial Service Authority (SEOJK) No. 25/SEOJK.03/2023 concerning Implementation of Risk Management for Sharia Bank and Sharia Business Units, POJK No. 2 of 2024 concerning Implementation of Sharia Good Corporate Governance for Sharia Bank and Sharia Business Units, and SEOJK No. 15/SEOJK.03/2024 concerning Sharia Governance Implementation for Sharia Bank 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 UUS. In addition, UUS 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 UUS, 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 SSB 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 UUS follows Danamon's policies and complies with Sharia banking rules. The Director in charge of UUS 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 and BOC, depending on their respective scopes of responsibilities.

In addition, Danamon conducts periodic evaluations for risk assessment methodologies, 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 2025 was at level 2 (Low to Moderate).

FOCUS AND ACTIVITIES OF RISK MANAGEMENT IN 2025

In accordance with the Bank's business plan, in 2025 Danamon continue various programs that were implemented in the previous year and carry out several new programs as follows:

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 2025:

- 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.
- Update Integrated Capital Management Policy of MUFG Financial Conglomeration.
- Conduct regular Risk Management Committee meetings at the BOD level and Risk Oversight Committee meetings at the BOC level to comprehensively monitor Danamon's portfolio and risks.
- Conduct Integrated Risk Management Committee meetings at the BOD level every semester to evaluate and monitor risks within the Financial Conglomeration.
- 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 Policy.
- Update Recovery Plan in accordance with POJK No. 5 of 2024.
- Update Resolution Plan Policy.
- Continuously conducting the Risk Academy as a learning platform for risk management for all Danamon employees through virtual training and various e-learning modules related to risk management.
- Implementation of Internal Capital Adequacy Assessment Process (ICAAP), which has been conducted continuously by Danamon.
- Conduct bank-wide 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 (SFAP).
- Development and submission of Sustainable Finance Action Plan for the period of 2026-2030 in order to fulfill POJK No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Service Institutions, Issuers, and Public Companies.
- Continue the pilot project implementation of the Indonesian Taxonomy for Sustainable Finance (ITSF) by ensuring alignment with the latest developments and guidance provided by the regulator.
- Update on Sustainability Guideline related to credit.
- Integrating the 2024 Annual Report to enhance the continuity, efficiency, and integration of the Bank's reporting, including sustainability performance.

Credit

- Monitor Internal Rating Model results for Corporate, Commercial, Financial Institution, and Financing Company.
- The implementation of Early Warning Indicators for all lines of business, including the use of learning machine technology for early detection in the Small Medium Enterprise (SME) and Mortgage lines of business.
- Implement Behaviour Scorecard for lines of business of SME and Consumer (Mortgage, Multi Purpose Loan, 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, Consumer, and Investment Loan, in accordance with OJK regulation.
- Implement Credit Model Risk Framework.
- Conduct periodic review on all bank-wide 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.
- 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.
- Determine 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.
- Regular review on product programs which includes the portfolios, criteria, restrictions, and other requirements to support the growth of sound and sustainable credit portfolio.
- Perform backtesting periodically to assess the adequacy of loans provisioning. If necessary, additional loans provisioning will be carried out based on the backtesting results.
- Credit process is well implemented in accordance with the prevailing regulation, risk appetite, and internal policies in Danamon.
- Enterprise Banking Credit Quality Assurance (EB CQA) has reviewed credit decisions result to ensure the process and credit analysis are in accordance with prevailing regulations. In addition, EB 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.
- The implementation of a rule-based engine in the Loan Originating System for SME and Consumer segments to support the business in the initial selection process and provides guidelines for credit decision-making to the Underwriting team.
- Provide periodic report to Management on the achievement results and the quality of the credit portfolio 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 lines of business.

Operational, Fraud & QA

- Strengthening the oversight and coordination over the functions and roles of operational risk managers in line of business, support functions, and Subsidiary.
- Refine Operational Risk Management (ORM) framework and methodologies tools with GRC (Governance, Risk & Compliance) concept such as the Risk Control Self-Assessment (RCSA), Risk Events, and recording operational risk losses.

- Refine process and develop ORMS application with 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 integrated GRC concept within Risk-taking Unit (RTU), ORM, Compliance and Internal Audit Working Unit (IAWU).
- Build awareness towards Operational Risk Management through ORM e-learning version update, risk awareness video, increase e-mail blast frequency, 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 updating policy related QA by optimizing the use of data analytic methods.
- Enhance collaboration between 2nd LoD and 3rd LoD by making coordination meeting with ORM, Compliance and IAWU.
- Anti-Fraud Management:
  - Updating the Anti-Fraud Management Policy and Framework in alignment with OJK Regulation No. 12 of 2024 on the Implementation of Anti-Fraud Strategies in Financial Service Institutions.
  - Socialization on anti-fraud tone at the top by President Director and Risk Management Director regarding Zero Tolerance to Fraud.
  - Delivering the Anti-Fraud Strategy presentation to Risk Management Committee (RMC) dan Risk Oversight Committee (ROC) members.
  - Issuing a Policy and implementing background checking through the *Sistem Informasi Pelaku* (SIPELAKU) managed by OJK.
  - Enhancement of the Predator transaction fraud detection system, equipped with machine learning technology, along with the enhancement of the Instinct fraud detection system for new customer onboarding.
  - Intensifying the socialization on deterrence effect in the form of conveying the faces of fraudsters who have been permanently sentenced via e-mail to internal parties.
  - Actively participate in the Indonesia Anti Scam Center (IASC) that initiated by the OJK.
  - Sharing on fraud handling strategies among MUFG group members.
  - Conduct Fraud Fighter training through face-to-face/class and Anti-Fraud e-learning.

Information Technology and Cyber

- Manage and enhance the Cyber Risk Management Policy to serve as a bank-wide guideline in managing Information Technology (IT) and cyber risks across the 1st, 2nd, and 3rd LoD.
- Developing an Operational Reference Framework (KAO) for Technology Risk Management in the management of information technology risks.
- Updating the KAO Cyber Security Incident Response document. This document governs coordination and communication for all employees during a cyber incident, covering the stages of communication, risk assessment, resolution, evaluation, and reporting.
- Conduct evaluation of 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 bank-wide KRI parameters along with its thresholds as IT risk indicators that must be monitored by Danamon in managing IT and cyber risks.
- Formulating risk profile parameters for Cybersecurity and Resilience along with its thresholds as indicators of Cybersecurity and Resilience risks in the payment system risk monitoring process in accordance with BI Regulation No. 2 of 2024 concerning Cybersecurity and Resilience for Payment System Providers, Money Market and Foreign Exchange Market Participants, and Other Parties regulated and supervised by BI.
- Strengthen the oversight and consultation functions for implementing IT risk management and cyber in its Subsidiary. This encompasses two main aspects: policy development and the implementation of risk management tools, including KRI, Risk Event, Self Raise, and Risk Acceptance.
- Develop and implement a risk assessment framework for IT assets in the Configuration Management Database (CMDB) to facilitate IT units in conducting self-assessments, risk analysis, and mitigation based on the findings obtained.

- 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 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 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 e-mail Data Loss Prevention (e-mail 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.
- Conducting comprehensive (bank-wide) registration, classification, and security control implementation for all information assets classified as confidential.
- 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.
- Conducting cyber security testing simulations based on scenarios with the aim of identifying potential cyber risks as early as possible and the mitigation actions that can be taken to reduce the level of risk through a series of activities that reflect real-world cyber attack scenarios.

Market and Liquidity

- Update Danamon Market and Liquidity Risks limit structures and policies.
- Validation of the market and liquidity risk measurement methodologies, including methodologies to support 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 of the Climate Change Stress Test related to Market Risk and Liquidity 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.
- Participating in the Treasury system replacement project and conducting Treasury system switch-over 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 9 years historical data for Core Non-Core calculations for Danamon's FTP.
- Review the assumptions used for calculating Danamon's market and liquidity risks.
- 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 and liquidity risks.
- Updating the Integrated Threshold as part of the implementation of Integrated Risk Management related to the Financial Holding Company.

IMPLEMENTATION OF INTEGRATED RISK MANAGEMENT

In line with the POJK No. 30/2024 concerning Financial Conglomeration (FC) and Financial Holding Company (FHC), MUFG Financial Conglomeration consists of Danamon as the Operational FHC and FC member. Compliance with the Operational FHC regulation is carried out within the specified timeframe, in accordance with the prevailing regulations. The following table describes the structure of the MUFG Financial Conglomeration:

Structure	Entity's Name
Operational Financial Holding Company (FHC)	PT Bank Danamon Indonesia Tbk (Danamon)
FC member	PT Adira Dinamika Multi Finance Tbk (ADMF)
FC member	PT Home Credit Indonesia (HCID)

Danamon has an Integrated Risk Management Policy of the MUFG 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 2025.

Integrated Risk Management Committee

For the Financial Conglomeration, Danamon, as the Operational FHC, has the Integrated Risk Management Committee. Detailed related to the Integrated Risk Management Committee is explained in the Governance section page 372.

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 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 Financial Conglomeration member periodically.
4. Conduct Integrated Risk Management Committee in 2025. Detailed information of Committee meeting agenda is available in the Governance section page 373.

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 (one) 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 Operational FHC together with FC member 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 Operational FHC, governs the implementation of Intra-Group transaction risk management in the Intra-Group Transaction Guideline, which is periodically reviewed and developed based on the prevailing regulation.

2) Intra-Group Transaction Risk Management

FHC and FC member implement Intra-Group Transaction Risk Management through the process of identifying, measuring, monitoring, and controlling risks as well as the management information system.

FHC and FC member 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 Directorate 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 2025 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 2026

In 2026, the global economy is expected to remain in a state of heightened uncertainty. The IMF projects global economic growth at around 3.3%, slightly slower than the previous year, reflecting a recovery that is sluggish and uneven. The trajectory of U.S. monetary policy, international trade dynamics, and China's recovery prospects will be the key factors shaping the global economy throughout 2026.

As of October 2025, the Federal Reserve set the Fed Funds Rate in the range of 3.75–4.00%. Although the Fed has been cutting rates since 2024, long-term yields remain elevated due to expectations of expansionary fiscal policy following the U.S. elections and rising risks of trade tariffs. These conditions have restrained capital flows into emerging markets and narrowed the scope for global monetary easing. Indonesia has also felt the impact, particularly through exchange rate stability and USD liquidity in the domestic market.

Towards the end of 2025, the Rupiah weakened to around IDR16,700 per USD, driven by U.S. Dollar strength and mounting global uncertainty. Bank Indonesia responded with foreign exchange interventions, issuance of Bank Indonesia Rupiah Securities (SRBI), and reinforcement of the Foreign Exchange Proceeds from Natural Resources (DHE SDA) policy framework. For 2026, the Rupiah is projected to move within the range of IDR16,500–16,900 per USD, with volatility better managed thanks to adequate foreign reserves, a measured monetary policy mix, and resilient domestic economic fundamentals.

In China, despite additional fiscal stimulus, economic growth remains below expectations. This has dampened demand for Indonesian exports and kept key commodity prices such as coal and Crude Palm Oil (CPO) at moderate levels. In Japan, persistently high inflation has triggered policy rate hikes, adding uncertainty across Asia. Other emerging markets face similar pressures from U.S. Dollar strength and potential capital outflows.

Indonesia's economic growth in 2026 is expected to remain stable at around 5.1%, supported by domestic consumption, investment, and exports. However, external pressures from the global slowdown, declining commodity prices, and U.S. trade policy pose risks that warrant close monitoring.

The following are several challenges for Indonesia's economy in 2026:

- **Delayed Global Monetary Easing**
  The anticipated decline in global interest rates is likely to be delayed due to gradual disinflation in the U.S. and other advanced economies. Tight global liquidity limits Indonesia's monetary easing space, potentially prompting Bank Indonesia to maintain higher interest rates to safeguard macro stability.

- **Slow Global Recovery**
  China's weaker-than-expected recovery suppresses demand for Indonesian exports and restrains global commodity prices. Consequently, the contribution of the commodity sector to Indonesia's growth risks weakening.

- **U.S. Dollar Strength and Monetary Policy Implications**
  A potential strengthening of the DXY index could add pressure on the Rupiah, forcing Bank Indonesia to keep interest rates relatively high to prevent capital outflows. This condition may hinder domestic consumption, financing, and investment.

- **Inflation and U.S. Tariff Policy**
  A possible reversal toward aggressive tariff policies in U.S.–China trade relations could exacerbate global and domestic inflation. Rising import costs may erode Indonesian household purchasing power and worsen economic prospects.

- **Uncertainty in Indonesian Government Policy Direction**
  Adjustments in fiscal policy and government spending priorities following the political dynamics of 2024–2025 may create uncertainty for businesses. Shifts in subsidy programs, infrastructure projects, and industrial incentives could influence investment directions.

- **Export Performance and Global Commodity Prices**
  Global economic slowdown and declining commodity prices pose risks to Indonesia's growth outlook, given the country's reliance on exports and the commodity sector.

In anticipation of those external conditions, Danamon has and will carry out various initiatives in terms of risk management in 2026, 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 a comprehensive review of the risk monitoring and measurement processes, both individually, in consolidation, and in an integrated manner.
   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. Conduct a bank-wide stress testing at least once a year and it can be conducted more frequently if there are changes in the industry and economic sectors, and when there is a

specific stress testing request from regulators, such as Climate Change stress test and stress tests related to portfolios that impacted to disaster categories (if any), to assess the capital resilience of Danamon.

h. Performing regular monitoring and reviews of the Danamon's RAS threshold and Recovery Plan triggers.
i. Continue managing risks related to sustainable finance, including climate-related risks, in accordance with regulatory directives.
j. Enhancing the implementation of integrated risk management in line with the fulfillment of regulatory requirements as Operational FHC in accordance with the prevailing time frame and regulations.

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 Internal Rating Model and scorecard system for credit risk in all line of business periodically.
e. Utilizing the standardized approach for Credit RWA calculations.
f. Conduct periodic evaluations for the rating/ scorecard model.
g. Performing quarterly backtesting 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, Financial Institution (FI) and Financial Company (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 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 products, processes, and existing system, 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.: Bankers Blanket Bonds (BBB), 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 / 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 for responding 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 e-mail 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. Continuing the initiative to develop a library of risks and controls focused on specific risks 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 ad-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. Gradually carry out refinements and continuous reviews, as well as validation of the methodology for measuring market risk and liquidity risk.
f. Preparing the implementation of automatic calculation for the Fundamental Review of the Trading Book (FRTB) and Credit Valuation Adjustment (CVA) 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 October 2, 2025, 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 as amended by POJK No. 19 of 2024 concerning Liquidity Coverage Ratio (LCR) for Commercial Banks, 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 as amended by POJK No. 20 of 2024 concerning Obligation of NSFR for

Commercial Banks. The aspects of the NSFR related to calculation, implementation period, reporting, publication, and others refer to the above POJK.

Furthermore, there is an Internal Liquidity Adequacy Assessment Process (ILAAP) which is an integral part of the Bank's liquidity risk management, based on SEOJK No. 26/SEOJK.03/2025 concerning the Internal Liquidity Adequacy Assessment Process (ILAAP) for Commercial Banks.

The initial submission period for the ILAAP report is scheduled for the position as of late December 2026 (excluding Intraday Liquidity reports), with a trial implementation to be submitted throughout the preceding year.

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 December 31, 2025 is based on SEOJK No. 9/SEOJK.03/2020 concerning the Transparency and Publication Report for Conventional Bank; SEOJK No. 24/SEOJK.03/2021 concerning Risk-Weighted Assets Calculation for Credit Risk using the Standardized Approach for Commercial Banks and SEOJK No. 16/SEOJK.03/2023 concerning 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 (%)

(in IDR million)

	31-DEC-25	31-SEP-25	30-JUN-25	31-MAR-25	31-DEC-24 *)
	39,691,860	38,886,392	37,534,781	36,444,302	36,131,591
	39,691,860	38,886,392	37,534,781	36,444,302	36,131,591
	41,518,095	40,709,073	39,326,096	38,239,668	37,777,091
	174,475,976	164,298,308	163,761,258	163,248,932	154,919,039
	22.75%	23.67%	22.92%	22.32%	23.32%
	22.75%	23.67%	22.92%	22.32%	23.32%
	23.80%	24.78%	24.01%	23.42%	24.38%
	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%
	14.80%	15.78%	15.01%	14.42%	15.38%
	258,222,472	247,229,721	237,976,288	239,410,235	237,420,674
	15.37%	15.73%	15.77%	15.22%	15.22%
	15.37%	15.73%	15.77%	15.22%	15.22%
	15.27%	15.67%	16.04%	15.87%	15.44%
	15.27%	15.67%	16.04%	15.87%	15.44%

No.	Description	
	Liquidity Coverage Ratio (LCR)	
15.	Total High-Quality Liquid Assets (HQLA)	
16.	Total Net Cash Outflow	
17.	LCR (%)	
	Net Stable Funding Ratio (NSFR)	
18.	Total Available Stable Funding	
19.	Total Required Stable Funding	
20.	NSFR (%)	

*) Restated

Qualitative Analysis

CAR:
Capital Adequacy Ratio (CAR) of Danamon individually in December 2025 was 23.80%, above minimum requirements as stipulated in POJK No.11/POJK.03/2016 and revised through OJK Regulation No.27 Year 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 2025 was 15.37%, above minimum requirement as stipulated in POJK No. 31/POJK.03/2019, which is 3%.

(in IDR million)

	31-DEC-25	31-SEP-25	30-JUN-25	31-MAR-25	31-DEC-24 *)
	55,040,792	45,536,056	37,840,104	40,447,144	36,609,930
	36,092,187	32,572,972	30,597,003	29,592,932	28,877,999
	152.50%	139.80%	123.67%	136.68%	137.16%
	157,273,017	161,453,821	158,026,173	153,500,527	152,700,638
	125,835,768	127,117,498	125,984,365	125,149,837	123,634,772
	124.98%	127.01%	125.43%	122.65%	123.51%

LCR:
The average Liquidity Coverage Ratio (LCR) of Danamon individually in December 2025 was 152.50%. This ratio was still above the minimum ratio value as stipulated in POJK No. 42/POJK.03/2015 and amended through POJK No. 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 Net Stable Funding Ratio (NSFR) of Danamon individually in December 2025 was 124.98%, above the OJK minimum requirement of 100%. Total Available Stable Fund (ASF) of Danamon individually in December 2025 was IDR157.27 Trillion (weighted value) with the largest component coming from Deposits from individual and micro customers amounting to IDR70.21 Trillion (weighted value) and Capital of IDR46.21 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 (%)

*) Restated

Qualitative Analysis

CAR:
Capital Adequacy Ratio (CAR) of Danamon consolidated in December 2025 was 25.37%, above minimum requirements as stipulated in POJK No.11/POJK.03/2016 and revised through OJK Regulation No.27 Year 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 2025 was 17.04%, above minimum requirement as stipulated in POJK No. 31/POJK.03/2019 of 3%.

(in IDR million)

	31-DEC-25	31-SEP-25	30-JUN-25	31-MAR-25	31-DEC-24 *)
	50,169,085	49,055,847	47,515,417	46,163,266	48,400,006
	50,169,085	49,055,847	47,515,417	46,163,266	48,400,006
	52,266,404	50,995,257	49,414,407	48,071,851	50,306,409
	206,001,965	192,027,337	190,971,621	190,554,027	185,266,704
	24.35%	25.55%	24.88%	24.23%	26.12%
	24.35%	25.55%	24.88%	24.23%	26.12%
	25.37%	26.56%	25.87%	25.23%	27.15%
	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%
	16.37%	17.56%	16.87%	16.23%	18.15%
	294,376,265	277,377,361	267,444,726	269,197,037	264,423,245
	17.04%	17.69%	17.77%	17.15%	18.30%
	17.04%	17.69%	17.77%	17.15%	18.30%
	16.94%	17.63%	18.04%	17.80%	18.55%
	16.94%	17.63%	18.04%	17.80%	18.55%
	55,188,844	45,664,004	37,982,977	40,583,086	39,747,375
	34,727,727	31,338,138	29,775,039	28,385,532	27,444,668
	158.92%	145.71%	127.57%	142.97%	144.83%
	179,224,316	171,886,302	169,044,470	165,402,653	164,204,669
	152,069,336	139,577,654	138,056,891	137,522,975	136,603,981
	117.86%	123.15%	122.45%	120.27%	120.20%

LCR:
The average Liquidity Coverage Ratio (LCR) of Danamon consolidated in December 2025 was 158.92%. This ratio was still above the minimum ratio value as stipulated in POJK No. 42/POJK.03/2015 and amended through POJK No. 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 Net Stable Funding Ratio (NSFR) of Danamon consolidated in December 2025 was 117.86%, above the OJK minimum requirement of 100%. Total Available Stable Fund (ASF) of Danamon consolidated in December 2025 was IDR179.22 Trillion (weighted value) with the largest component coming from Deposits from individual and micro and small business customers amounting to IDR70.21 Trillion (weighted value) and Capital of IDR56.45 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 2025

No.	Accounts	Carrying value as stated in the financial statement publication	
	ASSETS		
1.	Cash	2,946,955	
2.	Placements with Bank Indonesia	9,649,470	
3.	Placements with other banks	2,822,262	
4.	Spot and derivative/forward receivables	347,353	
5.	Marketable securities	38,523,489	
6.	Securities sold under repurchase agreements (repo)	2,291,505	
7.	Securities purchased under resale agreements (reverse repo)	2,017,413	
8.	Acceptance receivables	1,081,153	
9.	Loans	159,289,592	
10.	Sharia financing	14,470,729	
11.	Consumer financing receivables	33,899,545	
	Allowance for impairment losses on consumer financing receivables -/-	(1,867,103)	
12.	Investments	1,472,877	
13.	Other financial assets	2,082,113	
14.	Allowance for impairment losses on financial assets -/-	-	
	a. Marketable securities	(107,188)	
	b. Loans and Sharia financing	(7,500,757)	
	c. Others	(4,390)	
15.	Intangible assets	5,358,502	
	Accumulated amortisation on intangible assets -/-	(3,458,666)	
16.	Fixed assets and equipment	6,376,843	
	Accumulated depreciation of fixed assets and equipment -/-	(3,683,473)	
17.	Non earning asset	-	
	a. Idle properties	64,599	
	b. Foreclosed assets	333,679	
	c. Suspense accounts	-	
	d. Interbranch assets	-	
18.	Leased receivables	3,229,498	
19.	Other assets	6,078,367	
	TOTAL ASSETS	**275,714,367**	

(in IDR million)

	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
	3,040,156	-	-	515,396	-
	9,649,470	-	-	1,155,586	-
	2,822,263	-	-	2,173,453	-
	-	2,345,001	-	347,353	-
	33,786,214	-	-	9,386,892	-
	2,291,505	-	-	-	-
	2,017,413	-	-	-	-
	1,081,153	-	-	927,923	-
	159,056,260	-	-	13,342,019	-
	14,704,063	-	-	217,128	-
	33,899,545	-	-	-	-
	(717,439)	-	-	-	-
	458,034	-	-	-	999,691
	1,863,220	-	-	230,836	-
	-	-	-	-	-
	-	-	-	-	-
	(5,661,035)	-	-	(477,960)	-
	-	-	-	(2,648)	-
	-	-	-	-	5,358,502
	-	-	-	-	(3,458,666)
	6,376,843	-	-	-	-
	(3,683,473)	-	-	-	-
	-	-	-		-
	64,599	-	-	-	-
	333,679	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	3,229,498	-	-	-	-
	4,885,409	-	-	-	1,288,365
	269,497,376	**2,345,001**	**-**	**27,815,978**	**4,187,892**

31 December 2025

No.	Accounts	Carrying value as stated in the financial statement publication
	LIABILITIES AND EQUITY	
	LIABILITIES	
1.	Current accounts	33,851,754
2.	Savings	39,813,173
3.	Time deposits	100,512,102
4.	E-money	-
5.	Liabilities to Bank Indonesia	-
6.	Liabilities to other Banks	8,121,769
7.	Spot and derivative/forward liabilities	1,047,947
8.	Securities sold under repurchase agreements (repo)	2,283,430
9.	Acceptance payables	1,081,153
10.	Marketable securities issued	10,166,825
11.	Borrowings	9,227,093
12.	Security deposits	7,583
13.	Interbranch liabilities	-
14.	Other liabilities	11,589,469
15.	Minority interest	3,742,579
	TOTAL LIABILITIES	**221,444,877**
	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	7,807,989
	b. Disagio -/-	-
	c. Capital paid in advance	-
	d. Others	115,244
18.	Other comprehensive income	-
	a. Gains	288,772
	b. Lossess	-
19.	Reserves	-
	a. General reserves	595,869
	b. Specific reserves	-
20.	Retained earnings	-
	a. Previous years	36,715,538
	b. Current year	3,863,220
	c. Dividend paid -/-	(1,112,719)
	TOTAL EQUITY ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT ENTITY	**-**
	TOTAL EQUITY	**54,269,490**
	TOTAL LIABILITIES AND EQUITY	**275,714,367**

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 and market risk frameworks.
2. Placement to Bank Indonesia, Loan and Marketable Securities is recorded on credit risk and 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 IDR million)

	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
	-	-	-	5,197,985	-
	-	-	-	6,096,841	-
	-	-	-	9,607,499	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	1,247,840	-
	-	-	-	1,047,948	-
	-	-	-	-	-
	-	-	-	927,923	-
	-	-	-	-	-
	-	-	-	3,799,641	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	190,768	-
	-	-	-	-	-
	-	**-**	**-**	**28,116,445**	**-**
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	56	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	**-**	**-**	**56**	**-**
	-	**-**	**-**	**-**	**-**
	-	**-**	**-**	**28,116,501**	**-**

Each risk frameworks calculation on financial asset is following OJK regulation as follow:
1. SEOJK No. 24/SEOJK.03/2021 concerning Risk-Weighted Assets Calculation for Credit Risk using the Standardized Approach for Commercial Banks,
2. SEOJK No. 48/SEOJK.03/2017 concerning Guidelines of Net Receivables Calculation for Derivative Transactions in the of Risk-weighted Assets Calculation for Credit Risk using a Standardised Approach, and
3. SEOJK No. 23/SEOJK.03/2022 concerning Risk-Weighted Asset Calculation of Market Risk for Commercial Banks.

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 2025 (in IDR million)

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)	299,658,355	269,497,376	-	2,345,001	27,815,978
2.	Carrying amount of the liability is in accordance with the prudential consolidated coverage (as reported in table LI1)	28,116,501	-	-	-	28,116,501
3.	Total net value is in accordance with the prudential consolidated coverage	271,541,853	269,497,376	-	2,345,001	300,523
4.	Administrative account value	21,984,526	20,758,991	-	-	1,225,535
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	**293,526,379**	**290,256,367**	**-**	**2,345,001**	**1,526,058**

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 and market risk frameworks.
2. Placement to Bank Indonesia, Loan, and Marketable Securities is recorded on credit risk and market risk frameworks.

Each risk frameworks calculation on financial asset is following OJK regulation as follow:
1. SEOJK No. 24/SEOJK.03/2021 concerning Risk-Weighted Assets Calculation for Credit Risk using the Standardized Approach for Commercial Banks,
2. SEOJK No. 48/SEOJK.03/2017 concerning Guidelines of Net Receivables Calculation for Derivative Transactions in the of Risk-weighted Assets Calculation for Credit Risk using a Standardised Approach, and
3. SEOJK No. 23/SEOJK.03/2022 concerning Risk-Weighted Asset Calculation of Market Risk for Commercial Banks.

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

Danamon and its 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, Danamon and its 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.

TABLE 4. CAPITAL COMPOSITION (CC1)

31 December 2025 (in IDR million)

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	13,803,566	a+b+c
2.	Retained earnings	29,445,048	39,573,531	d+e+f
3.	Accumulated other comprehensive income (and other reserves)	1,039,217	1,061,571	g+h+i
4.	Directly issued capital subject to phase out from CET1 (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 CET1)	-	-	
6.	**CET1 capital before regulatory adjustments**	**44,465,813**	**54,438,668**	
	CET1 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)	(490,917)	(825,304)	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	
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	(81,690)	(81,690)	
	c. Deferred tax assets	(826,351)	(1,288,365)	n
	d. Investments	(3,374,996)	(999,691)	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	-	-	

31 December 2025 (in IDR million)

No.	Component	Bank	Consolidated	Ref. No. from Publication Balance Sheet
28.	**Total regulatory adjustments to CET1**	**(4,773,954)**	**(4,269,582)**	
29.	**Common Equity Tier 1 capital (CET1)**	**39,691,859**	**50,169,086**	
	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 CET1 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	-	-	
	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	-	-	
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**	**-**	**-**	
44.	**Additional Tier 1 capital (AT 1)**	**-**	**-**	
45.	**Tier 1 capital (T1 = CET1 + AT 1)**	**39,691,859**	**50,169,086**	
	Tier 2 capital: Instruments and Provisions			
46.	Directly issued qualifying Tier 2 instruments plus related stock surplus	14,583	14,583	p
47.	Directly issued capital instruments subject to phase out from Tier 2	N/A	N/A	
48.	Tier 2 instruments (and CET1 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)	1,811,652	2,082,736	
51.	**Tier 2 capital before regulatory adjustments**	**1,826,235**	**2,097,319**	
	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	

31 December 2025

(in IDR million)

No.	Component	Bank	Consolidated	Ref. No. from Publication Balance Sheet
56.	National specific regulatory adjustments			
	a. Sinking fund	-	-	
	b. Placement of funds in Tier 2 instruments at other Banks	-	-	
57.	**Total regulatory adjustments to Tier 2 capital**	-	-	
58.	**Tier 2 capital (T2)**	1,826,235	2,097,319	
59.	**Total capital (TC = T1 + T2)**	41,518,094	52,266,405	
60.	**Total Risk Weighted Assets**	174,475,976	206,001,965	
	Capital Ratios and Buffers			
61.	**Common Equity Tier 1 (as a percentage of risk weighted assets)**	22.75%	24.35%	
62.	**Tier 1 (as a percentage of risk weighted assets)**	22.75%	24.35%	
63.	**Total capital (as a percentage of risk weighted assets)**	23.80%	25.37%	
64.	**Institution specific buffer requirement (minimum CET1 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)**	14.80%	16.37%	
	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	
	Capital instruments subject to phase-out arrangements (only applicable between 1 Jan 2018 and 1 Jan 2022)			
80.	Current cap on CET1 instruments subject to phase out arrangements	N/A	N/A	
81.	Amount excluded from CET1 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 2025 (in IDR million)

No	Accounts	Bank	Consolidated	Ref. No.
	ASSETS			
1.	Cash	2,869,077	2,946,955	
2.	Placements with Bank Indonesia	9,649,470	9,649,470	
3.	Placements with other Banks	2,616,361	2,822,262	
4.	Spot and derivative/forward receivables	289,525	347,353	
5.	Marketable securities owned	38,598,321	38,523,489	
6.	Securities sold under repurchase agreements (repo)	2,291,505	2,291,505	
7.	Securities purchased under resale agreements (reverse repo)	2,017,413	2,017,413	
8.	Acceptance receivables	1,081,153	1,081,153	
9.	Loans	160,073,136	159,289,592	
10.	Sharia financing	14,704,062	14,470,729	
11.	Consumer financing receivables	-	33,899,545	
	Allowance for impairment losses on consumer financing receivables -/-	-	(1,867,103)	
12.	Investments			
	a. Calculated as capital deduction factor	3,374,996	999,691	o
	b. Not calculated as capital deduction factor	52,469	473,186	
13.	Other financial assets	1,990,241	2,082,113	
14.	Allowance for impairment losses on financial assets -/-			
	a. Marketable securities	(107,188)	(107,188)	
	b. Loans	(7,383,046)	(7,500,757)	
	c. Others	(4,390)	(4,390)	
15.	Intangible assets			
	a. Goodwill	-	1,906,684	j
	b. Other Intangible assets	2,513,419	3,451,818	l
	Accumulated amortisation on intangible assets -/-			
	a. Goodwill	-	(832,152)	k
	b. Other Intangible assets	(2,022,502)	(2,626,514)	m
16.	Fixed assets and equipment	4,607,703	6,376,843	
	Accumulated depreciation of fixed assets and equipment -/-	(2,614,476)	(3,683,473)	
17.	Non earning asset			
	a. Idle properties	64,599	64,599	
	b. Foreclosed assets	333,679	333,679	
	c. Suspense accounts	-	-	
	d. Interbranch assets	-	-	
18.	Leased receivables	-	3,229,498	
19.	Other assets			
	a. Deferred tax assets calculated as capital deduction factor	826,351	1,288,365	n
	b. Other assets not calculated as capital deduction factor	4,475,063	4,790,002	
	TOTAL ASSETS	**240,296,941**	**275,714,367**	

31 December 2025 (in IDR million)

No	Accounts	Bank	Consolidated	Ref. No.
	LIABILITIES & EQUITY			
1.	Current accounts	34,388,890	33,851,754	
2.	Savings	39,813,173	39,813,173	
3.	Time deposits	100,512,102	100,512,102	
4.	E-money	-	-	
5.	Liabilities to Bank Indonesia	-	-	
6.	Liabilities to other Banks	8,121,769	8,121,769	
7.	Spot and derivative/forward liabilities	1,032,769	1,047,947	
8.	Securities sold under repurchase agreements (repo)	2,283,430	2,283,430	
9.	Acceptance payables	1,081,153	1,081,153	
10.	Marketable securities issued	-	10,166,825	
11.	Borrowings			
	a. Can be calculated in the capital component	14,583	14,583	p
	b. Can not be calculated in the capital component	343,917	9,212,510	
12.	Security deposits	7,583	7,583	
13.	Interbranch liabilities	-	-	
14.	Other liabilities	8,402,549	11,589,469	
15.	Minority interest	-	3,742,579	
	TOTAL LIABILITIES	**196,001,918**	**221,444,877**	
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	7,807,989	c
	b. Disagio -/-	-	-	
	c. Capital paid in advance	-	-	
	d. Others	7,752	115,244	
18.	Other comprehensive income			
	a. Gain			
	i. Can be calculated in the capital component	443,348	465,702	g
	ii. Can not be calculated in the capital component	(178,542)	(176,930)	
	b. Losses			
	i. Can be calculated in the capital component	-	-	h
	ii. Can not be calculated in the capital component	-	-	
19.	Reserves			
	a. General reserves	595,869	595,869	i
	b. Specific reserves	-	-	
20.	Retained earnings			
	a. Previous years	27,261,215	36,715,538	d
	b. Current year			
	i. Can be calculated in the capital component	3,296,552	3,863,220	e
	ii. Can not be calculated in the capital component	-	(107,492)	
	c. Dividend paid	(1,112,719)	(1,112,719)	f
	Total Equity Attributable to Equity Holders of The Parent Equity	44,295,023	54,269,490	
	TOTAL EQUITY	**44,295,023**	**54,269,490**	
	TOTAL LIABILITIES AND EQUITY	**240,296,941**	**275,714,367**	

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

31 December 2025

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	

(in IDR million)

	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
	CET1	Tier 2
	Consolidated and Individual	Consolidated and Individual
	Common Stock	Subordinated Loan
	13,803,566	14,583
	5,995,577	25,000
	Equity	Liability-Amortized cost

31 December 2025

No	Question
11.	Publication Date
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/Dividend
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

(in IDR million)

Main Capital Instrument Features Reconciliation and TLAC-Eligible (CCA)	
Answer	**Answer**
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
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

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No	Question	
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	

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 of 2022 concerning the Minimum Capital Requirement for Commercial Banks and its amendments, Danamon capital consists of:

- Core capital (tier 1) consists of components which are included in main core capital (common equity tier 1). The core capital (tier 1) comprises of paid-up capital and disclosed reserves less deductions for deferred tax, intangible assets and investment in Subsidiary. Disclosed reserve consists of additional paid-up capital, general reserves, prior year profit, current year profit, other comprehensive income less shortage in regulatory provision on allowance for impairment loss for productive assets and non-productive assets.
- Supplementary capital (tier 2) comprises the regulatory provision general reserve on productive assets (maximum 1.25% from RWA for credit risk) and subordinated loan which is qualified as capital instrument in tier 2.

Capital Components (in IDR million)

	2025	2024 *)
Bank		
Total Capital	41,518,095	37,777,091
Core Capital (Tier 1)	39,691,860	36,131,591
Supplementary Capital (Tier 2)	1,826,235	1,645,500
Risk-Weighted Assets (Credit Risk, Market Risk, and Operational Risk)	174,475,976	154,919,039
Capital Adequacy Ratio (CAR)	23.80%	24.38%

*) Restated

(in IDR million)

	Main Capital Instrument Features Reconciliation and TLAC-Eligible (CCA)	
	Answer	Answer
	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

Capital Components (in IDR million)

	2025	2024 *)
Bank and Subsidiary		
Total Capital	52,266,404	50,306,409
Core Capital (Tier 1)	50,169,085	48,400,006
Supplementary Capital (Tier 2)	2,097,319	1,906,403
Risk-Weighted Assets (Credit Risk, Market Risk, and Operational Risk)	206,001,965	185,266,704
Capital Adequacy Ratio (CAR)	25.37%	27.15%

*) Restated

Danamon has strong capital to support its growth and operations in order to meet the Capital Adequacy Ratio (CAR) 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.

Capital management is done through monitoring the capital base and capital ratios based on industry standards to measure capital adequacy.

LEVERAGE RATIO

TABLE 7a. LEVERAGE RATIO REPORT

31 December 2025 (in IDR million)

No	Information	Total	
		Bank	Consolidated
1.	Total assets on the balance sheet in published financial statements (gross value before deducting impairment provision)	247,791,565	285,193,805
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	1,972,134	2,204,131
9.	Adjustment to exposure of Securities Financing Transaction (SFT) as example: reverse repo transaction	8,113	8,113
10.	Adjustment to exposure of Off Balance Sheet transaction that already multiply with Credit Conversion Factor (CCF)	20,637,548	20,637,548
11.	Prudent valuation adjustments in form of capital deduction factor and impairment provision	(12,186,888)	(13,667,331)
12.	Other adjustments	-	-
13.	**Total exposure in Leverage Ratio Calculation**	**258,222,472**	**294,376,266**

TABLE 7b. LEVERAGE RATIO CALCULATION REPORT

31 December 2025 (in IDR million)

No	Information	Bank		Consolidated	
		31 December 2025	30 September 2025	31 December 2025	30 September 2025
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)	243,190,825	243,133,963	280,535,237	264,165,766
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)	(7,494,624)	(7,571,140)	(9,479,439)	(9,060,702)
6.	(Asset amounts deducted in determining Basel III Tier 1 capital and regulatory adjustments)	(4,692,264)	(14,435,888)	(4,187,892)	(4,177,964)
7.	**Total on-balance sheet exposures**	**231,003,937**	**221,126,935**	**266,867,906**	**250,927,100**

31 December 2025 (in IDR million)

No	Information	Bank		Consolidated	
		31 December 2025	30 September 2025	31 December 2025	30 September 2025
Derivative Exposure					
8.	Replacement cost associated with all derivatives transactions (where applicable net of eligible cash variation margin and/or with bilateral netting)	403,485	640,315	486,839	776,781
9.	Add-on amounts for potential future exposure associated with all derivatives transactions	1,858,175	2,109,275	2,064,645	2,320,282
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	**2,261,660**	**2,749,590**	**2,551,484**	**3,097,063**
Securities financing transaction exposures					
14.	Gross SFT Assets	4,311,214	3,847,663	4,311,215	3,847,664
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	8,113	1,542	8,113	1,543
17.	Agent transaction exposures	-	-	-	-
18.	**Total securities financing transaction exposures**	**4,319,327**	**3,849,205**	**4,319,328**	**3,849,207**
Other off-balance sheet exposures					
19.	Off-balance sheet exposure at gross notional amount	114,041,523	107,272,847	114,041,523	107,272,847
20.	(Adjustment from the result of multiplying commitment payable or contingent payables with credit conversion factor (CCF) and deducted with impairment provision)	(93,280,518)	(87,616,199)	(93,280,518)	(87,616,199)
21.	(Impairment provision for off balance sheet inline with accounting standard)	(123,457)	(152,657)	(123,457)	(152,657)
22.	**Off-balance sheet items**	**20,637,548**	**19,503,991**	**20,637,548**	**19,503,991**
Capital and Total Exposure					
23.	**Tier 1 Capital**	**39,691,860**	**38,886,392**	**50,169,085**	**49,055,847**
24.	**Total Exposure**	**258,222,472**	**247,229,721**	**294,376,266**	**277,377,361**
Leverage Ratio					
25.	Leverage ratio (including the impact of any applicable temporary exemption of central bank reserves)	15.37%	15.73%	17.04%	17.69%
25a.	Leverage ratio (excluding the impact of any applicable temporary exemption of central bank reserves)	15.37%	15.73%	17.04%	17.69%
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	6,075,379	4,715,328	6,075,379	4,715,328
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	4,311,214	3,847,663	4,311,215	3,847,664
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)	259,986,637	248,097,386	296,140,430	278,245,025

31 December 2025 (in IDR million)

No	Information	Bank		Consolidated	
		31 December 2025	30 September 2025	31 December 2025	30 September 2025
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)	259,986,637	248,097,386	296,140,430	278,245,025
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)	15.27%	15.67%	16.94%	17.63%
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)	15.27%	15.67%	16.94%	17.63%

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 certain borrower characteristics.

a. Credit Risk Management

Danamon implements Credit Risk Management individually and consolidated with its Subsidiary, involving 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 concerning Assessment of Asset Quality for Commercial Bank.

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.

Process	Implementation Activities
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 consolidated conducts 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 updating the policies related to credit, and developing risk measurement methodologies and risk control procedures. The Compliance Working Unit, as the second line of defense, is also active in providing recommendations on the implementation of credit risk management in line with regulations including the evaluation on granting credit facilities to Danamon's related parties.

Compliance with the implementation of credit risk management is continuously evaluated by an IAWU acting as a third line of defense. This Working 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 affect the customers from meeting their contractual obligations and 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. Review of 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 Credit/ Financing Policy 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 applicable accounting standards and regulatory requirements. Specifically for receivables under *murabahah* contracts, CKPN is evaluated individually and collectively using the incurred loss method. While CKPN calculation for other contracts, Danamon applies POJK Asset Quality Assessment for Sharia Banks and Sharia Business Units.

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 Rp10 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.

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.

e. Disclosure of Danamon Quantitative Credit Risk

Danamon's quantitative credit risk calculations for 2025 are disclosed in the following table:

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

i. Bank Only

31 December 2025

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

ii. Bank as Consolidated with Subsidiary

31 December 2025

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/SEOJK.03/2021 concerning Risk-Weighted Assets Calculation for Credit Risk using the Standardized Approach for Commercial Banks.

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

i. Bank Only

(in IDR million)

No	Description	31 December 2025
1.	Loans and Securities Mature in the previous reporting period	3,731,702
2.	Loans and Securities Mature since the last reporting period	2,061,110
3.	Loans and Securities that return to become undue bills	204,481
4.	Write Offs	3,150,821
5.	Other changes	1,001,430
6.	Past due Loans and Marketable Securities in Current Reporting Period (1+2-3-4+5)	3,438,940

(in IDR million)

Gross Carrying Value		Allowance for Impairment Lossess (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
3,438,940	171,338,258	7,383,048	5,554,395	1,828,653	-	167,394,150
-	33,855,914	107,188	106,152	1,036	-	33,748,726
30,918	114,010,605	123,458	3,666	119,792	-	113,918,065
3,469,858	**319,204,777**	**7,613,694**	**5,664,213**	**1,949,481**	**-**	**315,060,941**

(in IDR million)

Gross Carrying Value		Allowance for Impairment Lossess (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
4,131,693	206,757,671	9,367,860	6,271,832	3,096,028	-	201,521,504
-	33,786,214	107,188	106,152	1,036	-	33,679,026
30,918	114,010,605	123,458	3,666	119,792	-	113,918,065
4,162,611	**354,554,490**	**9,598,506**	**6,381,650**	**3,216,856**	**-**	**349,118,595**

ii. Bank as Consolidated with Subsidiary

(in IDR million)

No	Description	31 December 2025
1.	Loans and Securities Mature in the previous reporting period	4,303,410
2.	Loans and Securities Mature since the last reporting period	2,481,999
3.	Loans and Securities that return to become undue bills	216,207
4.	Write Offs	5,807,855
5.	Other changes	3,370,346
6.	Past due Loans and Marketable Securities in Current Reporting Period (1+2-3-4+5)	4,131,693

iii. Additional Disclosures

- Definition of Past Due Receivables refers to the criteria as stipulated in SEOJK No. 24/SEOJK.03/2021 concerning Risk-Weighted Assets Calculation 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 2025

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	46,938,320	-	-	
2.	Receivables on Public Sector Entities	3,769,122	-	5,767	
3.	Receivables on Multilateral Development Banks and International Institutions	-	-	-	
4.	Receivables on Banks	11,802,871	92,395	29,791	
5.	Receivables Covered Bonds	-	-	-	
6.	Receivables to securities companies and other financial institutions	10,127,658	-	184,160	
7.	Receivables of subordinated securities, equity, and other capital instruments	52,469	-	-	
8.	Loans Secured by Residential Property	14,547,699	1,654,163	886,602	
9.	Loan Secured by Commercial Real Estate	12,099,257	1,927,723	2,325,811	
10.	Credit for land acquisition, land processing, and construction	-	-	-	
11.	Employee/Pensioner Loans	-	-	-	
12.	Receivables on Micro, Small Business, & Retail Portfolio	17,629,404	2,030,265	1,553,566	
13.	Receivables on Corporate	77,346,962	1,420,144	1,980,356	
14.	Past Due Receivables	265,404	22,616	11,909	
15.	Other Assets	5,432,476	268,554	317,982	
	Total	**200,011,642**	**7,415,860**	**7,295,944**	

(in IDR million)

	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)
	-	-	-	-	-	-	46,938,320
	168	4,140	6,637	6,130	5,404	-	3,797,368
	-	-	-	-	-	-	-
	32,622	107,041	5,908	-	38,867	59	12,109,554
	-	-	-	-	-	-	-
	-	-	41,456	-	25,166	-	10,378,440
	-	-	-	-	-	-	52,469
	2,025,465	358,292	493,282	219,926	897,602	358,573	21,441,604
	2,542,887	964,265	1,728,618	1,113,754	2,601,605	1,150,347	26,454,267
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	2,961,386	195,068	2,236,071	1,771,653	4,928,456	95,591	33,401,460
	1,824,625	228,930	673,073	1,303,098	2,428,884	1,003,516	88,209,588
	21,640	1,668	14,623	4,731	35,095	1,985	379,671
	352,612	228,884	447,326	326,045	435,212	143,500	7,952,591
	9,761,405	**2,088,288**	**5,646,994**	**4,745,337**	**11,396,291**	**2,753,571**	**251,115,332**

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**	

ii. Bank as Consolidated with Subsidiary

31 December 2025

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	46,938,320	-	-	
2.	Receivables on Public Sector Entities	3,769,562	-	5,767	
3.	Receivables on Multilateral Development Banks and International Institutions	-	-	-	
4.	Receivables on Banks	12,008,772	92,395	29,791	
5.	Receivables Covered Bonds	-	-	-	
6.	Receivables to securities companies and other financial institutions	9,037,940	-	184,160	
7.	Receivables of subordinated securities, equity, and other capital instruments	458,034	-	-	
8.	Loans Secured by Residential Property	14,547,699	1,654,163	886,602	
9.	Loan Secured by Commercial Real Estate	12,099,257	1,927,723	2,325,811	
10.	Credit for land acquisition, land processing, and construction	-	-	-	
11.	Employee/Pensioner Loans	-	-	-	
12.	Receivables on Micro, Small Business, & Retail Portfolio	51,753,301	2,030,265	1,553,566	
13.	Receivables on Corporate	79,444,933	1,420,144	1,980,356	
14.	Past Due Receivables	454,702	22,616	11,909	
15.	Other Assets	6,620,449	268,554	317,982	
	Total	**237,132,967**	**7,415,860**	**7,295,944**	

(in IDR million)

	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**

(in IDR million)

	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)
	-	-	-	-	-	-	46,938,320
	168	4,140	6,637	6,130	5,404	-	3,797,808
	-	-	-	-	-	-	-
	32,622	107,041	5,908	-	38,867	58	12,315,454
	-	-	-	-	-	-	-
	-	-	41,456	-	25,166	-	9,288,722
	-	-	-	-	-	-	458,034
	2,025,465	358,292	493,280	219,926	897,602	358,573	21,441,602
	2,542,887	964,265	1,728,618	1,113,754	2,601,605	1,150,347	26,454,267
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	2,961,386	195,068	2,236,071	1,771,652	4,928,456	95,591	67,525,356
	1,824,625	228,930	673,073	1,303,097	2,428,884	1,003,516	90,307,558
	21,640	1,668	14,623	4,731	35,095	1,985	568,969
	352,612	228,884	447,326	326,045	435,212	143,500	9,140,564
	9,761,405	**2,088,288**	**5,646,994**	**4,745,337**	**11,396,291**	**2,753,571**	**288,236,657**

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	13,519,338	111,690	30,661	
5.	Receivables Covered Bonds	-	-	-	
6.	Receivables to securities companies and other financial institutions	10,016,771	-	56,123	
7.	Receivables of subordinated securities, equity, and other capital instruments	467,855	-	-	
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	44,454,778	2,761,996	1,589,048	
13.	Receivables on Corporate	61,306,709	1,153,746	1,611,872	
14.	Past Due Receivables	499,022	25,356	26,058	
15.	Other Assets	5,931,760	231,112	260,751	
	Total	**205,757,024**	**7,404,458**	**6,886,367**	

*) Restated

(in IDR million)

	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	13,776,678
	-	-	-	-	-	-	-
	-	-	12,167	-	85,119	-	10,170,180
	-	-	-	-	-	-	467,855
	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
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	2,929,947	141,355	5,629,600	2,228,825	6,567,676	101,956	66,405,181
	1,602,547	162,080	547,634	1,009,620	2,407,837	945,694	70,747,739
	20,745	1,498	34,368	13,209	55,724	-	675,980
	273,171	193,880	473,538	237,603	397,280	208,163	8,207,258
	9,053,769	**1,770,781**	**8,838,453**	**4,688,668**	**12,808,849**	**2,838,343**	**260,046,712**

TABLE 11. DISCLOSURE OF NET RECEIVABLES BY ECONOMIC SECTOR

i. Bank Only

No	Economic Sectors	31 December 2025					
		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	-	184,015	-	-	-	
4.	Procurement of Electricity, Gas, Steam/Hot Water, and Cold Air	-	200,000	-	-	-	
5.	Water Management, Wastewater Management, Waste Management and Recycling, and Remediation Activities	-	707	-	-	-	
6.	Construction	-	63,186	-	-	-	
7.	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	-	5,243	-	-	-	
8.	Transportation and Warehousing	-	1,066,720	-	-	-	
9.	Provision of Accommodation and Provision of Food and Drink	-	-	-	-	-	
10.	Information and Communication	-	-	-	-	-	
11.	Financial and Insurance Activities	2,906,492	1,606,589	-	12,108,021	-	
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	-	945	-	-	-	
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	-	635	-	1,532	-	
23.	Not Other Business Fields	-	-	-	-	-	
24.	Other	44,031,828	669,328	-	-	-	
	Total	**46,938,320**	**3,797,368**	**-**	**12,109,553**	**-**	

(in IDR million)

	31 December 2025									
	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
	-	-	69,075	1,014,205	-	-	1,342,720	5,141,711	8,937	-
	27,739	-	-	10,194	-	-	69,348	993,849	7,459	-
	-	-	782,627	5,685,097	-	-	766,981	24,159,900	46,394	-
	-	-	6,590	15,205	-	-	68,838	3,730,991	466	-
	-	-	1,446	14,998	-	-	81,979	1,578,352	255	-
	-	-	283,961	510,332	-	-	255,862	9,976,717	3,509	-
	13,441	-	3,428,353	11,903,739	-	-	4,173,076	13,732,843	23,646	-
	7,103	-	257,495	420,226	-	-	712,680	698,892	6,552	-
	-	-	35,950	422,359	-	-	282,607	139,294	776	-
	-	-	62,921	72,192	-	-	41,846	4,734,697	40	-
	10,317,028	-	-	2,613	-	-	27,994	2,914,796	5,442	-
	-	-	262,938	3,820,318	-	-	79,999	6,577,906	470	-
	-	-	30,245	35,966	-	-	23,351	2,012,455	54	-
	10,327	-	148,074	372,498	-	-	469,820	1,353,860	5,191	-
	-	-	-	-	-	-	236	-	-	-
	-	-	2,257	53,415	-	-	12,744	4,846	5	-
	-	-	5,085	283,525	-	-	23,997	45,787	197	-
	-	-	-	5,978	-	-	7,921	-	5	-
	-	-	4,856	7,458	-	-	40,845	6,550	243	-
	-	-	-	-	-	-	14,368	216	183	-
	-	-	-	-	-	-	-	-	-	-
	2,803	-	15,957,235	1,803,949	-	-	24,322,880	99,102	269,717	-
	-	-	102,494	-	-	-	5,676	-	120	-
	-	52,469	-	-	-	-	575,691	10,306,823	12	7,952,592
	10,378,441	**52,469**	**21,441,602**	**26,454,267**	**-**	**-**	**33,401,459**	**88,209,587**	**379,673**	**7,952,592**

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 IDR million)

	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**

ii. Bank as Consolidated with Subsidiary

No	Economic Sectors	31 December 2025					
		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	-	184,015	-	-	-	
4.	Procurement of Electricity, Gas, Steam/Hot Water, and Cold Air	-	200,000	-	-	-	
5.	Water Management, Wastewater Management, Waste Management and Recycling, and Remediation Activities	-	707	-	-	-	
6.	Construction	-	63,186	-	-	-	
7.	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	-	5,243	-	-	-	
8.	Transportation and Warehousing	-	1,066,720	-	-	-	
9.	Provision of Accommodation and Provision of Food and Drink	-	-	-	-	-	
10.	Information and Communication	-	-	-	-	-	
11.	Financial and Insurance Activities	2,906,492	1,606,589	-	11,761,246	-	
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	-	945	-	-	-	
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	-	635	-	1,532	-	
23.	Not Other Business Fields	-	-	-	-	-	
24.	Other	44,031,828	669,768	-	552,676	-	
	Total	**46,938,320**	**3,797,808**	**-**	**12,315,454**	**-**	

(in IDR million)

	31 December 2025									
	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
	-	-	69,075	1,014,205	-	-	1,342,720	5,141,711	8,937	-
	27,739	-	-	10,194	-	-	69,348	993,849	7,459	-
	-	-	782,627	5,685,097	-	-	766,981	24,159,900	46,394	-
	-	-	6,590	15,205	-	-	68,838	3,730,991	466	-
	-	-	1,446	14,998	-	-	81,979	1,578,352	255	-
	-	-	283,961	510,332	-	-	255,862	9,976,717	3,509	-
	13,441	-	3,428,353	11,903,739	-	-	4,173,076	13,732,843	23,646	-
	7,103	-	257,495	420,226	-	-	712,680	698,892	6,552	-
	-	-	35,950	422,359	-	-	282,607	139,294	776	-
	-	-	62,921	72,192	-	-	41,846	4,734,697	40	-
	9,227,309	-	-	2,613	-	-	27,994	2,914,796	5,442	-
	-	-	262,938	3,820,318	-	-	79,999	6,577,906	470	-
	-	-	30,245	35,966	-	-	23,351	2,012,455	54	-
	10,327	-	148,074	372,498	-	-	469,820	1,353,860	5,191	-
	-	-	-	-	-	-	236	-	-	-
	-	-	2,257	53,415	-	-	12,744	4,846	5	-
	-	-	5,085	283,525	-	-	23,997	45,787	197	-
	-	-	-	5,978	-	-	7,921	-	5	-
	-	-	4,856	7,458	-	-	40,845	6,550	243	-
	-	-	-	-	-	-	14,368	216	183	-
	-	-	-	-	-	-	-	-	-	-
	2,803	-	15,957,235	1,803,949	-	-	24,322,880	99,102	269,717	-
	-	-	102,494	-	-	-	5,676	-	120	-
	-	458,034	-	-	-	-	34,699,588	12,404,794	189,308	9,140,564
	9,288,722	**458,034**	**21,441,602**	**26,454,267**	**-**	**-**	**67,525,356**	**90,307,558**	**568,969**	**9,140,564**

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	-	12,928,698	-	
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**	**-**	**13,776,678**	**-**	

*) Restated

(in IDR million)

	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	-	-	2,237,957	1,248,102	17,350	-
	-	-	-	19,549	-	-	208,995	146,884	8,881	-
	-	-	760,591	5,600,922	-	-	893,404	24,750,952	75,942	-
	-	-	5,936	10,428	-	-	70,879	1,616,245	563	-
	-	-	1,513	6,938	-	-	88,345	1,821,100	446	-
	4,245	-	344,467	489,822	-	-	240,986	1,849,084	2,850	-
	28,071	-	3,454,151	11,506,856	-	-	5,780,137	13,717,044	42,949	-
	5,620	-	236,504	454,958	-	-	966,687	414,758	11,238	-
	-	-	27,609	234,531	-	-	243,756	68,148	863	-
	20,347	-	72,980	91,033	-	-	81,374	5,071,866	440	-
	10,201,201	-	995	2,989	-	-	62,961	2,773,453	14,469	-
	-	-	31,908	5,942,640	-	-	155,429	3,778,613	486	-
	-	-	42,174	28,239	-	-	277,483	28,615	792	-
	7,893	-	116,402	276,203	-	-	618,627	908,619	6,054	-
	-	-	-	-	-	-	585	5,148	57	-
	-	-	2,437	3,548	-	-	93,424	5,095	180	-
	-	-	4,783	171,678	-	-	74,298	24,430	158	-
	-	-	-	1,285	-	-	215,366	47	779	-
	-	-	3,368	3,134	-	-	89,626	6,291	252	-
	-	-	-	-	-	-	10,583	274	10	-
	-	-	-	-	-	-	-	-	-	-
	2,803	-	14,516,970	1,555,308	-	-	26,311,065	101,236	281,747	-
	-	-	127,342	-	-	-	19,494	-	268	-
	-	467,855	-	-	-	-	27,663,720	12,411,735	209,206	8,207,258
	10,270,180	**467,855**	**19,813,904**	**28,155,313**	**-**	**-**	**66,405,181**	**70,747,739**	**675,980**	**8,207,258**

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 IDR million)

	31 December 2025					
	Net Receivables by Remaining Contractual Maturity					
	year 1 ≥	year - 3 years 1 <	years - 5 years 3 <	years 5 <	Non Contractual	Total
	c	d	e	f	g	h
	19,418,978	4,251,978	1,317,659	12,382,555	9,567,150	46,938,320
	2,407,417	319,186	3,751	1,067,014	-	3,797,368
	-	-	-	-	-	-
	3,057,981	6,478,273	242,102	134,836	2,196,361	12,109,553
	-	-	-	-	-	-
	2,017,243	3,723,036	4,165,350	471,746	1,066	10,378,441
	52,469	-	-	-	-	52,469
	4,747,155	812,387	1,590,039	14,292,021	-	21,441,602
	16,442,805	3,200,215	1,451,117	5,360,130	-	26,454,267
	-	-	-	-	-	-
	-	-	-	-	-	-
	5,647,463	17,717,752	9,468,206	568,032	6	33,401,459
	49,070,859	11,843,636	6,731,867	20,550,417	12,808	88,209,587
	91,293	122,696	43,447	122,237	-	379,673
	-	-	-	-	7,952,592	7,952,592
	102,953,663	**48,469,159**	**25,013,538**	**54,948,988**	**19,729,983**	**251,115,331**

(in IDR million)

	31 December 2024					
	Net Receivables by Remaining Contractual Maturity					
	year 1 ≥	year - 3 years 1 <	years - 5 years 3 <	years 5 <	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	1,417,656	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	7,859,741	5,961,799	6,011,679	521	69,044,999
	108,478	149,198	116,595	70,983	-	445,254
	-	-	-	-	6,830,200	6,830,200
	98,406,915	**41,697,166**	**28,553,330**	**37,590,538**	**16,405,346**	**222,653,296**

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	

*) Restated

(in IDR million)

	31 December 2025					
	Net Receivables by Remaining Contractual Maturity					
	year 1 ≥	year - 3 year 1 <	year - 5 year 3 <	year 5 <	Non Contractual	Total
	c	d	e	f	g	h
	19,418,978	4,251,978	1,317,659	12,382,555	9,567,150	46,938,320
	2,407,857	319,186	3,751	1,067,014	-	3,797,808
	-	-	-	-	-	-
	3,263,882	6,478,273	242,102	134,836	2,196,361	12,315,454
	-	-	-	-	-	-
	927,524	3,723,036	4,165,350	471,746	1,066	9,288,722
	37,316	-	-	-	420,718	458,034
	4,747,155	812,387	1,590,039	14,292,021	-	21,441,602
	16,442,805	3,200,215	1,451,117	5,360,130	-	26,454,267
	-	-	-	-	-	-
	-	-	-	-	-	-
	39,771,360	17,717,752	9,468,206	568,032	6	67,525,356
	51,168,830	11,843,636	6,731,867	20,550,417	12,808	90,307,558
	280,589	122,696	43,447	122,237	-	568,969
	-	-	-	-	9,140,564	9,140,564
	138,466,296	**48,469,159**	**25,013,538**	**54,948,988**	**21,338,673**	**288,236,654**

(in IDR million)

	31 December 2024 *)					
	Net Receivables by Remaining Contractual Maturity					
	year 1 ≥	year - 3 year 1 <	year - 5 year 3 <	year 5 <	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	1,393,940	13,776,678
	-	-	-	-	-	-
	2,709,397	3,288,723	3,602,297	619,763	50,000	10,270,180
	70,985	-	-	-	396,870	467,855
	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
	-	-	-	-	-	-
	-	-	-	-	-	-
	34,957,827	19,309,662	11,187,766	949,203	723	66,405,181
	50,914,000	7,859,740	5,961,799	6,011,679	521	70,747,739
	329,518	158,777	116,701	70,985	-	675,980
	-	-	-	-	8,207,258	8,207,258
	129,635,692	**45,730,349**	**28,678,505**	**37,590,539**	**18,511,627**	**260,146,712**

TABLE 13. DISCLOSURE OF RECEIVABLES AND PROVISIONS BY REGION

i. Bank only

31 December 2025

No	Description	Jakarta, Bogor, Tangerang, Karawang, Bekasi, and Lampung	West Java	Central Java and Yogyakarta	
a	b	c	d	e	
1.	Receivables	292,045,641	10,270,063	10,465,700	
2.	Increased and impaired credit risk receivables (Stage 2 and Stage 3)	7,886,591	660,387	693,772	
	a. Non Past Due	6,280,688	341,063	365,273	
	b. Past Due	1,605,903	319,324	328,499	
3.	Allowance for Impairment Losses - Stage 1	1,280,174	90,240	72,084	
4.	Allowance for Impairment Losses - Stage 2	390,612	84,136	62,032	
5.	Allowance for Impairment Losses - Stage 3	3,273,273	305,023	463,810	
6.	Written-Off Receivables	1,549,722	251,839	233,894	

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	271,658,031	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	1,346,635	85,434	82,418	
4.	Allowance for Impairment Losses - Stage 2	484,284	117,077	48,052	
5.	Allowance for Impairment Losses - Stage 3	3,252,565	356,579	489,106	
6.	Written-Off Receivables	1,748,721	348,458	250,753	

*) Restated

(in IDR million)

	Region						
	East Java	Bali, NTT, and NTB	Sulawesi, Maluku, and Papua	Kalimantan	North Sumatra	South Sumatra	Total
	f	g	h	i	j	k	l
	12,291,638	2,712,649	7,258,271	6,562,442	15,693,263	4,533,421	361,833,088
	295,280	182,643	419,316	616,793	132,776	146,429	11,033,987
	164,642	121,357	261,004	128,101	99,717	66,542	7,828,387
	130,638	61,286	158,312	488,692	33,059	79,887	3,205,600
	113,609	11,374	99,292	60,665	197,282	28,659	1,953,379
	71,126	27,672	39,239	18,439	46,390	11,726	751,372
	413,128	27,314	113,080	75,922	163,473	78,306	4,913,329
	248,474	9,918	180,898	190,135	472,784	13,157	3,150,821

(in IDR million)

	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	15,832,630	4,574,114	339,079,451
	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	2,077,472
	101,773	26,747	51,973	40,576	45,262	11,524	927,268
	245,279	42,369	94,332	122,387	255,310	38,136	4,896,063
	320,312	26,147	218,309	156,414	467,231	5,865	3,542,210

ii. Bank as Consolidated with Subsidiary

31 December 2025

No	Description	Jakarta, Bogor, Tangerang, Karawang, Bekasi, and Lampung	West Java	Central Java and Yogyakarta	
a	b	c	d	e	
1.	Receivables	301,317,168	12,591,974	13,148,574	
2.	Increased and impaired credit risk receivables (Stage 2 and Stage 3)	8,216,121	791,819	811,081	
	a. Non Past Due	6,457,282	409,949	429,878	
	b. Past Due	1,758,839	381,870	381,203	
3.	Allowance for Impairment Losses - Stage 1	1,564,456	176,640	157,808	
4.	Allowance for Impairment Losses - Stage 2	418,956	97,411	72,681	
5.	Allowance for Impairment Losses - Stage 3	3,389,817	351,639	500,935	
6.	Written-Off Receivables	2,149,272	532,469	428,954	

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	282,611,161	12,226,863	13,050,400	
2.	Increased and impaired credit risk receivables (Stage 2 and Stage 3)	8,974,974	1,041,998	816,435	
	a. Non Past Due	7,001,448	630,107	238,596	
	b. Past Due	1,973,526	411,891	577,839	
3.	Allowance for Impairment Losses - Stage 1	1,627,256	180,743	167,356	
4.	Allowance for Impairment Losses - Stage 2	528,415	142,956	67,945	
5.	Allowance for Impairment Losses - Stage 3	3,377,490	419,024	530,507	
6.	Written-Off Receivables	2,377,041	568,929	440,254	

*) Restated

(in IDR million)

	Region						
	East Java	Bali, NTT, and NTB	Sulawesi, Maluku, and Papua	Kalimantan	North Sumatra	South Sumatra	Total
	f	g	h	i	j	k	l
	16,701,133	2,712,649	15,141,125	9,515,298	23,573,985	4,533,422	399,235,328
	432,700	182,643	787,868	745,448	711,770	146,430	12,825,880
	235,748	121,357	473,454	200,705	532,668	66,541	8,927,582
	196,952	61,286	314,414	544,743	179,102	79,889	3,898,298
	248,847	11,374	380,291	166,850	485,829	28,660	3,220,755
	84,217	27,672	79,168	32,155	125,534	11,728	949,522
	461,989	27,314	231,223	122,050	269,349	78,307	5,432,623
	525,561	9,918	762,263	424,067	962,194	13,157	5,807,855

(in IDR million)

	Region						
	East Java	Bali, NTT, and NTB	Sulawesi, Maluku, and Papua	Kalimantan	North Sumatra	South Sumatra	Total
	f	g	h	i	j	k	l
	15,615,566	2,340,677	14,783,825	8,730,903	22,827,202	4,574,114	376,760,711
	731,213	194,869	850,733	440,328	954,725	83,032	14,088,307
	394,672	144,690	582,375	257,026	570,379	38,261	9,857,554
	336,541	50,179	268,358	183,302	384,346	44,771	4,230,753
	268,749	11,058	377,068	176,866	471,242	26,432	3,306,770
	122,450	26,747	96,998	58,708	90,635	11,524	1,146,378
	298,169	42,369	211,372	167,648	356,537	38,136	5,441,252
	596,319	26,147	514,997	332,861	941,095	5,865	5,803,508

TABLE 14. DISCLOSURE OF RECEIVABLES AND PROVISIONS BY ECONOMIC SECTOR

i. Bank only

31 December 2025

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 IDR million)

	Receivables	Impaired Receivables		CKPN Stage 1	CKPN Stage 2	CKPN Stage 3	Written-Off Receivables
		Non Past Due	Past Due				
	c	d	e	f	g	h	i
	11,387,093	204,724	19,477	56,796	4,223	65,904	123,377
	1,723,787	5,218	137,729	5,746	466	131,009	18,340
	53,912,217	3,110,418	673,069	189,722	123,410	1,666,070	134,563
	6,502,003	1,321	1,185	15,679	194	1,341	3,624
	1,930,008	2,954	946	6,166	428	1,105	6,267
	14,152,509	135,081	321,903	68,180	22,774	327,365	55,266
	60,890,325	1,698,109	899,906	318,369	291,002	1,361,540	764,596
	4,059,824	1,271,917	44,283	34,576	8,092	179,197	84,496
	1,073,211	158,376	15,047	10,782	13,308	108,142	14,030
	9,036,147	16,944	29,329	22,186	6,213	26,749	24,851
	46,833,680	430	5,083	57,388	65	5,082	15,455
	12,918,224	585	92,370	23,172	149	92,123	3,264
	2,144,137	10,095	20,677	11,803	9,708	12,949	2,114
	3,213,439	35,921	13,080	21,470	2,576	12,079	58,538
	1,181	13	-	34	0	-	135
	77,006	65	1,834	364	10	1,829	153
	1,067,347	512	171	1,519	72	209	938
	14,851	94	26	164	19	26	406
	73,837	1,326	3,096	1,417	83	3,024	2,355
	14,985	198	200	575	49	168	811
	-	-	-	-	-	-	-
	53,423,397	817,915	924,374	1,067,707	265,236	809,500	194,402
	110,591	2,472	1,818	487	606	1,695	1,604,286
	77,273,287	353,699	-	39,077	2,689	106,223	38,554
	361,833,088	**7,828,387**	**3,205,600**	**1,953,380**	**751,372**	**4,913,329**	**3,150,821**

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	

*) Restated

(in IDR million)

	Receivables	Impaired Receivables		CKPN Stage 1	CKPN Stage 2	CKPN 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
	-	-	-	-	-	-	-
	54,089,156	1,098,479	850,323	1,078,962	330,510	716,859	163,889
	149,844	3,593	2,050	1,482	1,819	920	1,669,704
	67,071,057	515,486	300	65,389	1,280	215,797	2,649
	339,079,451	**8,686,475**	**3,494,798**	**2,077,472**	**927,268**	**4,896,063**	**3,542,210**

ii. Bank as Consolidated with Subsidiary

31 December 2025

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 IDR million)

	Receivables	Impaired Receivables		CKPN Stage 1	CKPN Stage 2	CKPN Stage 3	Written-Off Receivables
		Non Past Due	Past Due				
	c	d	e	f	g	h	i
	14,268,273	323,223	73,096	145,512	32,866	111,562	329,389
	2,839,557	41,476	153,135	50,602	5,543	144,603	54,718
	54,676,299	3,140,785	688,861	211,598	130,317	1,678,964	205,283
	6,584,528	2,119	1,592	17,861	292	1,696	5,788
	2,005,158	4,678	2,010	8,372	725	1,864	10,299
	14,588,225	159,368	326,477	77,934	25,037	331,055	102,160
	65,935,447	1,904,591	1,008,099	468,113	338,323	1,449,516	1,115,939
	5,546,662	1,317,727	74,766	70,952	15,383	200,506	170,166
	1,317,087	165,902	20,863	19,215	15,083	112,862	32,442
	9,174,629	22,124	32,372	25,804	7,300	29,464	34,748
	46,177,366	3,774	7,720	59,896	807	7,481	21,684
	13,154,456	9,327	101,232	30,763	2,347	99,325	17,012
	2,608,200	36,683	36,812	26,371	16,472	26,844	15,770
	3,859,382	54,711	21,996	38,967	4,786	19,159	92,102
	2,356	15	-	54	1	-	156
	275,494	9,231	6,126	6,211	2,221	5,620	17,676
	1,207,781	6,628	3,279	5,804	1,650	2,815	14,876
	477,729	23,708	15,372	14,952	6,145	13,413	42,568
	302,347	15,917	12,452	14,132	3,121	9,076	103,274
	31,304	400	447	1,174	99	348	5,247
	-	-	-	-	-	-	-
	73,416,066	1,329,024	1,309,770	1,886,864	337,708	1,078,525	1,773,716
	112,042	2,472	1,821	527	606	1,699	1,604,289
	80,674,940	353,699	-	39,077	2,690	106,226	38,553
	399,235,328	**8,927,582**	**3,898,298**	**3,220,755**	**949,522**	**5,432,623**	**5,807,855**

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	

*) Restated

(in IDR million)

	Receivables	Impaired Receivables		CKPN Stage 1	CKPN Stage 2	CKPN Stage 3	Written-Off Receivables
		Non Past Due	Past Due				
	c	d	e	f	g	h	i
	8,998,359	292,493	62,956	123,390	19,530	102,613	296,137
	1,487,780	20,347	168,703	25,938	2,640	160,280	120,512
	59,067,357	3,445,975	737,835	237,865	143,851	1,674,275	243,409
	2,871,625	3,456	2,208	8,891	616	1,881	6,169
	3,062,884	7,839	2,651	20,568	1,408	2,023	12,665
	8,701,271	136,583	372,033	43,162	59,032	343,947	149,773
	61,830,610	1,757,080	1,269,736	478,750	331,855	1,429,184	1,104,664
	5,205,361	1,437,784	61,704	65,645	22,444	192,113	140,338
	1,012,042	221,440	28,821	14,102	18,076	125,429	31,745
	9,606,772	15,010	69,220	34,395	30,399	41,565	8,880
	49,138,411	9,459	1,918	72,519	5,988	2,342	4,939
	12,755,654	6,608	5,997	39,884	1,515	5,784	5,075
	438,628	22,048	14,539	8,137	9,005	9,100	6,958
	3,527,897	77,695	36,065	42,640	18,223	29,486	125,633
	6,923	-	157	40	-	91	1,097
	122,500	2,727	3,447	2,450	469	3,574	389
	1,092,427	3,246	3,384	3,293	624	3,068	2,314
	232,020	9,200	6,433	5,937	1,976	6,306	604
	174,700	7,312	4,396	3,780	991	4,333	5,937
	25,444	676	1,269	842	144	1,225	2,165
	-	-	-	-	-	-	-
	75,662,814	1,861,489	1,374,931	2,007,617	474,494	1,085,912	163,889
	151,849	3,600	2,050	1,534	1,819	920	3,367,568
	71,587,383	515,487	300	65,391	1,279	215,801	2,648
	376,760,711	**9,857,554**	**4,230,753**	**3,306,770**	**1,146,378**	**5,441,252**	**5,803,508**

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	

*) Restated

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 referring to the criteria as stated in SEOJK No. 24/SEOJK.03/2021 concerning Risk-Weighted Assets Calculation for Credit Risk using the Standardized Approach for Commercial Banks.

(in IDR million)

	31 December 2025				31 December 2024			
	Receivable Based on Deliquency				Receivable Based on Deliquency			
	days to 90 < 120 days	days to 120 < 180 days	days 180 <	Total	days to 90 < 120 days	days to 120 < 180 days	days 180 <	Total
	c	d	e	f	g	h	i	j
	1,315,127	537,028	1,586,785	3,438,940	1,461,493	557,708	1,712,502	3,731,703
	-	-	-	-	-	-	-	-
	1,315,127	**537,028**	**1,586,785**	**3,438,940**	**1,461,493**	**557,708**	**1,712,502**	**3,731,703**

(in IDR million)

	31 December 2025				31 December 2024 *)			
	Receivable Based on Deliquency				Receivable Based on Deliquency			
	days to 90 < 120 days	days to 120 < 180 days	days 180 <	Total	days to 90 < 120 days	days to 120 < 180 days	days 180 <	Total
	c	d	e	f	g	h	i	j
	1,665,771	878,888	1,587,034	4,131,693	1,874,391	878,462	1,714,939	4,467,792
	-	-	-	-	-	-	-	-
	1,665,771	**878,888**	**1,587,034**	**4,131,693**	**1,874,391**	**878,462**	**1,714,939**	**4,467,792**

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

i. Bank only

31 December 2025

No	Descriptions	Performing (Current and Special Mention Quality)	
		Gross Carrying Value	Allowance for Impairment Losses
		a	b
1.	Securities	38,598,321	107,188
2.	Credit	103,748,585	3,393,517
	a. Corporation	72,064,311	2,176,713
	b. Retail	31,684,273	1,216,804
3.	Administrative Account Transactions	114,041,473	123,420

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	152,802

*) Restated

ii. Bank as Consolidated with Subsidiary

31 December 2025

No	Descriptions	Performing (Current and Special Mention Quality)	
		Gross Carrying Value	Allowance for Impairment Losses
		a	b
1.	Securities	38,523,489	107,188
2.	Credit	140,184,304	4,874,756
	a. Corporation	74,166,408	2,243,436
	b. Retail	66,017,896	2,631,321
3.	Administrative Account Transactions	114,041,473	123,420

(in IDR million)

	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
	-	-	-	-	-	-
	1,030,730	966,706	169,461	58,980	8,780	6,064
	466,513	465,426	41,814	31,018	5,423	2,712
	564,218	501,280	127,646	27,962	3,357	3,352
	50	38	-	-	-	-

(in IDR million)

	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 IDR million)

	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
	-	-	-	-	-	-
	1,030,730	966,706	169,461	58,980	8,833	6,096
	466,513	465,426	41,814	31,018	5,423	2,712
	564,218	501,280	127,646	27,962	3,410	3,385
	50	38	-	-	-	-

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	119,129,502	4,776,904
	a. Corporation	54,197,544	2,035,062
	b. Retail	64,931,959	2,741,842
3.	Administrative Account Transactions	119,051,655	152,801

*) Restated

TABLE 17. DISCLOSURE OF RESTRUCTURED ASSETS - PERFORMING AND NON-PERFORMING

i. Bank only

31 December 2025

No	Description	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	1,003,055	527,868	480,458	453,684
	a. Corporation	519,313	430,018	414,180	400,926
	b. Retail	483,741	97,851	66,278	52,758
3.	Administrative Account Transactions	143,732	306	-	-

ii. Bank as Consolidated with Subsidiary

31 December 2025

No	Description	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	1,389,131	581,877	521,856	481,829
	a. Corporation	559,431	433,400	415,867	402,599
	b. Retail	829,700	148,477	105,989	79,230
3.	Administrative Account Transactions	143,732	306	-	-

(in IDR million)

	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
	-	-	-	-	-	-
	2,,023,529	1,676,277	207,379	61,925	5,026	5,004
	611,596	610,244	57,812	31,920	-	-
	1,411,933	1,066,033	149,567	30,005	5,026	5,004
	300	233	-	-	-	-

(in IDR million)

	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
	-	-	-	-	-	-
	1,107,264	819,730	249,017	36,093	127,232	125,729
	730,312	702,752	78,232	3,241	124,950	124,950
	376,952	116,978	170,785	32,851	2,282	779
	43,910	-	99,816	306	6	-

(in IDR million)

	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
	-	-	-	-	-	-
	1,190,549	825,253	550,043	83,942	170,395	154,511
	730,987	702,836	117,675	6,540	126,636	126,623
	459,562	122,417	432,369	77,402	43,759	27,888
	43,910	-	99,816	306	6	-

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 inherent risk to credit exposure in the future.

Acceptable collateral, according to Danamon's 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 Bank Indonesia, 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, 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 PPKA (*Penyisihan Penilaian Kualitas Aset*) deductions. For collateral as a PPKA 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.

For Personal Guarantee, Danamon must obtain information regarding the asset that becomes the guarantee and personal statement from the guarantor.

For Corporate Guarantee, Danamon obtain and conducts an analysis of the guarantors' financial statement to determine the credit rating of the guarantors.

Danamon has 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/BI.

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 2025 (in IDR million)

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	162,385,805	5,008,345	-	-	
2.	Marketable Securities	33,748,726	-	-	-	
3.	Total	196,134,531	5,008,345	-	-	
4.	Past Due Loans and Marketable Securities	290,759	-	-	-	

ii. Bank as Consolidated with Subsidiary

31 December 2025 (in IDR million)

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	196,513,159	5,008,345	-	-	
2.	Marketable Securities	33,679,026	-	-	-	
3.	Total	230,192,185	5,008,345	-	-	
4.	Past Due Loans and Marketable Securities	480,022	-	-	-	

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 2025, including:

- Exposures to Government
- Exposures to Bank
- Exposures to Securities Company and Other Financial Institutions
- Exposures to Public Sector Entities
- 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 concerning 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 2025

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 IDR million)

	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
	47,248,047	1,358,125	47,248,047	183,250	-	-
	3,153,456	4,239,081	3,150,316	643,913	1,796,401	47.35%
	-	-	-	-	-	-
	14,049,201	5,264,232	13,588,977	981,952	4,945,235	33.94%
	9,445,155	9,563,090	9,441,449	1,132,222	4,201,923	39.74%
	-	-	-	-	-	-
	74,071,409	68,464,130	70,443,248	13,727,390	83,121,144	98.75%
						-
	-	-	-	-	-	-
	52,469	-	52,469	-	101,173	192.82%
	31,697,510	11,876,258	30,897,375	1,603,383	24,258,894	74.64%
	21,258,741	1,823,677	21,246,976	178,955	12,940,389	60.40%
	-	-	-	-	-	-
	24,853,044	11,374,269	24,751,830	1,301,111	22,646,311	86.92%
	290,998	44,115	290,998	4,412	310,089	104.97%
	-	-	-	-	-	-
	376,572	30,880	376,572	3,099	451,495	118.92%
	7,952,591	-	7,952,591	-	5,157,153	64.85%
	234,449,193	**114,037,857**	**229,440,848**	**19,759,687**	**159,930,207**	

ii. Bank as Consolidated with Subsidiary

31 December 2025

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 IDR million)

	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
	47,248,047	1,358,125	47,248,047	183,250	-	-
	3,153,895	4,239,081	3,150,756	643,913	1,796,621	47.35%
	-	-	-	-	-	-
	14,535,038	5,264,232	14,074,814	981,952	5,098,934	33.86%
	8,355,436	9,563,090	8,351,731	1,132,222	3,780,191	39.86%
	-	-	-	-	-	-
	76,169,380	68,464,130	72,541,219	13,727,390	84,908,829	98.42%
						-
	-	-	-	-	-	-
	458,034	-	458,034	-	1,115,084	243.45%
	65,821,407	11,876,258	65,021,270	1,603,383	49,853,854	74.83%
	21,258,741	1,823,677	21,246,976	178,955	12,940,389	60.40%
	-	-	-	-	-	-
	24,853,044	11,374,269	24,751,830	1,301,111	22,646,311	86.92%
	290,998	44,115	290,998	4,412	310,089	104.97%
	-	-	-	-	-	-
	565,868	30,880	565,868	3,099	643,550	113.11%
	9,140,563	-	9,140,563	-	6,267,247	68.57%
	271,850,451	**114,037,857**	**266,842,106**	**19,759,687**	**189,361,099**	

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

i. Bank only

31 December 2025 (in IDR million)

No	Portfolio Categories	0%	20%	50%	100%	150%	Other	Total Net Receivables After CCF and CRM
1.	Receivables on Sovereigns	47,431,297	-	-	-	-	-	47,431,297

No	Portfolio Categories	20%	50%	100%	150%	Other	Total Net Receivables After CCF and CRM
2.	Receivables on Public Sector Entities	335,711	3,458,518	-	-	-	3,794,229

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	5,270,157	-	8,927,015	100,976	185,431		87,349
	Receivables to Securities Companies and Other Financial Institutions	1,428,810	-	8,784,274	138,430	-	-	222,157

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	324,966	268,150	-	-	-	4,369,637	79,207,884
	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	-	32,469.00	-	-	52,469

No	Portfolio Categories	45%	75%	85%	100%	Other	Total Net Receivables After CCF and CRM
8.	Receivables on Micro, Small Business, & Retail Portfolio	1,115,794	30,471,717	71,416	840,899	932	32,500,758

	Total Net Receivables After CCF and CRM
	-

	Other	Total Net Receivables After CCF and CRM
		14,570,929
		10,573,671

	Other	Total Net Receivables After CCF and CRM
	-	-

	130%	150%	Other	Total Net Receivables After CCF and CRM
	-	-	-	84,170,638
		-	-	-
	-	-	-	-

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	-	363,253	381,342	3,672,086	-	2,012,755		
	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	45,260	145,505	188,907	-	379,671

No	Portfolio Categories	0%	20%	100%	150%	1.250%	Other	Total Net Receivables After CCF and CRM
11.	Other Assets	2,962,278	-	4,656,634	333,679	-	-	7,952,591

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% >	61,930,584	1,925,793	614	62,170,045
2.	40%-70%	27,183,040	23,909,908	26	30,343,357
3.	75%	47,872,504	9,788,795	6	48,408,956
4.	85%	11,358,873	7,836,978	439	11,500,508
5.	90%-100%	85,116,615	69,879,737	2,640	95,740,427
6.	105%-130%	125,682	696,647	270	127,032
7.	150%	809,426	-	2,070	877,740
8.	250%	52,469	-	-	32,469
9.	400%	-	-	-	-
10.	1,250%	-	-	-	-
	Total Net Receivables	**234,449,193**	**114,037,857**	**6,066**	**249,200,535**

	50%	60%	65%	70%	75%	85%	90%	100%	105%	110%	150%	Other	Total Net Receivables After CCF and CRM
	1,121,000			2,521,876	11,173,110	136,532		43,978			-	-	21,425,931
	-		-	-	-	-		-			-	-	-
												-	-
											-	-	-
		-			-				-		-	-	-
	-	1,808,792	-		6,578,699	6,922,923		10,742,527			-	-	26,052,941
	-	-										-	-
		-										-	-
	-		-		-	-		-			-	-	-
				40,517			82,999			127,032	44,862	-	295,410
								-			-	-	-

ii. Bank as Consolidated with Subsidiary

31 December 2025 (in IDR million)

No	Portfolio Categories	0%	20%	50%	100%	150%	Other	Total Net Receivables After CCF and CRM
1.	Receivables on Sovereigns	47,431,297	-	-	-	-	-	47,431,297

No	Portfolio Categories	20%	50%	100%	150%	Other	Total Net Receivables After CCF and CRM
2.	Receivables on Public Sector Entities	335.711	3.458.958	-	-	-	3.794.669

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	5,475,776	-	9,206,951	100,988	185,431	-	87,621
	Receivables to Securities Companies and Other Financial Institutions	1,358,031	-	7,765,335	138,429,640	-	-	222,157

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	324,966	268,150	-	-	-	6,438,215	79,237,278
	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		438,034,00			458,034

No	Portfolio Categories	45%	75%	85%	100%	Other	Total Net Receivables After CCF and CRM
8.	Receivables on Micro, Small Business, & Retail Portfolio	1,115,794	64,585,997	73,859	848,074	929	66,624,653

	Total Net Receivables After CCF and CRM
	-

	Other	Total Net Receivables After CCF and CRM
	-	15,056,766
	-	9,483,953

	Other	Total Net Receivables After CCF and CRM
	-	-

	130%	150%	Other	Total Net Receivables After CCF and CRM
	-	-	-	86.268.609
		-	-	-
	-	-	-	-

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	-	363,253	381,342	3,672,086		2,012,755		
	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	129,631	160,539	278,797	-	568,967

No	Portfolio Categories	0%	20%	100%	150%	1.250%	Other	Total Net Receivables After CCF and CRM
11.	Other Assets	3,040,156	-	5,766,729	333,678	-	-	9,140,563

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%	62,143,157	1,925,793	614	62,382,618
2.	40%-70%	26,528,858	23,909,908	26	29,689,176
3.	75%	81,986,783	9,788,795	6	82,523,235
4.	85%	13,429,894	7,836,978	439	13,571,529
5.	90%-100%	86,278,311	69,879,737	2,640	96,902,123
6.	105%-130%	125,682	696,647	270	127,033
7.	150%	899,732	-	2,070	968,047
8.	250%	458,034	-	-	438,033
9.	400%	-	-	-	-
10.	1.250%	-	-	-	-
	Total Net Receivables	**271,850,451**	**114,037,857**	**6,066**	**286,601,793**

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
	-	-	-	-	-	-	-	-	-	-	-	-	-
	1,121,000		-	2,521,876	11,173,110	136,532		43,978			-	-	21,425,931
	-		-	-	-	-		-			-	-	-
												-	-
												-	-
		-			-				-		-	-	-
	-	1,808,792	-		6,578,699	6,922,923		10,742,527			-	-	26,052,941
	-	-										-	-
		-										-	-
	-		-		-	-		-			-	-	-
				40,517			82,999			127,032	44,862	-	295,410
								-			-	-	-

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 2025, 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. SEOJK No. 24/SEOJK.03/2021 concerning Risk-Weighted Assets Calculation for Credit Risk using the Standardized 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 SEOJK No. 24/SEOJK.03/2021 concerning Risk-Weighted Assets Calculation for Credit Risk using the Standardized Approach for Commercial Banks.

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

i. Bank only

31 December 2025

(in IDR million)

No	Description	a Replacement Cost (RC)	b Potential Future Exposure (PFE)	c EEPE	d Alpha used for EAD regulatory calculation	e Net Receivables	f RWA
1.	SA-CCR (for derivative)	288,203	1,186,843		1.4	2,065,065	986,178
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 for SFT					N/A	N/A
6.	**Total**						**986,178**

Qualitative Analysis
In accordance with SEOJK No. 48/SEOJK.03/2017, RWA in Counterparty Credit Risk under Standard Approach Method for Banks' Derivative Transactions shall be calculated using the Replacement Cost calculation analysis method for non-margin derivative transactions.

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

i. Bank only

31 December 2025

Portfolio Category \ Risk Weight	a 0%	b 20%	c 30%	d 40%	e 45%	f 50%	
Indonesia							
Receivables on Sovereigns	300,857						
Receivables on Public Sector Entities							
Receivables on Multilateral Development Banks and International Institutions							
Receivables on Banks		362,428		458,952		83,890	
Exposures to Securities Firm and Other Financial Institutions		16,641		187,327			
Receivables on Corporates							
Receivables on Micro, Small, and Retail Businesses Portfolio							
Total	**300,857**	**379,069**	**-**	**646,279**	**-**	**83,890**	

ii. Bank as Consolidated with Subsidiary

31 December 2025

(in IDR million)

No	Description	a Replacement Cost (RC)	b Potential Future Exposure (PFE)	c EEPE	d Alpha used for EAD regulatory calculation	e Net Receivables	f RWA
1.	SA-CCR (for derivative)	347,742	1,327,258		1.4	2,345,000	1,098,152
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 for SFT					N/A	N/A
6.	**Total**						**1,098,152**

Qualitative Analysis
In accordance with SEOJK No. 48/SEOJK.03/2017, RWA in Counterparty Credit Risk under Standard Approach Method for Banks' Derivative Transactions shall be calculated using the Replacement Cost calculation analysis method for non-margin derivative transactions.

(in IDR million)

g 67.5%	h 75%	i 85%	j 100%	k 112.5%	l 150%	m Others	n Total Net Receivables
							300,857
							-
							-
	185,099				4		1,090,373
					1,521		205,489
		107	467,308				467,415
		0			931		931
-	**185,099**	**107**	**467,308**	**-**	**2,456**	**-**	**2,065,065**

ii. Bank as Consolidated with Subsidiary

31 December 2025

Portfolio Category \ Risk Weight	a 0%	b 20%	c 30%	d 40%	e 45%	f 50%	
Indonesia							
Receivables on Sovereigns	300,857						
Receivables on Public Sector Entities							
Receivables on Multilateral Development Banks and International Institutions							
Receivables on Banks		362,428		738,888		83,889	
Exposures to Securities Firm and Other Financial Institutions		16,641		187,327			
Receivables on Corporates							
Receivables on Micro, Small, and Retail Businesses Portfolio							
Total	**300,857**	**379,069**	**-**	**926,215**	**-**	**83,889**	

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

31 December 2025 (in IDR million)

No	Component Names	Net Receivables	ATMR
Exposure Related with CCP Transactions			
1.	Total Exposure to QCCP	35,472.20	1,397.37
2.	Exposures Transacted with QCCP	7,044.88	140.90
	(i) Derivative OTC	7,044.88	140.90
	(ii) Derivative transactions through Stock Exchange	0.00	0.00
	(iii) Securities Financing Transactions	0.00	0.00
	(iv) Netting Set	0.00	0.00
3.	Segregated Initial Margin	28,326.80	
4.	Nonsegregated Initial Margin	0.00	0.00
5.	Prefunded Default Fund Contribution	100.52	1,256.47
6.	Unfunded Default Fund Contribution	0.00	0.00
7.	**Total Exposure to NonQCCP**	0.00	**0.00**
8.	Exposures Transacted with QCCP	0.00	0.00
	(i) Derivative OTC	0.00	0.00
	(ii) Derivative transactions through Stock Exchange	0.00	0.00
	(iii) Securities Financing Transactions	0.00	0.00
	(iv) Netting Set	0.00	0.00
9.	Segregated Initial Margin	0.00	
10.	Nonsegregated Initial Margin	0.00	0.00
11.	Prefunded Default Fund Contribution	0.00	0.00
12.	Unfunded Default Fund Contribution	0.00	0.00
13.	**Exposure Total to QCCP and NonQCCP**	**35,472.20**	**1,397.37**

2. Market Risk

Market Risk Management Implementation

An effective Market Risk Management, whether individually (including the Sharia Business Unit) or as consolidation with Subsidiary, involves active oversight and supervision from both the BOC and the BOD through the Risk Monitoring Committee and the Asset & Liability Management Committee, and active oversight from the Sharia Supervisory Board (SSB).

(in IDR million)

	g	h	i	j	k	l	m	n
	67.5%	75%	85%	100%	112.5%	150%	Others	Total Net Receivables
								300,857
								-
								-
		185,099				4		1,370,308
						1,521		205,489
			107	467,308				467,415
			0			931		931
	-	185,099	107	467,308	-	2,456	-	2,345,000

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 is managed through a limit structure and monitored daily by the Market & Liquidity Risk (MLR) division, which covers 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 CAR as stipulated 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 must encompass all material market risk factors, covering both on-balance sheet and off-balance sheet items.

TABLE 24. DISCLOSURE OF MARKET RISK USING STANDARDIZED APPROACH

i. Bank only

(in IDR million)

Risk	Capital Charge with Standard Approach Position December 31, 2025	Capital Charge with Standard Approach Position December 31, 2024
Risk of GIRR	83,116.25	101,468.42
Risk of CSR (non-securitization)	28,898.92	27,456.74
Risk of CSR (securitization : non-CTP)	-	-
Risk of CSR (securitization : CTP)	-	-
Risk of Equity	-	-
Risk of Commodity	-	-
Risk of Exchange Rate	160,044.17	32,665.83
DRC - (non-securitization)	7,790.93	1,704.87
DRC - (securitization : non-CTP)	-	-
DRC - (securitization : CTP)	-	-
RRAO	-	-
Total	**279,850.27**	**163,295.86**

Additional Market RWA Disclosures:

During the reporting period, there were no significant changes affecting Danamon's market risk RWA calculation.

(in IDR million)

	a	b
	Component	ATMR BA-CVA
Aggregation of systematic components of CVA risk	67,580.08	
Aggregation of idiosyncratic components of CVA risk	15,799.08	
Total		**296,197.75**

CVA Additional Disclosures:

During the reporting period, Danamon did not enter into specific hedging transactions for Credit Valuation Adjustment (CVA) risk for transactions subject to the BA-CVA (reduced version) RWA calculation.

ii. Bank as Consolidated with Subsidiary

(in IDR million)

Risk	Capital Charge with Standard Approach Position December 31, 2025	Capital Charge with Standard Approach Position December 31, 2024
Risk of GIRR	83,116.25	101,468.42
Risk of CSR (non-securitization)	28,898.92	27,456.74
Risk of CSR (securitization : non-CTP)	-	-
Risk of CSR (securitization : CTP)	-	-
Risk of Equity	-	-
Risk of Commodity	-	-
Risk of Exchange Rate	160,049.49	32,723.05
DRC - (non-securitization)	7,790.93	1,704.87
DRC - (securitization : non-CTP)	-	-
(DRC - (securitization : CTP	-	-
RRAO	-	-
Total	**279,855.59**	**163,353.08**

Additional Market RWA Disclosures:

During the reporting period, there were no significant changes that affected the market risk RWA calculation of the Danamon and its Subsidiary.

(in IDR million)

	a	b
	Component	ATMR BA-CVA
Aggregation of systematic components of CVA risk	97,715.50	
Aggregation of idiosyncratic components of CVA risk	18,264.75	
Total		**417,255.00**

CVA Additional Disclosures:

During the reporting period, Danamon and its Subsidiary did not enter into specific hedging transactions for Credit Valuation Adjustment (CVA) risk for transactions subject to the BA-CVA (reduced version) RWA calculation.

REPORT OF RISK MANAGEMENT FOR IRRBB (INTEREST RATE RISK IN THE BANKING BOOK)

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.

Risk management in banking identifies, measures, monitors, and controls exposure to interest rate risk arising from activities outside the trading book. Such risk management enables banks to weather interest rate fluctuations without affecting profitability (NII) or solvency (EVE).

IRRBB exposure includes 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 significant currency exposure, defined as any currency representing at least 5% (five percent) of total assets or liabilities within the Banking Book. These major currencies must be actively managed by the Treasury unit and independently monitored by the 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 ΔEVE (Economic Value of Equity) 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; and
- 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)	IDR	USD
Parallel	400	200
Short	500	300
Long	350	150

e. Modelling Assumptions IRRBB

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 2025 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 2025 is determined based on a behavioural analysis of NMD using historical data.
2. Maximum repricing maturity for NMD as of the end of December 2025 is determined through internal assumption.
3. Danamon's IRRBB calculations, both at the individual bank level and on a consolidated basis with subsidiaries, have been performed using the latest data and methodologies in accordance with applicable regulations.

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

i. Bank only

Currency : IDR

(in IDR million)

Scenario \ Period	ΔEVE		ΔNII	
	31-Dec-25	30-Sep-25	31-Dec-25	30-Sep-25
Parallel Up	(4,977,920)	(4,601,405)	(1,568,155)	(1,837,767)
Parallel Down	6,692,250	6,089,305	358,676	609,349
Steepener	(1,590,883)	(1,291,633)		
Flattener	496,551	268,964		
Short Rate Up	(2,000,960)	(1,979,091)		
Short Rate Down	2,261,568	2,228,666		
Maximum Value Negative (Absolute)	4,977,920	4,601,405	1,568,155	1,837,767
Tier 1 Capital (for ΔEVE) or Projected Income (for ΔNII)	39,691,860	38,886,392	10,235,378	10,235,378
Maximum Value divided by Tier 1 Capital (for ΔEVE) or Projected Income (for ΔNII)	12.54%	11.83%	15.32%	17.96%

Currency : USD

(in IDR million)

Scenario \ Period	ΔEVE		ΔNII	
	31-Dec-25	30-Sep-25	31-Dec-25	30-Sep-25
Parallel Up	(96,605)	(99,771)	(25,188)	156,129
Parallel Down	111,344	113,319	(53,026)	(228,860)
Steepener	(22,761)	(8,229)		
Flattener	322	(14,619)		
Short Rate Up	(40,620)	(55,496)		
Short Rate Down	44,259	58,756		
Maximum Value Negative (Absolute)	96,605	99,771	53,026	228,860
Tier 1 Capital (for ΔEVE) or Projected Income (for ΔNII)	39,691,860	38,886,392	10,235,378	10,235,378
Maximum Value divided by Tier 1 Capital (for ΔEVE) or Projected Income (for ΔNII)	0.24%	0.26%	0.52%	2.24%

Currency : Combined (IDR & USD)

(in IDR million)

Scenario \ Period	ΔEVE		ΔNII	
	31-Dec-25	30-Sep-25	31-Dec-25	30-Sep-25
Maximum Value Negative (Absolute)	5,074,525	4,701,177	1,593,343	1,837,767
Tier 1 Capital (for ΔEVE) or Projected Income (for ΔNII)	39,691,860	38,886,392	10,235,378	10,235,378
Maximum Value divided by Tier 1 Capital (for ΔEVE) or Projected Income (for ΔNII)	12.78%	12.09%	15.57%	17.96%

ii. Bank as Consolidated with Subsidiary

Currency : IDR

(in IDR million)

Scenario \ Period	ΔEVE		ΔNII	
	31-Dec-25	30-Sep-25	31-Dec-25	30-Sep-25
Parallel Up	(5,703,128)	(5,177,424)	(1,465,571)	(1,802,989)
Parallel Down	7,507,313	6,738,315	252,257	573,269
Steepener	(1,396,375)	(1,147,202)		
Flattener	150,867	3,648		
Short Rate Up	(2,595,254)	(2,443,265)		
Short Rate Down	2,912,447	2,739,244		
Maximum Value Negative (Absolute)	5,703,128	5,177,424	1,465,571	1,802,989
Tier 1 Capital (for ΔEVE) or Projected Income (for ΔNII)	50,169,086	49,055,847	19,325,119	17,133,952
Maximum Value divided by Tier 1 Capital (for ΔEVE) or Projected Income (for ΔNII)	11.37%	10.55%	7.58%	10.52%

Currency : USD

(in IDR million)

Scenario \ Period	ΔEVE		ΔNII	
	31-Dec-25	30-Sep-25	31-Dec-25	30-Sep-25
Parallel Up	(96,605)	(99,771)	(25,188)	156,129
Parallel Down	111,344	113,319	(53,026)	(228,860)
Steepener	(22,761)	(8,229)		
Flattener	322	(14,619)		
Short Rate Up	(40,620)	(55,496)		
Short Rate Down	44,259	58,756		
Maximum Value Negative (Absolute)	96,605	99,771	53,026	228,860
Tier 1 Capital (for ΔEVE) or Projected Income (for ΔNII)	50,169,086	49,055,847	19,325,119	17,133,952
Maximum Value divided by Tier 1 Capital (for ΔEVE) or Projected Income (for ΔNII)	0.19%	0.20%	0.27%	1.34%

Currency : Combined (IDR & USD)

(in IDR million)

Scenario \ Period	ΔEVE		ΔNII	
	31-Dec-25	30-Sep-25	31-Dec-25	30-Sep-25
Maximum Value Negative (Absolute)	5,799,733	5,277,196	1,490,759	1,802,989
Tier 1 Capital (for ΔEVE) or Projected Income (for ΔNII)	50,169,086	49,055,847	19,325,119	17,133,952
Maximum Value divided by Tier 1 Capital (for ΔEVE) or Projected Income (for ΔNII)	11.56%	10.76%	7.71%	10.52%

3. Liquidity Risk

Liquidity Risk Management Governance

An effective Liquidity Risk Management, whether individually (including the Sharia Business Unit) or as consolidation with Subsidiary, involves active oversight and supervision from both BOC and the BOD through the Risk Monitoring Committee and the Asset & Liability Management Committee, and active oversight from the Sharia Supervisory Board (SSB).

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. Risk management process in 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. Active oversight and control of liquidity risk exposure.
e. Funding sources and tenors should be effectively diversified to minimise excessive funding concentrations.
f. A comprehensive Contingency Funding Plan (CFP) that sets strategies to address liquidity challenges in crisis situations, which is reviewed periodically to assess the strategy's effectiveness and operational feasibility.
g. Sustainable management of liquidity reserves in the form of high-quality liquid assets that meet risk tolerance and regulatory requirements.
h. Liquidity stress tests 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 testing identifies vulnerabilities and ensures that the Bank has adequate, high-quality liquid assets (HQLA) or reserve funding sources to meet its short-term obligations in emergency situations.

Liquidity stress test scenarios use specific quantitative parameters to simulate conditions that may cause the Bank's liquidity to deteriorate. 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, Danamon 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-25		30-Sep-25		
		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		51 days		51 days	
HIGH QUALITY LIQUID ASSET (HQLA)						
2.	Total High Quality Liquid Asset (HQLA)		55.040.792		45.536.056	
CASH OUTFLOWS						
3.	TOTAL CASH OUTFLOWS		101.786.143		91.235.464	
CASH INFLOWS						
4.	TOTAL CASH INFLOWS	74.876.905	65.693.956	65.791.093	58.662.492	
			TOTAL ADJUSTED VALUE1		TOTAL ADJUSTED VALUE1	
5.	TOTAL HQLA		55.040.792		45.536.056	
6.	NET CASH OUTFLOWS		36.092.187		32.572.972	
7.	LCR (%)		152,50%		139,80%	

(in IDR million)

	CONSOLIDATED			
	31-Dec-25		30-Sep-25	
	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
		51 days		51 days
		55.188.844		45.664.004
		102.124.360		91.413.796
	78.085.201	67.396.633	68.434.512	60.075.658
		TOTAL ADJUSTED VALUE1		TOTAL ADJUSTED VALUE1
		55.188.844		45.664.004
		34.727.727		31.338.138
		158,92%		145,71%

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 risk level. In addition, Danamon is also supported by strong capital.

In accordance with POJK No. 42/POJK.03/2015, Danamon is obliged to perform Individual and Consolidated quarterly reports for KBMI 3 Banks for the position of the December 2025 report based on the daily average from October - December 2025.

The average LCR ratio of Danamon individually for Quarter-IV 2025 was 152.50%. 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 2025 is described in the section below.

The composition of High Quality Liquid Assets (HQLA) owned by Danamon in Quarter-IV 2025 was still dominated by Placements with Bank Indonesia (BI) and securities issued by the Central Government and BI. On average, during Quarter-IV 2025, the largest composition of HQLA was Placements with BI of 50.46% of the total HQLA, followed by securities issued by the Central Government and BI, amounting to 45.01%, Cash or Cash Equivalents 3.97%, Corporate Bonds Level 2A at 0.32% and Corporate Bonds Level 2B at 0.24%.

The composition of Third Party Funds (TPF) owned by Danamon 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, Danamon 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 Danamon 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 0.05%, 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's liquidity management in accordance with what 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 Asset and Liability Committee (ALCO) and Risk Oversight Committee (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 work unit and a compliance work unit that is independent from the operational work unit and the line business.

Danamon's consolidated liquidity also shows very good conditions. Liquidity risk management in both the Main Entity and its Subsidiary is carried out through measurement, supervision and control of liquidity risk parameters, which generally indicate a low risk level.

In accordance with POJK No. 42/POJK.03/2015, Danamon are obliged to perform Individual and Consolidated quarterly reports for KBMI 3 Banks for the position of the December 2025 report based on the daily average from October - December 2025.

The average Consolidated LCR ratio of Danamon for Quarter IV 2025 is 158.92%.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 2025 is described in the section below.
The LCR consolidation calculation is a combination of Danamon's 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 multifinance.

On a consolidated basis, the combined of LCR from Subsidiary 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 Danamon on a consolidated basis in Quarter-IV 2025 was still dominated by Placements with BI of 50.325% of the total HQLA, followed by Securities issued by the Central Government and BI at 44.89%, Cash or Cash equivalents of 4.23%, Corporate Bonds Level 2A at 0.32% and Corporate Bonds Level 2B at 0.24%.

Analysis of the Composition of Third Party Funds 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 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 Danamon and Subsidiary have awareness of liquidity management risk which is represented through the Asset and Liability Committee (ALCO) and Risk Oversight Committee (ROC) with clear and independent duties and responsibilities.
2. In terms of risk management, Danamon and/or Subsidiary 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 liquidity risk limits which is monitored and reviewed regularly.
3. Danamon and Subsidiary have and implement a liquidity risk management process, independent human resources and a liquidity management information system.
4. Danamon and Subsidiary 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 2025		
		Outstanding Value Based on Remaining Period		
		No Period	<6 months	≥6 months - 1 year
1.	**Capital:**	**55,144,961**	**-**	**-**
2.	Capital in Accordance to POJK KPMM	55,144,961	-	-
3.	Other Capital Instruments	-	-	-
4.	**Deposits originating from individual customers and Funding from micro and small business customers:**	**37,685,264**	**38,711,997**	**1,676,027**
5.	Stable Deposits and Funding	26,581,286	2,983,161	194,966
6.	Less Stable Deposits and Funding	11,103,979	35,728,836	1,481,060
7.	**Funding originating from Corporate customers:**	**32,382,246**	**62,503,317**	**2,775,469**
8.	Operational Deposits	19,775,673	-	-
9.	Other funding originating from Corporate customers	12,606,572	62,503,317	2,775,469
10.	**Liabilities with interdependent asset pairs**	**-**	**-**	**-**
11.	**Liabilities and other equities**	**7,749,747**	**-**	**43,338**
12.	NSFR derivative liabilities		-	
13.	Equities and other liabilities that are not included in the above categories	7,749,747	858,920	43,338
14.	**Total ASF**			

No	ASF Component	30 September 2025		
		Outstanding Value Based on Remaining Period		
		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**	**2,861,257**	**-**	**-**
17.	**Loans classified as Current and Special Mention (performing) and marketable securities**	**-**	**80,067,327**	**36,464,946**
18.	To financial institutions guaranteed by HQLA Level 1	-	2,887,661	-
19.	To financial institutions that are not guaranteed with Level 1 HQLA and loans to financial institutions without collateral	-	12,499,760	3,454,483
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:	-	63,904,860	32,001,213
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	-	775,046	778,650
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	-	-	230,600
25.	**Assets with interdependent liabilities pairs**	**-**	**-**	**-**
26.	**Other Assets:**	**-**	**15,209,976**	**198,047**
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)		-	-

(in IDR million)

			31 December 2025				
		Total Weighted Value	Outstanding Value Based on Remaining Period				Total Weighted Value
	≥1 year		No Period	<6 months	≥6 months - 1 year	≥1 year	
	-	**55,144,961**	**46,210,359**	**-**	**-**	**-**	**46,210,359**
	-	55,144,961	46,210,359	-	-	-	46,210,359
	-	-	-	-	-	-	-
	-	**71,753,930**	**38,026,002**	**35,716,730**	**2,371,884**	**-**	**70,205,818**
	-	28,271,442	27,100,965	6,699,486	252,818	-	32,350,605
	-	43,482,488	10,925,037	29,017,245	2,119,066	-	37,855,213
	75,000	**34,533,261**	**37,693,599**	**68,715,878**	**2,928,750**	**75,000**	**40,840,977**
	-	9,887,837	28,342,403	-	-	-	14,171,201
	75,000	24,645,424	9,351,197	68,715,878	2,928,750	75,000	26,669,776
	-	**-**	**-**	**-**	**-**	**-**	**-**
	-	**21,669**	**7,836,206**	**-**	**31,726**	**-**	**15,863**
				-			
	1,304,149	21,669	7,836,206	1,053,441	31,726	503,341	15,863
		161,453,821					**157,273,017**

			31 December 2025				
		Total Weighted Value	Outstanding Value Based on Remaining Period				Total Weighted Value
	≥1 year		No Period	<6 months	≥6 months - 1 year	≥1 year	
		1,039,210					**1,295,053**
	-	**1,430,629**	**2,196,361**	**-**	**-**	**-**	**1,098,181**
	67,097,598	**99,825,200**	**-**	**79,034,658**	**33,087,707**	**77,523,831**	**108,164,255**
	-	288,766	-	1,826,886	-	-	182,689
	7,766,438	11,368,644	-	12,876,138	1,875,143	7,582,648	10,451,641
	43,402,914	76,600,269	-	63,401,175	30,115,810	53,462,374	85,413,910
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	14,318,181	10,083,666	-	792,508	797,625	14,522,893	10,234,947
	1,610,065	1,483,855	-	137,950	299,129	1,955,917	1,881,069
	-	**-**	**-**	**-**	**-**	**-**	**-**
	9,684,386	**24,188,376**	**-**	**5,657,063**	**208,627**	**9,267,260**	**14,655,127**
		-	-				-
	-	-		-	-	-	-

No	ASF Component	30 September 2025		
		Outstanding Value Based on Remaining Period		
		No Period	<6 months	≥6 months - 1 year
29.	NSFR derivative assets		-	-
30.	NSFR derivative liabilities before deduction with variation margin		-	154,708
31.	All other assets that are not included in the above categories	-	15,209,976	43,338
32.	**Off Balance Sheet**		**103,284,523**	**3,007,854**
33.	**Total RSF**			
34.	**Net Stable Funding Ratio (%)**			

Individual Analysis

The Net Stable Funding Ratio (NSFR) of Danamon in December 2025 for individual Bank positions was 124.98%, decrease compared to the position in September 2025 of 127.01%. Overall, during Quarter IV/2025, Danamon's NSFR was always above the OJK requirement of a minimum of 100%.

Danamon's Total Available Stable Fund (ASF) for December 2025 is IDR157.27 Trillion (weighted value) with the largest component coming from deposits from individual and micro customers amounted by IDR70.21 Trillion (weighted value) and capital by IDR46.21 Trillion (weighted value).

Compared to the position in September 2025, total ASF was decreased by IDR4.18 Trillion (weighted value) mainly driven by a decline in deposits from individual and micro customers amounting to IDR1.55 Trillion (weighted value).

Danamon's Total Required Stable Fund (RSF) is IDR125.84 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 amounted by IDR108.16 Trillion (weighted value) and other assets amounted by IDR14.66 Trillion (weighted value).

ii. Bank as Consolidated with Subsidiary

No	ASF Component	30 September 2025		
		Outstanding Value Based on Remaining Period		
		No Period	<6 months	≥6 months - 1 year
1.	**Capital:**	**55.173.221**	**-**	**-**
2.	Capital in Accordance to POJK KPMM	55.173.221	-	-
3.	Other Capital Instruments	-	-	-
4.	**Deposits originating from individual customers and Funding from micro and small business customers:**	**37.685.264**	**38.711.997**	**1.676.027**
5.	Stable Deposits and Funding	26.581.286	2.983.161	194.966
6.	Less Stable Deposits and Funding	11.103.979	35.728.836	1.481.060
7.	**Funding originating from Corporate customers:**	**31.390.961**	**68.675.190**	**6.858.259**
8.	Operational Deposits	19.775.673	-	-
9.	Other funding originating from Corporate customers	11.615.288	68.675.190	6.858.259
10.	Liabilities with interdependent asset pairs	-	-	-
11.	Liabilities and other equities	7.714.069	-	386.727
12.	NSFR derivative liabilities		-	
13.	Equities and other liabilities that are not included in the above categories	7.714.069	2.002.454	386.727
14.	**Total ASF**			

(in IDR million)

			31 December 2025				
		Total Weighted Value	Outstanding Value Based on Remaining Period				Total Weighted Value
	≥1 year		No Period	<6 months	≥6 months - 1 year	≥1 year	
	-	-		-	-	-	-
	-	154,708		-	176,901	-	176,901
	9,684,386	24,033,667	-	5,657,063	31,726	9,267,260	14,478,225
	980,469	**634,084**		**107,394,356**	**5,080,844**	**1,566,323**	**623,153**
		127,117,498					**125,835,768**
		127.01%					**124.98%**

Individual Analysis

Compared to the position in September 2025, total RSF decreased by IDR1.28 Trillion (weighted value) mainly due to decrease in Other Assets by IDR9.53 Trillion while increase in Loans in the Current & Special Mention Category (performing) and Securities by IDR8.34 Trillion (weighted value).

As of December 2025, Danamon does not have interdependent assets or liabilities.

The implementation of Danamon liquidity management in accordance with what 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 Asset and Liability Committee (ALCO) and Risk Oversight Committee (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.

(in IDR million)

			31 December 2025				
		Total Weighted Value	Outstanding Value Based on Remaining Period				Total Weighted Value
	≥1 year		No Period	<6 months	≥6 months - 1 year	≥1 year	
	-	**55.173.221**	**56.454.297**	**-**	**-**	**-**	**56.454.297**
	-	55.173.221	56.454.297	-	-	-	56.454.297
	-	-	-	-	-	-	-
	-	**71.753.930**	**38.026.002**	**35.716.730**	**2.371.884**	**-**	**70.205.818**
	-	28.271.442	27.100.965	6.699.486	252.818	-	32.350.605
	-	43.482.488	10.925.037	29.017.245	2.119.066	-	37.855.213
	6.760.718	**43.260.374**	**37.218.530**	**74.749.011**	**8.652.483**	**7.241.505**	**50.869.349**
	-	9.887.837	28.342.403	-	-	-	14.171.201
	6.760.718	33.372.538	8.876.127	74.749.011	8.652.483	7.241.505	36.698.147
	-	-	-	-	-	-	-
	-	1.698.776	7.666.961	-	317.410	-	1.694.852
				-			
	2.809.562	1.698.776	7.666.961	2.587.779	317.410	2.039.488	1.694.852
		171.886.302	**139.365.789**	**110.465.741**	**11.341.778**	**7.241.505**	**179.224.316**

No	ASF Component	30 September 2025		
		Outstanding Value Based on Remaining Period		
		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**	**3,100,453**	**-**	**-**
17.	**Loans classified as Current and Special Mention (performing) and marketable securities**	**-**	**87,293,914**	**42,691,606**
18.	To financial institutions guaranteed by HQLA Level 1	-	2,887,661	-
19.	To financial institutions that are not guaranteed with Level 1 HQLA and loans to financial institutions without collateral	-	12,499,760	3,454,483
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:	-	71,131,447	38,227,873
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	-	775,046	778,650
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	-	-	230,600
25.	**Assets with interdependent liabilities pairs**	**-**	**-**	**-**
26.	**Other Assets:**	**712,749**	**6,379,310**	**215,492**
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		0	-
30.	NSFR derivative liabilities before deduction with variation margin		216	154,906
31.	All other assets that are not included in the above categories	712,749	6,379,094	60,586
32.	**Off Balance Sheet**		**103,284,523**	**3,007,854**
33.	**Total RSF**			
34.	**Net Stable Funding Ratio (%)**			

Consolidated Analysis

The Net Stable Funding Ratio (NSFR) of Danamon in December 2025 for Bank's consolidated position was 117.86%, decrease compared to the position in September 2025 of 123.15%. Overall, during Quarter IV/2025, Danamon's consolidated NSFR was always above the OJK requirement of a minimum of 100%.

Danamon's consolidated Total Available Stable Fund (ASF) for the position in December 2025 is IDR179.22 Trillion (weighted value) with the largest component coming from deposits originating from individual customers and funding originating from micro and small business customers amounted by IDR70.21 Trillion (weighted value) and Capital by IDR56.45 Trillion (weighted value).

Compared to the position in September 2025, total ASF has increased by IDR7.34 Trillion (weighted value) mainly due to increase in funding originating from Corporate customers by IDR7.61 Trillion (weighted value) and capital by IDR1.28 Trillion (weighted value).

Danamon's total Required Stable Fund (RSF) on a consolidated basis is IDR152.07 Trillion (weighted value) with the largest component coming from loans in the Current and Special Mention category (performing) and non-default securities amounted by IDR131.74 Trillion (weighted value) and other assets by IDR17.21 Trillion (weighted value).

(in IDR million)

			31 December 2025				
		Total Weighted Value	Outstanding Value Based on Remaining Period				Total Weighted Value
	≥1 year		No Period	<6 months	≥6 months - 1 year	≥1 year	
		1,039,210					**1,295,053**
	-	**1,550,227**	**2,402,263**	**-**	**-**	**-**	**1,201,131**
	81,481,377	**118,778,036**	**-**	**88,348,976**	**41,221,665**	**94,994,241**	**131,738,241**
	-	288,766	-	1,826,886	-	-	182,689
	7,766,438	11,368,644	-	12,876,138	1,875,143	7,582,648	10,451,641
	57,848,273	95,605,448	-	72,715,493	38,249,768	71,007,616	109,051,504
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	14,318,181	10,083,666	-	792,508	797,625	14,522,893	10,234,947
	1,548,486	1,431,513	-	137,950	299,129	1,881,084	1,817,461
	-	**-**	**-**	**-**	**-**	**-**	**-**
	11,172,580	**17,576,098**	**796,401**	**5,725,121**	**262,905**	**10,905,155**	**17,211,758**
		-	-				-
	-	-		-	-	-	-
	95,695	95,695		-	-	42,650	42,650
	148	155,270		1,643	178,386	422	180,451
	11,076,736	17,325,133	796,401	5,723,478	84,519	10,862,083	16,988,657
	980,469	**634,084**		**107,394,356**	**5,080,844**	**1,566,323**	**623,153**
		139,577,654					**152,069,336**
		123.15%					**117.86%**

Consolidated Analysis

Compared to the position in September 2025, the consolidated total RSF has increased by IDR12.49 Trillion (weighted value) mainly due to increase in loans in the Current and Special Mention category (performing) and non-default securities by IDR12.96 Trillion (weighted value). As of December 2025, Danamon does not have interdependent assets or liabilities.

The implementation of Danamon liquidity management in accordance with what 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 Asset and Liability Committee (ALCO) and Risk Oversight Committee (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.

b. Net Stable Funding Ratio (NSFR)

In accordance with regulatory requirement, 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%.

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.

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 or 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 IDR million)

	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	-	-	2,869,077	2,869,077
Part of the placement with Bank Indonesia that can be withdrawn during stress	-	7,690,446	16,792,649	24,483,095
Securities issued by the Central Government and Bank Indonesia in Rupiah and foreign currencies	-	6,478,994	15,684,422	22,163,416
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	-	-	241,603	241,603
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	-	-	268,088	268,088
Qualitative Analysis				
At the end of December 2025, Danamon 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 7.69 Trillion and the Macroprudential Liquidity Buffer (PLM) of IDR6.48 Trillion. Overall, Danamon has assets that qualify as HQLA of IDR50.03 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 Cumulative Outflow	• Rupiah exchange rate against the US dollar • Inflation rate • Trade Balance • Credit Rating • IDR Interbank ON Rate Spread over Deposit Facility • 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 (IAWU) 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.

TABLE 29. QUANTITATIVE EXPOSURE OF OPERATIONAL RISKS

i. Bank only

(in IDR million)

No	Details	31 December 2025	31 December 2024*)
1.	Business Indicator Components (BIC)	860,004	812,321
2.	Internal Loss Multiplier (ILM)	1	1
3.	Operational Risk Minimum Capital (ROC)	860,004	812,321
4.	RWA for Operational Risks	10,750,046	10,154,012

*) restated

ii. Bank as Consolidated with Subsidiary

(in IDR million)

No	Details	31 December 2025	31 December 2024*)
1.	Business Indicator Components (BIC)	1,017,921	957,463
2.	Internal Loss Multiplier (ILM)	1	1
3.	Operational Risk Minimum Capital (ROC)	1,017,921	957,463
4.	RWA for Operational Risks	12,724,018	11,968,282

*) restated

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 bank-wide control effectiveness, and cross-validation with a control mechanism conducted by independent parties

(Internal Audit Working Unit (IAWU)). 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 bank-wide 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 Danamon'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 Danamon'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. 12 of 2024 concerning the implementation of anti-fraud strategies for Financial Service Institutions, 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 or imperfect 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 deemed or has the potential to significantly increase legal risk due to complaints or demands from customers.

As Danamon and/or its Subsidiary's expand their business coverage and develop highly dynamic products that influenced by many factors, the level of legal risk becomes an aspect that needs to be properly managed. Essentially, 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 lead 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, Sharia Banking, and Remedial Division.

b. Legal Risk Management Policies and Procedures

Danamon has already established a Legal 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 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 risk level (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 arises when the Bank fails to comply with and/or implement laws, regulations, and provisions, including Sharia Principles for the Sharia Business Unit (UUS).

Danamon implements compliance risk management to minimize the potential negative impact resulting from Danamon's failure to comply with or implement regulations and provisions issued by Supervisory Authority or Regulators.

The implementation of compliance risk management is tailored to the size and complexity of Danamon's business.

In implementing compliance risk management, Danamon monitors its compliance risk both individually (including the UUS) and on a consolidated basis with its Subsidiary. With Danamon's approval as the Operational Financial Holding Company (FHC) of the MUFG Financial Conglomeration (FC), the management of the MUFG FC is carried out based on the principle of prudence, including good corporate governance and compliance risk management for the FC.

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 meetings of the Risk Management Committee and the Risk Oversight Committee meetings. This oversight is conducted to ensure the effectiveness of compliance risk management in supporting a Compliance Culture at all levels of Danamon's organization and business activities.

The Sharia Supervisory Board (SSB) actively supervises the implementation of risk management, including compliance risk related to the fulfillment of sharia principles, by conducting supervision and evaluation as well as attending periodic meetings with the Board of Directors and the Board of Commissioners.

Danamon has a Director in charge of the compliance function (Compliance Director) who meets independence requirements and does not hold concurrent positions prohibited by regulations.

The Compliance Director is supported by the Compliance Working Unit (CWU), which consists of the Regulatory Compliance & Advisory Division and the Regulatory Compliance & Assurance Division. These independent divisions carry out compliance functions as stipulated by the regulations of the OJK, BI, and other laws and regulations, including Sharia principles for the UUS.

b. Compliance Risk Management Policy and Strategy

Danamon has established a Risk Management Policy that governs the Risk Management Framework for the Bank and its Subsidiary, as well as the comprehensive implementation of risk management for each type of risk, including UUS activities.

For the implementation of the compliance function, Danamon has developed policies and reference frameworks that are reviewed periodically, which can also serve as guidelines for Subsidiary in carrying out their compliance functions. The strategy for managing compliance risk is implemented in line with the risk appetite and risk tolerance set by the Bank.

c. Compliance Risk Management Implementation Process

Compliance risk management is carried out through steps designed to control and minimize compliance risks, including:

- Providing socialization of regulations and training (e-learning) to strengthen and enhance awareness and the culture of compliance.
- Conducting gap analysis, analyzing the impact of new regulations, and proposing adjustments to internal policies and procedures.
- Performing compliance reviews on the implementation of applicable regulations.
- Monitoring the fulfilment of commitments to authorized Regulators.
- Conducting self-assessment of compliance risk.

d. Internal Control

Internal control over the implementation of compliance risk management is reviewed by an independent unit, namely the Internal Audit Working Unit (IAWU), and by external parties, namely the Regulator.

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 unit that handle customer complaints, Finance unit, Consumer Funding & Wealth Business unit, unit that handle Corporate Communications and Sharia Business Unit.

Consolidated reputation risk management is managed through collaboration with the risk teams of Subsidiary. Danamon as the Operational FHC of the MUFG Financial Conglomeration, Danamon also monitors reputational risk in an integrated manner within the MUFG Financial Conglomeration.

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 Danamon and/or its Subsidiary 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. Investment risk is applied for UUS.

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 Danamon, 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 Danamon 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 Danamon 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 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 SSB 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 Danamon 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 Danamon. Rate of Return Risk Management also applies to the 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 SSB 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**



Human Capital focused on workforce optimization, fostering a high-performance culture, implementing compensation strategies, succession planning and multi-career path (MCP) development, enhancing employee capabilities and capacity, system development, process simplification and automation, as well as preserving harmonious industrial relations.

Throughout 2025, Danamon successfully maintained labor costs in line with the Bank targets through variable cost control and internal talent development.

During the same period, Human Capital focused on workforce optimization, fostering a high-performance culture, implementing compensation strategies, succession planning and multi-career path (MCP) development, enhancing employee capabilities and capacity, system development, process simplification and automation, as well as preserving harmonious industrial relations.

From 2022 to 2025, the Bank consistently succeeded in reducing the attrition rate in the Company.

The remuneration policy is formulated based on the principle of meritocracy, whereby the Company provides rewards according to competence and work performance. This policy is implemented through the SIPASTI strategy, consistently applied in the form of short-term and long-term incentives, both financial and non-financial.

The successor pipeline continues to be strengthened, with most employees approaching retirement being replaced by internal successors. This supports leadership continuity and long-term career development.

Process digitalization has been optimized through payroll automation, simplification of insurance management and employment certificate issuance, as well as the renewal of recruitment methodology. Automation and process simplification have increased process speed. The implementation of the Eazy platform and virtual assistance has further accelerated processes and improved data accuracy.

Throughout 2025, the IMPACT mentorship program, Women Empowerment initiatives, and leadership training in collaboration with MUFG Group were carried out with the aim of strengthening cross-entity synergy and global talent development. In addition, to enhance knowledge and capabilities, the Bank also organized best practice sharing forums among Partner Banks.

Industrial relations also remain a key focus through the implementation of the Collective Labor Agreement (CLA) for the 2024–2026 period, ongoing communication with labor unions, compliance with labor regulations, and continued efforts to enhance employee engagement through D' Club activities. In 2026, in line with the expiration of the current CLA period, negotiations will be conducted for the 2026–2028 period.

Recruitment and Selection

The staffing process throughout 2025 proceeded according to plan. The primary fulfillment was sourced from fresh graduates through the Danamon Bankers Trainee (DBT), Danamon Banking Officer (DBO), and Danamon Small Medium Enterprise Trainee (DST) programs.

The focus in 2025 was on developing internal talent and boosting productivity. Several strategic initiatives were implemented, such as enhancing the Multi Career Path (MCP) implementation compared to the previous year.

To support its growing business development, Danamon seeks candidates and talent from external sources by utilizing social media, career websites, and artificial intelligence. These include LinkedIn, the Staff Get Staff referral program, and other strategies such as campus hiring and virtual career fairs.

Other than that, Danamon continues to collaborate and supports career sponsorship and webinars with prominent universities and organizational communities. Danamon also provides internship opportunities for final semester college students, for example, through the Dayatara Program (Internship for the Disabled), the Magang Berdampak Program, and the Magang Hub Program, which aims to prepare them for the real work environment.

Danamon has launched the Women Mentorship Program in collaboration with IGNITE. The program provides female leaders from various directorates with the opportunity to participate in exclusive mentoring sessions with senior female leaders (C-suite level) from Danamon, MUFG Jakarta, Adira Finance, Home Credit Indonesia and the IGNITE network. The program aims to strengthen leadership competencies, broaden strategic insights and encourage the creation of an inclusive and competitive professional network.

Fresh Graduate and Internal Development programs also played a key role in supplying high-quality talent. Additionally, the full rollout of the Danamon Leadership Academy and Branch Sales Academy strengthened leadership capabilities and sales skills across the organization.

Complementing the Danamon Bankers Trainee (DBT) program, which has now reached its 29th batch, Danamon is also developing specialized programs based on sectors, such as in IT and Sales.

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.

In 2025, the majority of employees completed training programs that focused on technical skills and soft skills. The most attended topics included Financial Advisory, Danamon Leadership Academy, and Conflict Resolution, along with the introduction of new modules such as Leveraging Data Insight and Professional Business Ethics.

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.

To encourage internal promotions and adopt more diverse career paths so employees have opportunities to grow, the number of DBO intakes will be maintained every year. The pro-hiring strategy will also be strengthened through more aggressive employer branding across social media platforms, posting Sales job vacancies widely, and building partnerships with third parties such as Sales headhunters. Collaboration with private universities and alumni across regions in Indonesia will continue to be enhanced, along with the rollout of a more extensive "Staff Get Staff" program.

In addition, collaboration with Partner Banks included secondment programs and working groups for the 2026 rollout. The Joint Leadership Training Program at INSEAD Singapore was attended by participants from MUFG Group and affiliates, reinforcing global synergy.

Danamon also held an Executive Leadership Academy (ELA) program. ELA is a leadership development initiative organized by MUFG Group, involving participation from various entities, including Danamon, Adira Finance, Home Credit Indonesia, and Zurich. This program is designed to strengthen strategic competencies and global leadership capabilities through intensive learning and cross-border experiences.

Talent Management and Career Development

To maintain the bank's talent pool and continuously evaluate its resource strength (bench strength) for development programs and to increase employee engagement across the organization, Danamon implements a talent management program based on performance and leadership potential. This program determines the availability and readiness of individuals to become leaders, particularly in strategic positions within the Company. Danamon conducts an annual talent review to determine the most appropriate development direction according to individual potential and the needs of the position. Furthermore, succession planning is implemented as a mechanism to maintain the Company's business and operational continuity by preparing future leaders with competencies and capacities aligned with the Company's short- and long-term strategic direction.

Performance Management

Performance Management and Culture Strengthening

Throughout 2025, the company continued to strengthen the implementation of performance management based on strengthening a High-Performance Culture. The bank continued its appreciation and reward programs for high-performing employees while strengthening its mentoring, coaching, and development programs for low-performing employees through the Performance Improvement Plan (PIP) program.

To encourage a corporate culture focused on Corporate Values - BISA and developing an Innovation and Customer Orientation mindset, the Bank continued the BISA MEDAL program as an appreciation for BISA-based behavior, the Danamon Innovation Race (DIR) program as a competition for innovation and business process improvement for work process effectiveness and business growth, and a survey program to listen to feedback from internal customers and measure service levels through Voice of Internal Customer (VoIC).

Danamon also continues to build a more inclusive work environment by holding an internship program for talents with disabilities called the Danamon Berdaya Mengusung Kesetaraan (Dayatara Program), where talents with disabilities get the opportunity to intern for 6-12 months in various divisions/directorates. It is hoped that this program will help them gain work experience that can support their future careers.

Industrial Relations

To ensure compliance with labor regulations and foster harmonious working relationships that support sustainable business growth, job security, and improved employee welfare, Danamon remains committed to implementing the provisions of the Collective Labor Agreement (CLA) agreed upon with the labor unions. The CLA was renewed in 2024 and is effective from August 1, 2024, to July 31, 2026. Currently, there are three labor unions at Danamon, reflecting the Bank's openness to freedom of association.

In addition, to strengthen the bond between employees and management, Danamon supports employee engagement activities across all work locations through in-person recreational events.

In the area of social activities, Danamon Peduli Employees (KDP) run programs to assist employees, including support for those affected by disasters, bereavement, medical assistance, and educational aid. KDP also facilitates employees helping colleagues impacted by misfortunes.

Danamon also promotes employee interests and talents through D'Club, which organizes regular sports activities and arts programs such as dance and music. D'Club activities include not only routine programs but also participation in events organized by OJK and other institutions, both governmental and private. Additionally, D'Club hosts sports tournaments in major cities and other activities such as health seminars and blood donation drives.

Employee Remuneration and Welfare

Danamon formulates its remuneration policy based on the principle of meritocracy, whereby the Company provides rewards according to competence and work performance. This policy is implemented through the SIPASTI strategy, consistently applied in the form of short-term and long-term incentives, both financial and non-financial. Employee remuneration components consist of fixed elements based on job value, job family, market scarcity of the position, market benchmarks, and variable reward components such as performance bonuses and incentives. Performance bonuses consider several aspects, including the Company's performance, industry benchmarks, unit performance, and individual performance. Incentives are provided for revenue-generating positions such as sales and collections, designed to boost motivation and encourage effective sales or collection behaviors. A fair and balanced compensation system is expected to foster a productive work environment, drive performance, and motivate Danamon employees to continue contributing at a higher level.

High-performing employees' remuneration are constantly evaluated from time to time, taking into account market competitiveness and alignment with compensation strategies.

In terms of employee welfare, in addition to providing BPJS Health and Pension Security funds (JHT), Danamon offers health insurance benefits with coverage under a family scheme, providing flexibility for employees and their families. Other benefits include pension funds and mortgage loans (KPR) for employees. Danamon also provides vehicle allowance facilities through the Car Ownership Cash Program (COCP), where eligible employees receive a cash vehicle allowance in the form of a monthly cash benefit, as well as retirement benefits in accordance with prevailing laws and regulations.

These benefits are designed to ensure long-term security and support for employees as they transition into retirement, reflecting the company's ongoing commitment to employee welfare throughout all stages of their careers.

Process Improvement and HR Management Information System

In 2025, internal system enhancements within Human Capital continued as planned. Automation, AI, and data analytics remained the core focus of Danamon' s Human Capital strategy. Human Capital utilizes integrated technology (SuccessFactors/SAP) as the operational basis from recruitment until termination. Data analytics is also used to enhance decision-making quality and support HC for the business. To ensure high-quality decision-making and strengthen Human Capital's support for business, data analytics is leveraged as the foundation for accurate and objective decisions. Key initiatives include:

- Payroll Processing Control Automation to ensure eligibility, prevent duplication, and maintain accurate authorization.
- Automation of Health Insurance Enrollment and Employment Letter Issuance, reducing processing time thereby improving service quality.
- Expanded utilization of the Eazy platform, covering Talent Module development, streamlining recruitment processes, improving UI/UX, and automating handover procedures and documentation. The platform also supports referrals for Credit Card and Syariah products.
- Implementation of chatbot solutions such as Denva/DESC (Virtual Assistance), enabling automation of reminders, notifications, visa application requests, and data collection and validation from third parties using bots.
- We are improving our recruitment selection tools by using artificial intelligence-based and game-based assessments. This will increase the accuracy of our recruitment and enhance the experience of candidates, most of whom are currently from the Millennial and Z generations.

These initiatives reflect the company's commitment to leveraging technology for process optimization, ensuring accuracy, efficiency, and scalability in human capital management.

Human Capital Strategy and Work Plan 2026

In 2026, Human Capital will continue to focus on three key priorities: labor cost management, internal talent development, and productivity enhancement. The organization will also conduct a comprehensive review of its business strategy to ensure alignment with the Bank's long-term objectives. Efforts in upskilling and reskilling will be expanded, particularly in mastering technologies such as Artificial Intelligence (AI) and Data Analytics. Additionally, the implementation process of Performance Management will be strengthened to optimize both individual and team performance. On the industrial relations front, continuous dialogue with labor unions will be maintained, accompanied by negotiations for a Collective Labor Agreement, aiming to foster a harmonious and productive working relationship.

Overall, this Human Capital strategy reflects the company's commitment not only to cost control but also to building strong internal capabilities, enabling the organization to face future business challenges with greater adaptability and competitiveness.



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INFORMATION TECHNOLOGY **AND DIGITAL**

INFORMATION TECHNOLOGY **AND DIGITAL**



"Information Technology and Digital - Innovating to Empower Growth"

Danamon's Information Technology has been a consistent factor in the transformation journey, positioning technology and digital capability as a key catalyst for business growth and innovation. With a clear commitment to advance beyond traditional support roles, IT & Digital are focused on creating value through the adoption of advanced technologies, artificial intelligence initiatives, data-driven insights, and automation. These strategic efforts not only ensure operational reliability but also accelerate product development, optimize business processes, and deliver superior customer experiences. Ultimately, IT and Digital will serve as a core engine of innovation and competitiveness in the digital era.

2025 – FOUNDATION BUILDING

The year 2025 marked a pivotal period in which Danamon established a robust foundation for future growth. Throughout the year, the organization achieved significant milestones that strengthened the technology landscape and enhanced overall capabilities. Notably, the revamped D-Bank Pro 2.0 delivered a mobile banking experience that is faster, more reliable, and better aligned with customer needs. The key features introduced in 2025 include FX 24/7, enabling customers to conduct foreign exchange buy-sell transactions at any time; the 360 Dashboard, which provides comprehensive financial monitoring; and QRIS Cross-border, which allows customers to make QRIS transactions across countries such as Japan, Singapore, Thailand, and Malaysia. Danamon also enhanced the Danamon Corporate Website (DCW), focusing on delivering comprehensive information to support a more consistent and intuitive customer experience. Concurrently, the successful migration to a certified Data Center ensured greater resilience and scalability for the Bank's operations.

Danamon continues nurturing its prominent role in digital innovation with the successful launch of MIKA (Multi-Purpose Intuitive Knowledge Assistant), an advanced Generative AI platform that is fully operational and delivering measurable impact by supporting the Branch Network, Contact Center Operations Policy, and Syariah teams. Looking ahead, MIKA will continue to evolve and broaden its scope, extending its capabilities to additional teams and driving greater efficiency and service excellence across the organization.

Development of Danamon Cash Connect (DCC) digital channel also continued to enhance corporate banking services. Key features introduced in DCC 2025 include CNY & SAY Remittance and the FSC Invoice Collection Service with Bank Guarantee Option. In addition, Danamon continued the development on API-SNAP in accordance with regulatory standards and prioritized customer experience by providing comprehensive sender information for Fund Transfer and Virtual Account services, Direct Debit for Payment, and QRIS same day settlement for Danamon Merchant QR. The various enhancements reaffirm Danamon's capability in delivering comprehensive financial solutions to meet the needs of business and corporate customers.

We delivered transformative technology upgrades—modernizing mission-critical systems, deploying a robust Data Analytics Platform, advancing payment capabilities through BI Fast Phase 2, and upgrading our Treasury System—strengthening resilience and driving innovation to enhance Danamon's competitiveness. These investments enhance agility, scalability, and competitiveness, laying a solid foundation for innovation and sustainable value creation.

Cybersecurity remained a principal priority, reinforced through the deployment of multiple layers of protection. Key initiatives included the incorporation of a mobile application shield for D-Bank Pro 2.0, implementation of user and entity behavior analytics, and enhanced defenses with advanced threat protection. Further protective measures, such as web vulnerability assessments, data recovery solutions, and network data loss prevention, were also adopted, ensuring comprehensive security across all technology touchpoints.

In parallel, we advanced process excellence as a key enabler of operational agility. The establishment of the Business Process Reengineering Control Tower and D-Champs (Danamon Champions) program nurtured a culture of continuous improvement. Robotic Process Automation streamlined workflows, while the Low-Code Development Center accelerated application delivery to meet evolving business needs. Additionally, enhanced system and transaction monitoring, coupled with the Testing Center of Excellence, ensured quality, reliability, and resilience across all technology deployments.

These achievements are more than progress—they form the foundation for a future where technology, security, and operational excellence converge to deliver unparalleled value, reinforcing Danamon's commitment to innovation and customer-centricity while building digital strength for the future.

2026 STRATEGY

Digital Technology as the Catalyst for Growth

In 2026, Information Technology & Digital will advance beyond its traditional support role to become a true engine of business growth and innovation. Building on the strong foundation established in 2025, we will transform technology into a strategic advantage. Our mobile banking platform, D-Bank Pro 2.0, will continue to evolve with advanced features and capabilities, delivering an exceptional and seamless digital experience for our customers.

We will implement a cutting-edge data lakehouse architecture to establish a unified data platform that delivers real-time insights and predictive intelligence across the enterprise. This initiative will enable faster, smarter decision-making and unlock new opportunities for personalization, operational efficiency, and sustainable growth.

Artificial Intelligence will take center stage as we advance initiatives across marketing and sales, operations, wealth advisory, and fraud detection—redefining how we engage customers, optimize processes, and safeguard our business. To accelerate this transformation, we are expanding our Robotics Center of Excellence into the Robotics and AI Center of Excellence (RAI), creating a unified hub for automation and intelligent solutions that drive efficiency, innovation, and competitive advantage.

At the core of our journey, we will continue to modernize and refresh mission-critical technologies to ensure resilience, scalability, and operational excellence. These efforts are essential to support Danamon's growing digital ecosystem and enable seamless, secure services for customers and partners. In parallel, we will strengthen our cybersecurity posture through advanced threat detection, multi-layered protection frameworks, and proactive risk management to stay ahead of evolving threats. By combining robust infrastructure with cutting-edge security measures, we aim to safeguard data integrity, maintain regulatory compliance, and reinforce trust—creating a strong foundation for sustainable growth and innovation.

By embedding IT & Digital at the heart of the Bank's business strategy, Danamon is committed to building digital strength for the future—driving sustainable growth, enhancing competitiveness, and delivering an exceptional banking experience for our customers.

OPERATIONS



"Operations is committed to improving the customer experience by streamlining processes through broader technology utilization, enhancing human resource competencies to increase employee productivity and capabilities, and strengthening internal governance and cost control. This transformation of Operations transformation is carried out by integrating automation and analytics solutions to accelerate transaction completion times, minimize errors, and provide more responsive service."

Operations continuously conducts evaluations to ensure optimal transaction processing. The primary focus is on improving efficiency, effectiveness, and risk control, ensuring that every transaction meets quality standards and supports the achievement of the company's business targets.

To continue actively supporting Danamon's Aspirations, Operations will continue to align with the Bank-wide Strategic Plan, with the Operations Strategic House as follows:



PERFORMANCE IN 2025

Operations enhances the customer experience through operational transformation to optimize processes and human resources, including initiatives to improve service quality and transaction effectiveness and to leverage technology. The following are some of Bank Danamon's key initiatives:

A. Boost technology adoption in transforming Operational processes

The following are initiatives related to system improvement, automation, and business process optimization undertaken in 2025:

1. Optimizing the use of RPA (Robotic Process Automation) technology to increase efficiency, optimize processing time, and enhance process accuracy in some operational areas.
2. Migrating Core Banking and Treasury systems to minimize manual input and human error and improve Service Level Agreements (SLAs).
3. Continuously developing the Trade Finance system by integrating the latest technology and system versions, enhancing security, and automating various operational aspects for greater efficiency.
4. Implementing an API-based Wholesale Deposit automation process, supported by document management and system integration.
5. Development of Custodian system features to accelerate bond payments, asset/fund transfers, and reporting to regulators.
6. Running continuous automation of bond interest tax calculations, journaling, and cash projection reports.
7. Optimizing the credit system through continuous development to support comprehensive and structured credit limit administration.
8. Developing a system to expand access to transaction status information (BI FAST, SKN, RTGS, and Remittance) for front-line units to accelerate service and enhance the customer experience.
9. Implementing Gen AI technology in the Operations Directorate to increase effectiveness in responding to questions and needs related to applicable policies and procedures.
10. Implementing additional functions in the Core Banking system to speed up data correction and upload processes.

B. Improving Employee Productivity and Capabilities/Upskilling

Improving human resource competency remains a primary objective and is implemented through various programs, including reskilling and upskilling, job rotation, leadership training and certification programs, and the utilization of technology in the banking industry. The following programs were implemented throughout 2025:

1. Providing training and development that aligns with business and employee needs, focusing on reskilling and upskilling, encompassing both soft and technical skills.
2. Implementing structured and certified training programs to strengthen competencies in risk management, Trade Finance Custodian Banks, and collateral appraisers.
3. Encouraging employee career growth by prioritizing internal recruitment through rotation, promotion, and job function expansion.
4. Overseeing training and certification programs for Executives, Supervisors, and Executive Officers as part of the implementation of SKKNI (Indonesian National Work Competency Standards) training.

C. Strengthening Internal Control and Cost Management

Operations focuses on strategic initiatives to strengthen internal control through reliable support systems, such as:

1. Continuing the development of an automated reconciliation system to improve process efficiency where priority place on high-volume transactions such as BI FAST, GPN, QRIS, credit cards, and others.
2. Improving data analytics capabilities through the use of data processing technology and the development of high-quality, scalable data management.
3. Implementing enhanced Exception Report analysis in the reporting process to both regulators and non-regulators.
4. Managing operational costs with an analytics-based approach and monthly reports to support budget optimization, increase transparency, and ensure accurate cost control.
5. Designing and running a system that supports monitoring and recording the status of policy and procedure reviews, while ensuring structured and efficient document lending management.

6. Continuing the automation of User ID management integrated with the HR system to improve control and expedite the management and flow of registrations and system parameter changes.
7. Transforming the organization to strengthen internal controls in line with the operational strategy.

AWARDS AND RECOGNITION IN 2025

As a recognition of its ongoing commitment to providing excellent service, Operations received awards in 2025, affirming its strategic role in meeting customer expectations.

1. **The 2025 Elite Quality Recognition Award**: presented by J.P. Morgan Chase Bank for US Dollar Clearing MT 103.
2. **The 2025 Elite Quality Recognition Award**: presented by J.P. Morgan Chase Bank for US Dollar Clearing MT 202.
3. **The US Dollar Payments STP Excellence Award**: presented by Citibank for Commercial Payments.

FUTURE PLANS

As a proactive approach to business challenges and optimal utilization of technology, Operations will continue to review and refine systems, develop automation initiatives, and strengthen processes through collaboration with relevant directorates. In terms of human resource development, Operations will implement a learning framework specifically designed for the operational team, while upholding a strong risk management culture to support operational sustainability.

The following are amongst the initiatives to undertake under the 2026 plan:

1. Development of a Fuzzy Logic-based system to support fund receipt transactions through SKN, RTGS, and Remittance.
2. Further development of the bank custodian application, focused on improving product identification accuracy, automating tax calculation processes, and developing additional functions for stock and bond transactions.
3. Strengthening core banking functions in the working capital credit process, with improved features for monitoring transaction authorization.
4. Development of an integrated registration and monitoring system for supporting documents for foreign exchange transactions and derivative instruments.
5. Continuing the development of an integrated User ID management system to improve control and expedite User ID management, as well as the registration process or changes to internal parameters.
6. Continuing the development of the regulatory reporting process, including Antasena Reporting and SLIK Reporting, and making adjustments in accordance with applicable regulations.
7. Conducting training and mentoring programs to improve employee competency, including interpersonal skills such as leadership and service orientation.
8. Adapting and striving to optimize the use of AI in operational activities (for control, monitoring, processing, and other functions) using the 'Copilot' application.
9. Implementing a new Treasury system to optimize transaction input, settlement, and reporting to reduce manual input, minimize human error, and improve Service Level Agreements (SLAs).



06
CORPORATE **GOVERNANCE**

PT Bank Danamon Indonesia Tbk
2025 Annual Report





CORPORATE **GOVERNANCE**

CORPORATE **GOVERNANCE**



"Danamon believes that the implementation of Good Corporate Governance (GCG) is a key factor in driving sustainable business growth and enhancing the Company's value."

In addressing the increasingly complex dynamics of economic and industrial development, the implementation of GCG constitutes a fundamental foundation that serves as the basic principles for corporate management in accordance with the applicable laws and regulations.

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

Danamon continuously undertakes enhancements by adjusting its policies and operational procedures to ensure compliance with applicable regulations, develop systems, and increase awareness among all employees, while continuing to consider the interests of Shareholders and Stakeholders.

BASIS FOR THE IMPLEMENTATION GOOD CORPORATE GOVERNANCE AT DANAMON

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

- Laws of The Republic of Indonesia related Limited Liability Companies, Capital Markets and Banking;
- Financial Services Authority Regulations (POJK) and Financial Services Authority Circular Letters (SEOJK) especially regarding Corporate Governance, Annual Reports, Risk Management, and various regulations related to the implementation of Corporate Governance;
- Roadmap of Indonesian Corporate Governance;
- The ASEAN Corporate Governance Scorecard (ACGS) issued by the ASEAN Capital Market Forum (ACMF);
- The Company's Articles of Association and General Meeting of Shareholders (AGMS) resolutions;
- The Bank's Corporate Governance Policy; and
- The Integrated Corporate Governance Policy.

Danamon has a Corporate Governance Policy for Bank and Integrated Corporate Governance Policy MUFG Financial Conglomerate (MUFG FC) that both offers guidelines for implementing GCG at every activity and organizational level at Danamon and Financial Services Institutions (FSI) in the MUFG FC.

COMMITMENT AND OBJECTIVES OF IMPLEMENTING DANAMON'S CORPORATE GOVERNANCE

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

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

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

The sustainable implementation of GCG at Danamon aims to:

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

DANAMON'S GOVERNANCE IMPLEMENTATION ROADMAP

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

Danamon's GCG roadmap is detailed below:

2021

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

2022

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

2023

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

2024

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

2025

- Articles of Association amendments.
- Organizational Structure amendments.
- Approval as the Operational Financial Holding Company within the MUFG Financial Conglomerate.
- Adjustment of the structure and members of the Financial Conglomerate.
- Appointment of a Director responsible for the function or unit managing the MUFG Financial Conglomerate.
- Issuance of the MUFG Financial Conglomerate Corporate Charter.
- Adjustment of membership structure for the Integrated Governance Committee and the Integrated Risk Management Committee.
- Addition of a Risk Management Sub-Committee.
- Refinement and updating of several policies (including policies for the Financial Conglomerate) related to risk management, governance, and supporting policies for governance implementation.
- Refinement and updating of guidelines and rules of procedure for the Bank's corporate governance bodies.

STRUCTURE AND MECHANISM OF **CORPORATE GOVERNANCE**

[IDX G-01]

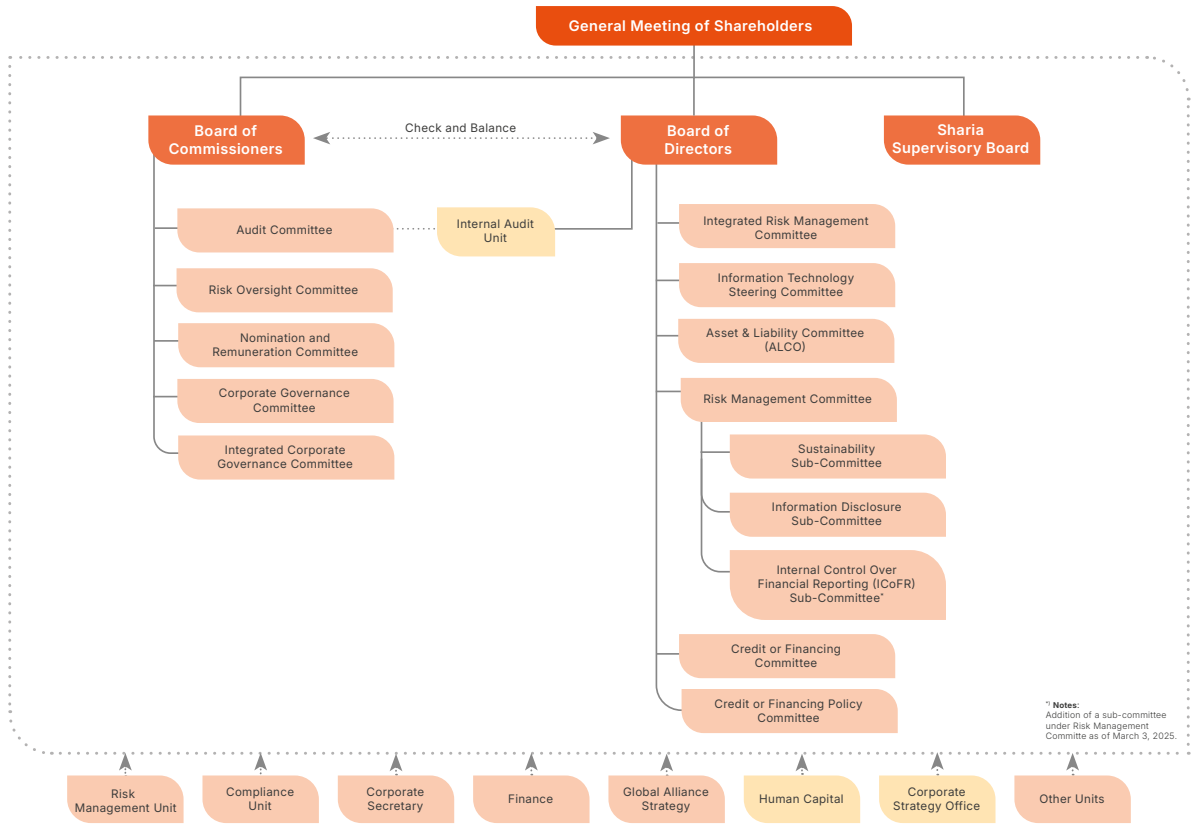
Danamon consistently implements Corporate Governance in accordance with the 5 (five) fundamental principles of Good Corporate Governance, as follows:

Transparency	Accountability	Responsibility	Independency	Fairness
Danamon is committed to upholding the principle of transparency through the disclosure and provision of relevant, accurate, and easily accessible information to Shareholders and Stakeholders. This commitment to transparency is also reflected in the decision-making process, which is conducted in an open manner and duly documented in meeting minutes.	Danamon has clearly defined organizational functions, duties, authorities, and responsibilities through established work guidelines and rules. Through this clear delineation of roles and accountability mechanisms, Danamon is able to conduct its operations in a structured manner and account for its performance in an accountable way, in line with the principles of good corporate governance.	Danamon is committed to complying with all applicable laws, regulations, internal policies, and ethical standards, while fulfilling its social and environmental responsibilities to support long-term business sustainability and strengthen its role as a good corporate citizen.	Danamon's organs carry out their activities independently and objectively, and avoid any dominating influences from any party. Danamon is committed to running its business with a priority placed on professionalism and free from conflicts of interest and influence or pressure from any party that is in violations of regulatory provisions and ethical values as well as standards, principles, and practices.	Danamon is committed to safeguarding and fulfilling the rights and interests of all Shareholders, both majority and minority. The Bank consistently applies fair and equal treatment to all stakeholders by upholding the principles of fairness, which encompass equality, balance, and justice. These principles are reflected in the fulfillment of stakeholders' rights and obligations arising from contractual agreements, prevailing laws and regulations, as well as the application of ethical values, standards, principles, and sound corporate governance practices.

The implementation of GCG at Danamon is carried out through integrated governance structure, process, and outcomes, guided by GCG principles and the Company's commitment.

GOVERNANCE STRUCTURE [GRI 2-9]

Danamon has established a corporate governance structure that applies the principle of checks and balances to support the systematic and structured implementation of good corporate governance.



GOVERNANCE PROCESS

Danamon has obtained approval from the Financial Services Authority (OJK) as the Financial Holding Company (Operational FHC) of the MUFG Financial Conglomerate (FC), effective as of June 24, 2025.

In its capacity as the Operational FHC, Danamon has developed and established the Bank Governance Policy and the MUFG FC Integrated Governance Policy. These policies serve as the primary guidelines for the implementation of integrated governance and are mandatory for all Financial Services Institutions (FSIs) within the MUFG FC, ensuring consistent application of good corporate governance principles at both the bank and conglomerate levels.

The Bank Governance Policy governs the principles, structures, and governance mechanisms applicable at the bank level, while the MUFG FC Integrated Governance Policy provides a comprehensive governance framework at the conglomerate level, including arrangements for coordination, oversight, and control among entities within the financial conglomerate.

In connection with the approval of Danamon as Operational FHC, then, Danamon has made improvements and updates of both the Bank Governance Policy and the MUFG FC Integrated Governance Policy. These policies updates were undertaken in response to the issuance of POJK No. 30 Year 2024 on Financial Conglomerates (FC) and Financial Holding Company (FHC) and SEOJK No. 14/SEOJK.03/2025 on the Implementation of Governance for Commercial Banks.

The policy enhancements aim to ensure that the governance framework implemented by Danamon and all FSIs within the MUFG FC remains aligned with prevailing regulatory requirements, supports prudent and transparent management, and strengthens the effectiveness of integrated oversight on a sustainable basis.

Danamon consistently implements good corporate governance principles across all levels of the organization. In 2025, various initiatives were undertaken to strengthen governance through alignment with applicable regulations and enhancements to supporting structures and policies, including:

1. Establishment of an Operational FHC within the MUFG FC as the implementation of POJK No. 30 Year 2024 on FC and FHC.
2. Establishment of a Sub-Committee for Internal Control over Financial Reporting (ICoFR) to improve the implementation of POJK No. 15 Year 2024 on the Integrity of Bank Financial Reporting.
3. Appointment of a FHC Director who will carry out the management function or unit for the MUFG FC.
4. Enhancement of Bank Corporate Governance Policy.
5. Enhancement of Integrated Corporate Governance Policy.
6. Enhancement of risk management policies, including but not limited to:
   - Risk Management Policy for Bank and Consolidated.
   - Integrated Risk Management Policy for MUFG FC.
   - Market and Liquidity Risk Management Policy.
   - Integrated Capital Management Policy for MUFG FC.
   - Cyber Risk Management Policy.
   - Internal Control over Financial Reporting Policy.
   - Recovery Plan Policy.
   - Resolution Plan Policy.
   - Expected Credit Loss Policy, previously Impairment Loss Allowance (CKPN) Policy.
   - SIPELAKU Policy.
7. Establishment of Personal Data Protection Policy.
8. Enhancement of the Anti-Bribery and Corruption Policy.
9. Enhancement of the Contingency Funding Plan (CFP) Policy.
10. Establishment of the Corporate Charter for MUFG FC in relation to the establishment of the Operational FHC and the implementation of POJK No. 30 Year 2024 on FC and FHC.
11. Enhancement of the Board of Commissioners Charter and Board of Directors Charter.
12. Enhancement of Charters for Committees under the Board of Commissioners, namely the Audit Committee, Corporate Governance Committee, Nomination and Remuneration Committee, Risk Oversight Committee, and Integrated Corporate Governance Committee.
13. Enhancement of Charters for Committees under the Board of Directors, namely the Integrated Risk Management Committee, Asset and Liability Committee (ALCO), Credit or Financing Policy Committee, ICoFR Sub-Committee and Information Disclosure Sub-Committee.

GOVERNANCE OUTCOME

As part of its commitment to continuously enhancing the implementation of GCG, Danamon conducts a semi-annual self-assessment of its governance practices as of June and December, in line with the Bank Soundness Rating assessment period. In addition to internal assessments, Danamon also engages independent external parties to assess the implementation of GCG, with the objective of obtaining a more objective and comprehensive evaluation aligned with banking industry best practices.

1. Internal Assessment

Danamon conducts a semi-annual self-assessment of the implementation of GCG as of the end of June and December. The assessment is carried out in accordance with POJK No. 17 Year 2023 and SEOJK No. 13/SEOJK.03/2017 on the Implementation of Good Corporate Governance for Commercial Banks, which has been revoked and replaced by SEOJK No. 14/SEOJK.03/2025. The new regulation becomes effective for the self-assessment conducted for the second semester of 2025.

a. Procedure

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

1) Governance Structure

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

2) Governance Process

The Governance Process assessment aims to evaluate the effectiveness of the implementation of good corporate governance principles, which is supported by the adequacy of the Bank's governance structure and infrastructure, thereby producing outcomes that meet the expectations of the Bank's stakeholders.

3) Governance Outcome

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

b. Criteria

In accordance with SEOJK No.13/SEOJK.03/2017, which remains in effect until the assessment period ending in June 2025, the criteria for Governance assessment based on self-assessment consist of eleven (11) evaluation factors, including:

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

In accordance with SEOJK No.14/SEOJK.03/2025, which takes effect for the assessment period as of December 2025, the governance self-assessment criteria consist of 16 (sixteen) assessment factors, including:

1) Implementation of the duties and responsibilities of the Board of Directors.
2) Implementation of the duties and responsibilities of the Board of Commissioners.
3) Implementation of the duties and responsibilities of the Sharia Supervisory Board.
4) Completeness and execution of committee duties.
5) Handling of conflicts of interest.
6) Implementation of the compliance function.
7) Implementation of the internal audit function.
8) Implementation of the external audit function.
9) Implementation of risk management including the Internal control system;
10) Provision of remuneration;
11) Provision of funds to related parties and Provision of large funds (large exposure);

12) integrity of reporting and information technology systems;
13) Bank's strategic plan;
14) shareholder aspects;
15) implementation of anti-fraud strategies, including anti-bribery;
16) implementation of sustainable finance, including the implementation of social and environmental responsibility.

c. Parties conducting the assessment

Self-assessment of the implementation of good corporate governance at the Bank is carried out by involving relevant functions or work units, including the Board of Commissioners, the Boars of Directors, Committees, Internal Audit Working Unit, Compliance Working Unit, Risk Management Working Unit, Corporate Secretary, as well as other related working units.

d. Self-Assessment Results

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

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

In semester I and II of 2025, the results of the Bank's corporate governance self-assesment are as follows:

Rating	Rating Definition
2	Reflecting that Danamon's Management has generally implemented good governance. This is demonstrated by adequate fulfillment of governance principles. In cases where there are weaknesses in applying these principles, such weaknesses are generally not significant and can be resolved through normal actions by Danamon's Management.

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

2. External Assessment

a. ASEAN Corporate Governance Scorecard (ASEAN CG Scorecard)

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

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

b. Indonesian Institute for Corporate Directorship (IICD)

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

Commitment to the implementation of sustainable corporate governance has earned Danamon several awards in 2025, including:

1) GRC Awards 2025:
   a. The Most Committed GRC Leader 2025 – Daisuke Ejima as President Director of Danamon.
   b. TOP GRC Awards 2025 #4 Stars (Very Good).
2) The 16th IICD Corporate Governance Conference and Award: Best Responsibility of The Board Big Cap Categories.

DANAMON'S CORPORATE GOVERNANCE **IMPLEMENTATION REPORT**

Danamon's Corporate Governance Implementation Report covers all aspects of the Danamon's corporate governance implementation that have been prepared by referring to applicable laws and regulations and best practices in the implementation of corporate governance implementation that applies universally. The issuance of this Corporate Governance Implementation Report reflects Danamon's commitment to transparency toward its Stakeholders and compliance with prevailing regulatory requirements and laws.

GENERAL MEETING OF **SHAREHOLDERS**

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

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

1. Annual GMS (AGMS)
   Board of Directors shall hold the AGMS annually, no later than 6 (six) months after the financial year end as referred to in the laws and regulations and the Company's Articles of Association, preceded by the Announcement and Invitation of the GMS.
2. Extraordinary GMS (EGMS)
   Extraordinary GMS shall be held by a Public Company at any time based on the need for the interest of the Public Company as referred to in the laws and regulations and the Articles of Association of the Company, preceded by the Announcement and Invitation of the GMS.

Legal Basis for GMS Implementation

The Company convenes GMS with reference to the following Law No. 40 of 2007 concerning Limited Liability Companies, FSA Regulation (POJK) No.15/POJK.04/2020 concerning Planning and Holding General Meeting of Shareholders of Public Limited Companies and POJK No.14 year 2025 concerning the Implementation of General Meetings of Shareholders, General Meetings of Bondholders and General Meeting of Sukuk Holders Electronically, Company's Articles of Association, Danamon's Corporate Governance Guidelines.

SHAREHOLDERS

Shareholders are owners of capital whose names are registered as shareholders within Company's shareholders' registry. Company has a total authorized capital of 17,782,400,000 shares. The shares consist of 22,400,000 series A shares with voting rights, each with a nominal value of Rp50,000.00 per share, and 17,760,000,000 series B shares with voting rights, each with a nominal value Rp500.00 per share. Of this capital, shareholders have 9,773,552,870 shares which consist of 22,400,000 series A shares and 9,751,152,870 series B shares. Shareholders consist of holders of series A shares and holders of series B shares. All shares issued by Company are registered shares.

Information on Major, Controlling, and Beneficial Shareholders

The Company's major, controlling, and beneficial shareholder is MUFG Bank, Ltd., which holds a majority of the Company's shares directly or indirectly and exercises control over the Company's strategic policy direction. Meanwhile, public shareholders hold the remaining shares that are traded on the Indonesia Stock Exchange.

Shareholder Aspect

Shareholders of the Company play a role in supporting the implementation of sound business activities and maintaining the continuity of the Company's operations. Shareholders are also responsible for addressing and resolving the Company's issues, which is demonstrated, among other things, through their commitment and approval of capital planning to strengthen the Company's capital in order to support business continuity and/or resolve the Company's problems (including issues related to capital and liquidity).

Shareholders do not intervene, do not take personal gain or benefit for specific groups, or engage in conflicts of interest when making strategic decisions, such as the appointment, replacement, and/or dismissal of members of the Board of Directors, Board of Commissioners, and/or Sharia Supervisory Board members before their terms expire. Shareholders also do not interfere in operational activities, and they maintain independence in the Company's intermediary function to ensure compliance with applicable prudential principles.

In terms of shareholder aspects, the Company also has and establishes policies regarding dividends and carries out periodic updates. The said dividend policy is communicated to all shareholders. Communication of the dividend policy has been carried out, among other things, through the Company's website, meetings, the GMS, and/or other media.

In order to support the protection of minority shareholders, the Company has a communication policy that facilitates shareholders in consulting about their shareholder rights, as well as efforts by shareholders to support the Company's business sustainability.

Rights and Authorities of Shareholders

The Company does not divide its shares into more than one type or class of shares (such as ordinary shares, preference shares, or shares with different voting rights). The Company does not divide its shares into special types of shares or ordinary shares. All shareholders have equal rights and obligations. Shareholders can participate in managing the Company through the GMS. The GMS can be held at the request of shareholders with preconditions as stipulated in laws, regulations and Company's Articles of Association.

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

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

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

Limitations for Shareholders

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

Shareholders Access to Information

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

GMS Voting Mechanisms and Vote Counting

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

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

1. The GMS shall make decisions based on deliberation to reach a consensus. In the event a consensus is not reached on a particular agenda item, then the decisions shall be made through voting.
2. Voting shall be carried out with due consideration on the GMS' attendance quorum and decision quorum, as stipulated in Company's Articles of Association.
3. In voting, the votes cast by the shareholders apply to all of the shares they own. Shareholders are not entitled to give power of attorney to more than one proxy for a portion of the number of shares they own with different votes.
4. In votes calculation, 1 (one) share gives the holder the right to cast 1 (one) vote. If a shareholder has more than 1 (one) share, then the shareholder is only eligible for 1 (one) vote at a time. A vote represents the entire number of shares a shareholder owns based on the voting cards the shareholder receives.
5. Members of both the Boards of Commissioners and Board of Directors and Company's employees shall refrain from acting as shareholder proxies.

6. In the event that GMS makes decision on cash dividend distribution, then cash dividend payment to the entitled shareholders shall be made no later than 30 (thirty) days after a summary of the minutes of the referred GMS.
7. Shareholders may attend and cast their votes at the GMS of Shareholders electronically.

GENERAL MEETING OF SHAREHOLDERS IN 2025 [IDX G-02]

The Convention of AGMS

In 2025, The Company held 1 (one) AGMS. The 2025 AGMS was convened in accordance with the provisions in the Company's Articles of Association, POJK No.15/POJK.04/2020 concerning Planning and Holding General Meetings of Shareholders of Public Limited Companies and POJK No.16/POJK.04/2020 concerning the Implementation of Electronic General Meeting of Shareholders of Public Limited Companies.

The holding process of the 2025 AGMS is as follows:

Date and Time	Friday, March 21, 2025 The AGMS was opened at 2.20 pm to 3.42 pm (West Indonesia Time)
Place	Menara Bank Danamon, Auditorium, 23rd Floor Jl. H.R. Rasuna Said, Blok C No. 10, Karet Setiabudi, Jakarta 12920
Quorum (Shareholder attendance)	In accordance with the Shareholders Registry as February 26, 2025, the total number of entitled shares is 9,773,552,870 shares. The number of shares with voting rights that attended the AGMS was 9,115,575,433 shares or approximately 93.26778% of the total shares issued by the Company. As such, this has fulfilled the required quorum (more than 2/3 of the total shares with valid voting rights issued by the Company). Therefore, the AGMS is valid to be held and to make decisions.
AGMS Chairman	The AGMS was chaired by Halim Alamsyah, Vice President Commissioner (Independent) of the Company, in accordance with Articles of Associations of the Company and Circular Resolutions of the Board of Commissioners.
Attendance of The Board of Commissioners	The Board of Commissioners physically present: 1. Yasushi Itagaki, President Commissioner 2. Halim Alamsyah, Vice President Commissioner (Independent) 3. Nobuya Kawasaki, Commissioner 4. Hedy Maria Helena Lapian, Independent Commissioner 5. Dan Harsono, Commissioner The Board of Commissioners attended via the Microsoft Teams application dan Easy.KSEI: Peter Benyamin Stok, Independent Commissioner
Attendance of the Sharia Supervisory Board	Sharia Supervisory Board physically present: 1. Prof. Dr. H. M. Din Syamsuddin, MA., Chairman 2. Prof. Dr. KH. Hasanudin, M.Ag, Member 3. Dr. Asep Supyadillah, M.Ag., Member
Attendance of The Board of Directors	Directors physically present: 1. Daisuke Ejima, President Director 2. Honggo Widjojo Kangmasto, Vice President Director 3. Hafid Hadeli, Vice President Director 4. Herry Hykmanto, Director 5. Rita Mirasari, Director 6. Dadi Budiana, Director 7. Muljono Tjandra, Director 8. Thomas Sudarma, Director 9. Jin Yoshida, Director
Independent Party to calculate quorum and vote on AGMS decisions	The Company has appointed Mala Mukti, S.H., LL.M. as Public Notary and PT Adimitra Jasa Korpora as the Share Administration Bureau to calculate the quorum and voting tabulation
Number of shareholders who asked questions and/or provided opinions at the AGMS	There were no questions or opinions raised by the shareholders on each agenda item.
AGMS decision making mechanism	1. Meeting decisions are taken based on deliberation to reach consensus. 2. In the event that a consensus is not reached, decisions shall be made through voting on the agenda of the Meeting. A decision is valid if it is approved by more than 2/3 (two thirds) of the total shares with voting rights present and/or represented at the Meeting. 3. Abstain/Blanko votes shall be considered to cast the same vote as the majority of shareholders who cast votes.

Phases of AGMS 2025 Implementation

Matter	Date	Reporting Media
Notification of PT Bank Danamon Indonesia Tbk (Company) Annual General Meeting of Shareholders (AGMS) Plan to OJK	February 5, 2025	OJK and IDXnet Electronic Reporting Facilities
Announcement of the Annual General Meeting of Shareholders (AGMS) of PT Bank Danamon Indonesia Tbk (Company)	February 12, 2025	OJK and IDXnet Electronic Reporting Facilities, eASY.KSEI, and Company Website
Invitation to the Annual General Meeting of Shareholders (AGMS) of PT Bank Danamon Indonesia Tbk (Company)	February 27, 2025	OJK and IDXnet Electronic Reporting Facilities, eASY.KSEI, and Company Website
The conduct of the AGMS of PT Bank Danamon Indonesia Tbk (Company)	March 21, 2025	-
Submission of Summary Minutes of the Annual General Meeting of Shareholders (AGMS) of PT Bank Danamon Indonesia Tbk (Company)	March 25, 2025	OJK and IDXnet Electronic Reporting Facilities, eASY.KSEI, and Company Website
Submission of Minutes of the Annual General Meeting of Shareholders (AGMS) of PT Bank Danamon Indonesia Tbk (Company)	April 17, 2025	Sarana Pelaporan Elektronik OJK dan IDXnet

The Company has uploaded information about the 2025 AGMS on its official website, such as description on Meeting agenda, profiles of Public Accountants and Public Accounting Firms, profiles of prospective Members of the Board of Directors, Meeting rules and other Meeting materials.

Decisions and Realization of the 2025 AGMS

The AGMS has decided on 6 (six) meeting agenda items. All meeting decisions have been realized in 2025, as listed below:

First Agenda			
1. Approved the Annual Report of the Company's for financial year ended on December 31, 2024. 2. Approved the consolidated financial statements for the financial year ended on December 31, 2024 which was audited by the Public Accountants Firm of Liana Ramon Xenia & Rekan (member of Deloitte Southeast Asia Limited) as described in the Independent Auditor's Report dated February 14, 2025, Number 00012/2.1460/AU.1/07/0849-4/1/II/2025, with an unmodified opinion. 3. Approved the Board of Commissioners Supervisory Report of the Company for financial year ended on December 31, 2024. 4. Give release and discharge ("volledig acquit et decharge") to: (i) the Board of Directors of the Company in the performance of duties and responsibilities for the management as well as the duties and responsibilities to represent the Company; (ii) the Board of Commissioners of the Company in the performance of duties and oversight responsibilities, duties, and responsibilities in providing guidance and advice to the Board of Directors, and (iii) the Sharia Supervisory Board in the performance of duties and responsibilities of supervision of the Sharia aspects of the implementation of the Company's business activities in accordance with Islamic principles as well as providing advice and suggestions to the Board of Directors, which is done in the financial year ended on December 31, 2024, as long as the duties and responsibilities are reflected in the annual report for the financial year ended on December 31, 2024.			
The results of calculation voting card	**Total Abstain and Agree:** 9,115,575,433 shares or 100%		
	Abstain	**Disagree**	**Agree**
	9,271,600 shares or 0.10171%	0 shares or 0%	9,106,303,833 shares or 99.89829%

Second Agenda

Approved the appropriation of the Company's net profit for the financial year ended on December 31, 2024 in total amount of IDR3,179,335,000,000 (three trillion one hundred seventy nine billion three hundred thirty five million rupiah) with detail as follow:

1. By 1% (one percent) of net profit or approximately IDR31,793,350,000 (thirty one billion seven hundred ninety three million three hundred and fifty thousand rupiah) is set aside for reserve fund to comply with Article 70 of the Limited Liability Company Law.
2. By 35% (thirty five percent) of the net profit or approximately IDR1,112,767,250,000 (one trillion one hundred twelve billion seven hundred sixty seven million two hundred and fifty thousand rupiah) or IDR113.85 (one hundred thirteen rupiah eighty five cents) per share, with the assumption that total issued shares of the Company at the Recording Date is not more than 9,773,552,870 (nine billion seven hundred seventy three million five hundred fifty two thousand eight hundred and seventy) shares, to be distributed as dividend for the financial year 2024, with the following provisions:
   a. The dividend shall be paid to the shareholders whose names are registered in the Shareholders' Registry on a date to be stipulated by the Board of Directors of the Company (further referred to as the "Recording Date").
   b. The unclaimed dividend after 5 (five) years since it was declared, will be booked at the special reserve and the procedure to claim the dividend booked at the special reserve can be accessed through the Company website.
   c. The Shareholder dividend tax will comply with the applicable tax regulations.
   d. The Board of Directors is hereby authorized and empowered to stipulate all matters regarding or relating to the implementation of dividend payment for the financial year 2024, including (however without limitation) to:
      1) determine the Recording Date for the shareholders of the Company who are entitled to receive dividend payment for the financial year 2024.
      2) determine the date of implementing payment of dividend for the financial year 2024, taking into consideration and without prejudice to the regulations of the Stock Exchange where the shares of the Company are listed.
3. The remaining amount of the Net Profit for the financial year 2024 which is not determined shall be booked as retained earning of the Company.

The results of calculation voting card	**Total Abstain and Agree:** 9,115,138,443 shares or 99.9952%		
	Abstain	**Disagree**	**Agree**
	6,903,400 shares or 0.0757%	436,990 shares or 0.0048%	9,108,235,043 shares or 99.9195%

Third Agenda

1. Re-appoint Mrs. Elisabeth Imelda as Public Accountant and Liana Ramon Xenia & Rekan, (member of Deloitte Southeast Asia Limited) as Public Accounting Firm, which is listed in the Financial Services Authority to audit the Company's consolidated financial statement for the financial year 2025.
2. Authorize the Board of Commissioners to:
   a. determine the amount of honorarium and other requirements relating to the appointment of the Public Accountant and Public Accounting Firm.
   b. determine a substitute Public Accounting Firm and/or Public Accountant in the event that the Public Accounting Firm of Liana Ramon Xenia & Rekan and/or the Public Accountant of Mrs. Elisabeth Imelda, due to any reason, cannot complete the audit process of the Company's 2025 Financial Statement.

The results of calculation voting card	**Total Abstain and Agree:** 9,115,575,433 shares or 100%		
	Abstain	**Disagree**	**Agree**
	6,903,600 shares or 0.0757%	0 shares or 0%	9,108,671,833 shares or 99.9243%

Fourth Agenda

1. a. Approved the total payment of bonus/tantiem which will be distributed to the Board of Commissioners of the Company for the financial year 2024.
   b. Approved the total payment of salary/honorarium and/or allowances to the Board of Commissioners of the Company for financial year 2025. Approved the total payment of salary/honorarium and/or allowances to the Board of Commissioners of the Company for financial year 2025.
   c. Approved the delegation of authority to the President Commissioner of the Company to determine the bonus/tantiem for the financial year 2024 and the total amount of salary/honorarium and/or allowances for the financial year 2025 to each member of the Board of Commissioners of the Company based on the recommendation of Nomination and Remuneration Committee.
2. a. Approved the total payment of bonus/tantiem which will be distributed to the Sharia Supervisory Board of the Company for the financial year 2024.
   b. Approved the total payment of salary/honorarium and/or allowances to the Sharia Supervisory Board of the Company for the financial year 2025.
   c. Approved the delegation of authority to the Board of Commissioner of the Company to determine the bonus/tantiem for the financial year 2024 and the total amount of salary/honorarium and/or allowances for the financial year 2025 to each member of the Sharia Supervisory of the Company, based on the recommendation of Nomination and Remuneration Committee.
3. a. Approved the total payment of bonus/tantiem which will be distributed to the Board of Directors of the Company for the financial year 2024.
   b. Approved the total payment of the salary and allowances and/or other income to the Board of Directors of the Company for the financial year 2025.
   c. Approved the delegation of authority to the Board of Commissioner of the Company to determine the bonus/tantiem for the financial year 2024 and the total payment of salary and allowances and/or other income for financial year 2025 to each member of the Board of Directors of the Company, based on the recommendation of Nomination and Remuneration Committee.

The results of calculation voting card	**Total Abstain and Agree:** 9,114,998,835 shares or 99.9937%		
	Abstain	**Disagree**	**Agree**
	6,908,900 shares or 0.0758%	576,598 shares or 0.0063%	9,108,089,935 shares or 99.9179%

Fifth Agenda

1. a. Approved the termination of the term of office of Mr. Hafid Hadeli as Vice President Director of the Company and Mr. Muljono Tjandra as Director of the Company since the closing of this Meeting with gratitude for the services provided to the Company.
   b. Approved the appoinment of Mrs. Yenny Siswanto as Director of the Company where her appointment will be effective after passes the fit and proper test from the Financial Services Authority, for a term of office corresponding to the remaining term of office of the members of the Company's Board of Directors currently serving.

   Therefore, the composition of the Board of Directors of the Company effective as of the closing of this Meeting will be as follows:

Board of Directors	
President Director	Daisuke Ejima
Vice President Director	Honggo Widjojo Kangmasto
Director	Herry Hykmanto
Director	Rita Mirasari
Director	Dadi Budiana
Director	Thomas Sudarma
Director	Jin Yoshida
Director	Yenny Siswanto*

* Her appointment will be effective upon passing the fit and proper test of the Financial Services Authority.

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

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

The results of calculation voting card	**Total Abstain and Agree:** 9,050,157,662 shares or 99.2824%		
	Abstain	**Disagree**	**Agree**
	6,915,200 shares or 0.0759%	65,417,771 shares or 0.7176%	9,043,242,462 shares or 99.2065%

Sixth Agenda

1. Approved changes to the provisions in the Company's Articles of Association namely article 11 paragraph 2 and 4, article 12 paragraph 4 letter a (i) and letter b (i), article 14 paragraph 2 and 4, article 17 paragraph 1, 2, 3 and 4 letter (a, b, c, d, e, f and g) and article 18 paragraph 2 in order to adjust to the provisions and regulations in connection with:
   - POJK Number 17 of 2023 concerning the Implementation of Governance for Commercial Banks.
   - POJK Number 2 of 2024 concerning the Implementation of Sharia Governance for Sharia Commercial Banks and Sharia Business Units.
   - OJK Circular Letter Number 15/SEOJK.03/2024 concerning Implementation of Sharia Governance for Sharia Commercial Banks and Sharia Business Units.
2. Give approval to the Company's Board of Directors to restate the approved changes to the Articles of Association as referred in point 1 above and at the same time re-arrange all provisions of the Company's Articles of Association into one Notarial deed and make editorial changes if necessary in accordance with applicable regulations, then submit an application to the Minister of Law of the Republic of Indonesia to obtain approval or receipt of notification of changes to the Articles of Association, register it in the Company Register and publish it in the State Gazette of the Republic of Indonesia.

The results of calculation voting card	**Total Abstain and Agree:** 9,057,616,097 shares or 99.3642%		
	Abstain	**Disagree**	**Agree**
	6,904,800 shares or 0.0757%	57,959,336 shares or 0.6358%	9,050,711,297 shares or 99.2884%

GENERAL MEETING OF SHAREHOLDERS IN THE PREVIOUS YEAR

In 2024, The Company held 1 (one) Annual General Meeting of Shareholders ("AGMS") on March 22, 2024 and decided on 6 (six) meeting agenda items, all meeting decisions have been implemented in 2024 as listed below:

First Agenda

1. Approved the Annual Report of the Company's for financial year ended on December 31, 2023.
2. Approved the consolidated financial statements for the financial year ended on December 31, 2023 which was audited by the Public Accountants Firm of Imelda & Rekan (a member firm of Deloitte Touche Tohmatsu Limited) as described in the Independent Auditor's Report dated February 16, 2024, Number 00015/2.1265/AU.1/07/0849-3/1/II/2024, with an unmodified opinion.
3. Approved the Board of Commissioners Supervisory Report of the Company for financial year ended on December 31, 2023.
4. Give release and discharge ("volledig acquit et decharge") to: (i) the Board of Directors of the Company in the performance of duties and responsibilities for the management as well as the duties and responsibilities to represent the Company; (ii) the Board of Commissioners of the Company in the performance of duties and oversight responsibilities, duties, and responsibilities in providing guidance and advice to the Board of Directors, and (iii) the Sharia Supervisory Board in the performance of duties and responsibilities of supervision of the Sharia aspects of the implementation of the Company's business activities in accordance with Islamic principles as well as providing advice and suggestions to the Board of Directors, which is done in the financial year ended on December 31, 2023, as long as the duties and responsibilities are reflected in the annual report for the financial year ended on December 31, 2023.

The results of calculation voting card	**Total Abstain and Agree:** 9,166,718,037 shares or 99.999%		
	Abstain	**Disagree**	**Agree**
	3,360,614 shares or 0.037%	64,900 shares or 0.001%	9,163,357,423 shares or 99.963%

Second Agenda

Approved the appropriation of the Company's net profit for the financial year ended on December 31, 2023 in total amount of IDR3,503,882,000,000 (three trillion five hundred three billion eight hundred eighty two million rupiah) with detail as follow:

1. 1% (one percent) of net profit or approximately IDR35,038,820,000 (thirty-five billion thirty-eight million eight hundred and twenty thousand rupiah) is set aside for reserve fund to comply with Article 70 of the Limited Liability Company Law.
2. 35% (thirty five percent) of net profit or approximately IDR1,226,358,700,000 (one trillion two hundred twenty six billion three hundred fifty eight million seven hundred thousand rupiah) or IDR125.48 (one hundred twenty five point forty eight rupiah) per share, with the assumption that total issued shares of the Company at the Recording Date is not more than 9,773,552,870 (nine billion seven hundred seventy three million five hundred fifty two thousand eight hundred and seventy) shares, to be distributed as dividend for the financial year 2023, with the following provisions:
   a. The dividend shall be paid to the shareholders whose names are registered in the Shareholders' Registry on a date to be stipulatedby the Board of Directors of the Company (further referred to as the "Recording Date").
   b. The unclaimed dividend after 5 (five) years since it was declared, will be booked at the special reserve and the procedure to claim the dividend booked at the special reserve can be accessed through the Company website.
   c. The Shareholder dividend tax will comply with the applicable tax regulations.
   d. The Board of Directors is hereby authorized and empowered to stipulate all matters regarding or relating to the implementation of dividend payment for the financial year 2023, including (however without limitation) to:
      1) determine the Recording Date for the shareholders of the Company who are entitled to receive dividend payment for the financial year 2023.
      2) determine the date of implementing payment of dividend for the financial year 2023, taking into consideration and without prejudice to the regulations of the Stock Exchange where the shares of the Company are listed.
3. The remaining amount of the Net Profit for the financial year 2023 which is not determined shall be booked as retained earning of the Company.

The results of calculation voting card	**Total Abstain and Agree:** 9,166,716,037 shares or 99.999%		
	Abstain	**Disagree**	**Agree**
	480,300 shares or 0.005%	66,900 shares or 0.001%	9,166,235,737 shares or 99.994 %

Third Agenda

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

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

Fourth Agenda			
1. a. Approved the total payment of bonus/tantiem which will be distributed to the Board of Commissioners of the Company for the financial year 2023. b. Approved the total payment of salary/honorarium and/or allowances to the Board of Commissioners of the Company for financial year 2024. c. Approved the delegation of authority to the President Commissioner of the Company to determine the bonus/tantiem for the financial year 2023 and the total amount of salary/honorarium and/or allowances for the financial year 2024 to each member of the Board of Commissioners of the Company based on the recommendation of Nomination and Remuneration Committee. 2. a. Approved the total payment of bonus/tantiem which will be distributed to the Sharia Supervisory Board of the Company for the financial year 2023. b. Approved the total payment of salary/honorarium and/or allowances to the Sharia Supervisory Board of the Company for the financial year 2024. c. Approved the delegation of authority to the Board of Commissioner of the Company to determine the bonus/tantiem for the financial year 2023 and the total amount of salary/honorarium and/or allowances for the financial year 2024 to each member of the Sharia Supervisory of the Company, based on the recommendation of Nomination and Remuneration Committee. 3. a. Approved the total payment of bonus/tantiem which will be distributed to the Board of Directors of the Company for the financial year 2023. b. Approved the total payment of the salary and allowances and/or other income to the Board of Directors of the Company for the financial year 2024. c. Approved the delegation of authority to the Board of Commissioner of the Company to determine the bonus/ tantiem for the financial year 2023 and the total payment of salary and allowances and/or other income for financial year 2024 to each member of the Board of Directors of the Company, based on the recommendation of Nomination and Remuneration Committee.			
The results of calculation voting card	**Total Abstain and Agree:** 9,166,686,337 shares or 99.999%		
	Abstain	**Disagree**	**Agree**
	609,931 shares or 0.007%	576,598 shares or 0.0063%	9,166,076,406 shares or 99.992%

Fifth Agenda	
1. a. Approved the termination of Mr. Naoki Mizoguchi's term of office as Director of the Company effective April 1, 2024. b. Approved to appoint Mr. Jin Yoshida as Director of the Company where his appointment will be effective after his position as Director of PT Adira Dinamika Multifinance ("ADMF") ends in accordance with the decision of the ADMF GMS and passes the fit and proper test (fit and proper test) from the Financial Services Authority, for a term of office corresponding to the remaining term of office of the members of the Company's Board of Directors currently serving. c. After fullfilling the requirements of points a and b above, the composition of the Company's Board of Directors will be as follows:	
Board of Directors	
President Director	Daisuke Ejima
Vice President Director	Honggo Widjojo Kangmasto
Vice President Director	Hafid Hadeli
Director	Herry Hykmanto
Director	Rita Mirasari
Director	Dadi Budiana
Director	Muljono Tjandra
Director	Thomas Sudarma
Director	Jin Yoshida
for a term of office until the closing of the AGMS in 2026 which will be held no later than June 2026, without prejudice to the rights of the General Meeting of Shareholders to dismiss them (them) at any time.	
2. Approved to authorize the Company's Board of Directors to declare these decisions in one or more deed of meeting decisions made before a Notary, notify the change in the Company's data to the Minister of Law and Human Rights of the Republic of Indonesia to obtain a letter of receipt of notification of changes to the Company's data.	

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

Sixth Agenda			
1. Approved changes to the provisions in the Company's Articles of Association namely article 11 paragraph 5 (c), article 12 paragraph 11, article 14 paragraph 1, article 15 paragraph 10, article 18 paragraph 7 (a) and (b) and article 25 paragraph 4 in order to adjust to the provisions and regulations in connection with: - POJK Number 17 of 2023 concerning the Implementation of Governance for Commercial Banks article 8; - POJK Number 12 of 2023 concerning Sharia Business Units articles 10, 11, 12; - POJK Number 14/POJK.04/2022 concerning Submission of Periodic Financial Reports of Issuers or Public Companies; - Decree of the Directors of PT Bursa Efek Indonesia Number Kep-00023/BEI/03-2015 concerning the Determination of The Cash Dividend Schedule; - Decree of the Directors of PT Bursa Efek Indonesia Number Kep-00077/BEI/09-2021 concerning Changes to the Provisions for Implementing the Distribution of Share Dividends, Bonus Shares and Distribution of Interim Dividends. - POJK No 15/POJK.04/2020 concerning Plans and Organizing General Meetings of Shareholders of Public Companies - Articles of Association of the Company Article 27 paragraph 1 in conjunction with Article 19 paragraph (1) of the Limited Liability Company Law, changes to the Articles of Association are determined by the General Meeting of Shareholders. 2. Give approval to the Company's Board of Directors to restate the approved changes to the Articles of Association as referred to in point 1 above and at the same time re-arrange all provisions of the Company's Articles of Association into one Notarial deed and make editorial changes if necessary in accordance with applicable regulations, then submit an application to the Minister of Law and Human Rights of the Republic of Indonesia to obtain approval or receipt of notification of changes to the Articles of Association, register it in the Company Register and publish it in the State Gazette of the Republic of Indonesia.		
The results of calculation voting card	**Total Abstain and Agree:** 9,105,708,200 shares or 99.334%		
	Abstain	**Disagree**	**Agree**
	480,300 shares or 0.005%	61,074,737 shares or 0.666%	9,105,227,900 shares or 99.328%

BOARD OF **COMMISSIONERS**

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

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

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

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

THE BOARD OF COMMISSIONERS CHARTER AND WORK GUIDELINES

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

STRUCTURE AND MEMBERSHIP

1. The members of the BOC shall consist of at least 3 (three) members, namely: President Commissioner, Vice President Commissioner, and at least 1 (one) Commissioner.
2. The maximum number of BOC members shall not exceed the number of BOD members.
3. At least 1 (one) member of the BOC shall reside in Indonesia.
4. Members of the BOC consist of Independent Commissioners and Non-Independent Commissioners. At least 50% (fifty percent) of the members of the BOC must be Independent Commissioner.
5. 50% (fifty percent) or more of the members of the BOC must be Indonesian citizen.
6. The BOC is presided by President Commissioner with assistance from Vice President Commissioners.
7. Members of the BOC may only:
   a. Serve as a member of the BOC, BOD, or Executive Officer in 1 (one) non-financial institution/company; or serve as a member of the BOC, BOD, or Executive Officer who carries out the supervisory function in a non-bank subsidiary controlled by the Bank.
   b. Serve in non-profit organizations or institutions as long as the member concerned does not neglect the implementation of his/her duties.

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

      Concurrent positions as committee members as referred to in point b above can only be carried out to the extent that it does not conflict with other laws and regulations.
8. Parties that can become members of the BOC are individuals who fulfil the requirements of the OJK's approval.

Members of the BOC who have met the requirements of the OJK's approval during their tenure must have integrity, competence, and good reputation.

Have integrity, among others:
a. having good character and morals, including not having been convicted of certain criminal offences within 20 (twenty) years before nomination.
b. have a commitment to comply with laws and regulations and support OJK Policy.
c. have a commitment to the development of sound business activities of the Bank.
d. not undergoing the consequences of the final result of the reassessment of the main party with the predicate of not passing and/or not included in the list of not passing.
e. capable of performing legal acts.

Having competence, among others:
a. having knowledge and/or competence (expertise) that can be used in supervising the Bank, including related management policies and the course of management, and advising the BOD.
b. supervise the Bank and direct, monitor and evaluate the implementation of the Bank's strategic policies in accordance with regulations, in the context of developing a healthy Bank, implementing effective and efficient risk management and internal control systems and complying with applicable laws and standards.
c. supervise the preparation of business strategies and the implementation of business activities by the BOD in order to ensure the alignment of environmental, social, and governance aspects.
d. have knowledge of Indonesia, especially regarding the Indonesian economy, culture, and language, for members of the BOC who are foreign workers in accordance with the OJK Regulation regarding the use of foreign workers and knowledge transfer programmers in the banking sector.

Have a good reputation, among others:
a. not having bad credit and/or bad debt.
b. never been declared bankrupt.
c. never been a member of the BOD and/or a member of the BOC found guilty of causing a company to be declared bankrupt.
d. never been convicted of a criminal offence that is detrimental to state finances and/or related to the financial sector.
e. organizing the annual GMS.
f. his/her accountability as a member of the BOD and/or a member of the BOC is always accepted by the GMS or always provides accountability as a member of the BOD and/or a member of the BOC to the GMS.
g. has never caused a company that obtained a license, approval, or registration from the OJK to not fulfil the obligation to submit annual reports and/or financial reports to the OJK, and/or annual reports and/or financial reports not approved and/or ratified by the GMS.
h. supervising and supporting the implementation of sound Bank management.
i. maintaining the Bank's reputation.

9. Members of the BOC must pass the fit and proper test in accordance with applicable regulation, if he/she does not pass the fit and proper test, he/she shall resign from the BOC.
   Independent Commissioners who have not obtained OJK approval are prohibited from carrying out actions, duties and functions as Bank Independent Commissioners even though they have received approval and been appointed by the GMS.
10. The majority of the members of the BOC are prohibited from having family relationships up to the second degree with a fellow member of the BOC and/or a member of the BOD.
11. Member of the BOC, who is involved in financial crimes, shall resign from the BOC.
12. The appointment of a member of the BOC who comes from an employee or official at an institution that performs the function of regulating and/or supervising Banks and/or other financial services institutions shall be carried out after the person concerned has effectively ceased as an employee or official and has undergone a cooling off period of at least 6 (six) months.
13. In the event that there is a conflict of interest or potential conflict of interest of a candidate for a member of the BOC as referred to in point 12 above in connection with the nomination of the person concerned in the Bank, the candidate concerned shall disclose the conflict of interest in the fit and proper assessment process.
14. In the event that based on the assessment of the OJK there is a conflict of interest or potential conflict of interest of a candidate for a member of the BOC in connection with the nomination

of the person concerned in the Bank, the FSA is authorized to determine the necessary supervisory actions.

15. Prospective members of the Operational Financial Holding Company (FHC)'s BOC must have knowledge of the Operational FHC and knowledge of the Banks in the Financial Conglomerate.

WORK ETHICS AND PROHIBITIONS ON THE BOARD OF COMMISSIONERS

1. Members of the BOC shall not take advantage of the Bank for personal interests and/or for the interest of family, and/or other parties that may harm or put the Bank at a disadvantage and harm its reputation as well as its subsidiaries.
2. Members of the BOC shall not take on/or receive personal benefits from the Bank other than remuneration and other facilities determined at GMS.

   Members of the BOC must disclose remuneration and other facilities as referred to in POJK regarding the implementation of governance in providing remuneration for commercial banks and POJK regarding the implementation of governance in providing remuneration for sharia commercial banks and sharia business units.
3. Members of the BOC are prohibited from directly or indirectly making untrue statements regarding material facts or not revealing material facts so that the statements made will not obscure Bank's condition at the time the statements were made.
4. Members of the BOC are prohibited from holding concurrent positions:
   a. as a member of the BOD, member of the BOC, member of the SSB, or Executive Officer at a financial institution or financial Company both banks;
   b. as a member of the BOD, member of the BOC, member of the SSB, or Executive Officer non-banks and at more than 1 (one) non-financial institution or Company, both domiciled at home and abroad;
   c. in the field of functional duties at bank financial institutions and/or non-bank financial institutions domiciled at home or abroad;
   d. in other positions that may cause conflict of interest in the performance of duties as a member of the BOC; and/or
   e. in other positions in accordance with the provisions of laws and regulations.
5. Does not include concurrent positions in the event that:
   a. Member of the BOC serves as a member of the BOD, member of the BOC or executive officer who carries out the supervisory function in 1 (one) non-bank subsidiary Company controlled by the Bank;
   b. Member of the BOC holds a position in a non-profit organization or institution;
   c. Non-Independent Commissioners carry out functional duties of the Bank's shareholders in the form of legal entities in the Bank and/or the Bank's business group;

   to the extent that it does not cause the person concerned to neglect the performance of duties and responsibilities as a member of BOC. For prospective members of the BOC who have such positions, they must make a statement to:
   a. Maintain integrity;
   b. Avoid any form of conflict of interest; and
   c. Avoid actions that may harm the Bank and/or cause the Bank to violate prudential principles;

   while serving as a member of the BOC.
6. Independent Commissioners are prohibited from holding concurrent positions as public officials. This prohibition applies to structural officials and functional officials in public bodies. A public official is a person who is appointed and given the task of occupying a certain position or office in a public body. Public Bodies are executive, legislative, judicial and other bodies whose main functions and tasks are related to state administration, some or all of whose funds come from the state revenue and expenditure budget and/or regional income and expenditure budgets.
7. Members of the BOC must avoid any form of conflict of interest in the implementation of the Bank's management and supervisory duties.
8. In the event of a conflict of interest, members of the BOC are obliged to disclose the conflict of interest in every decision that meets the conditions for a conflict of interest.

   Disclosure of conflicts of interest is stated in documents discussing conflicts of interest, including minutes of meetings containing conflict of interest decisions which at least include the name of the party with the conflict of interest, the main issue of the conflict of interest, and the basis for consideration of the decision. The decision level for meeting minutes documents is adjusted to the disclosure of conflicts of interest.
9. Members of the BOC are prohibited from requesting, receiving, allowing, and/or agreeing to receive rewards, commissions, additional money, services, money, valuables, and/or anything

that has economic value or other benefits, for personal, family, and other parties' benefits, in the implementation of the Bank's business activities and other activities related to the Bank.

10. Members of the BOC must refuse and/or are prohibited from accepting an order or request from the Bank's shareholders, affiliated parties, and/or other parties to:
    a. Perform actions related to the Bank's business activities and/or other activities that are not in accordance with the implementation of good corporate governance at the Bank.
    b. Commit criminal offences and/or things that indicate criminal offences.
    c. Perform actions and matters that may harm, potentially harm, and/or reduce the Bank's profits.
11. Members of the BOC avoid actions that are deliberately taken to cause financial information and/or reports to not reflect the actual condition of the Bank, manipulation of Bank information and/or financial reports, Bank financial reports not in accordance with financial accounting standards, Bank information and/or financial reports not in accordance with statutory provisions.

BOARD OF COMMISSIONERS' DISCLOSURE

1. Members of the BOC must disclose in the Good Corporate Governance Report:
    a. Remuneration and facilities received from Bank.
    b. Shareholding that reaches 5% (five percent) or more, both in the Bank concerned and in other banks, non-banks financial institutions and/or other companies, domiciled at home and abroad.
    c. Financial and family relationships up to the second degree with other members of the BOC, members of the BOD, members of SSB and/or controlling shareholders of Bank.
    d. Their positions at other companies.
2. Members of the BOC must disclosure any situations which may create the possibility of conflict of interests.
3. Members of the BOC shall make a statement regarding the fulfillment of the requirements of Integrity and financial reputation and submit it to the Bank.
4. Members of the BOC are required to disclose share ownership that reaches 5% or more, both in the Bank and in other banks and/or companies, domiciled at home and abroad.

DUTIES AND RESPONSIBILITIES OF THE BOARD OF COMMISSIONERS

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

   The BOC shall ensure that the implementation of risk management covers country risk and transfer risk in accordance with the POJK regarding the implementation of risk management for sharia commercial banks and sharia business units. The BOC shall perform at least:
   a. Evaluation of strategies and policies related to country risk and transfer risk set by the BOD,
   b. Evaluate the accountability of the BOD and provide direction for improvement on the implementation of policies related to country risk and transfer risk on a regular basis.

   The BOC through the Risk Monitoring Committee shall supervise the implementation of risk management related to country risk and transfer risk carried out by the Bank including the implementation of evaluation and stress testing.
5. The BOC is prohibited from participating in the decision making of the Bank's operations activities, except:
    a. In the case of provision of funds to related parties in accordance with POJK regarding the maximum limit of lending and provision of large funds for commercial banks and POJK regarding the maximum limit of distribution of funds and distribution of large funds for Islamic commercial banks.
    b. Other matters specified in the Bank's Articles of Association and the applicable laws and regulations.

   The decision-making of the Bank's operational activities by the BOC as referred to above is part of the supervisory duties (early surveillance efforts) by the BOC so as not to negate the responsibility of the BOD for the implementation of the Bank's management.

6. The BOC shall review the vision and mission of the Bank on regular basis.
7. In order to support the effectiveness of the implementation of its duties and responsibilities, the BOC must form at least:
   a. Audit Committee
   b. Risk Oversight Committee
   c. Nomination and Remuneration Committee
   d. Corporate Governance Committee
   e. Integrated Corporate Governance Committee
8. Committees established by the BOC are responsible to the BOC.
9. The chairman of a committee of the BOC as referred to in point 7 is prohibited from concurrently serving as chairman of more than 1 (one) another committee.
10. In the event that an Independent Commissioner serves on the Audit Committee, the Independent Commissioner concerned may only be reappointed to the Audit Committee for 1 (one) subsequent Audit Committee term of office.
11. In order to support the effectiveness of the BOC's duty in supervising the integrated governance in which the Bank is the main entity, the BOC must establish an Integrated Corporate Governance Committee.
12. The BOC shall evaluate the performances of the committees at least at the end of each financial year.
13. The BOC members shall agree to sit in any of the above Committees as members and/or as chairman as recommended by the Nomination and Remuneration Committee. The BOC shall ensure that the Committees referred to the above carry out their duties and responsibilities effectively.
14. The appointment and dismissal of BOC committee members shall be made by the BOD based on a resolution of the BOC meeting.
15. The BOC shall ensure that the BOD has followed up on audit or examination findings and recommendations from The Bank's Internal Audit Unit, external auditors, OJK supervision results, and/or supervision results of other authorities and institutions.
16. The BOC shall make recommendations on improvements or suggestions submitted by the Audit Committee and shall convey such recommendations to the BOD.
17. The BOC shall maintain confidentiality of all documents, data, and information of the Bank.
18. The BOC shall notify OJK no later than 5 (five) working days from the discovery of:
    a. Violation of the provisions of laws and regulations in the field of banking, finance, and those related to the Bank's business activities.
    b. Circumstances or estimates of circumstances that may jeopardise the Bank's business continuity, including based on recommendations from the committee that assists in the effective implementation of the duties of the BOC.

    Reported matters are findings that have not been or are not reported by the Bank and/or by the director in charge of the compliance function to the OJK.
16. The BOC shall conduct monitoring and evaluation of information technology strategic plans and reviews the information technology's policies and procedures proposed to the Bank by the BOD.
17. The BOC shall prepare, review and update BOC Charter periodically.
18. The BOC members must continuously improve competencies through education and training.
19. The appointment of a Public Accountant and/or Public Accounting Firm that will provide audit services on annual historical financial information must be decided by the GMS taking into account the proposal of the BOC.
20. In term the Bank acts as Operational FHC, the Operational FHC's BOC is obliged to at least:
    a. Carry out duties and responsibilities in accordance with authority, good faith and prudential aspects;
    b. Carry out supervision for the interests of Operational FHC over the policies and course of management by the BOD, provide advice to the BOD, and be responsible for such supervision; and
    c. Directs, monitors and evaluates the implementation of integrated governance, risk management and compliance as well as FHC strategic policies, in accordance with the provisions of laws and regulations, the articles of association and/or decisions of the general meeting of shareholders.
21. If the Bank has a Sharia Business Unit (UUS), the BOC is responsible for the development of the UUS, which is conducted in accordance with the POJK regarding the implementation of corporate governance for commercial banks, the provisions of laws and regulations regarding the implementation of sharia governance and in accordance with applicable laws and regulations.
22. The BOC shall actively supervise the implementation of non-performing asset management, allowance and provisioning by the Bank in managing credit risk.

23. In terms of the application of Sharia principles in the implementation of the Bank's business activities:
    a. The BOC shall ensure that the BOD has followed up the recommendations of the SSB supervision results.
    b. The Bank must hold an SSB meeting with the BOC at least 1 (one) time in 4 (four) months. The meeting is held if attended by the majority of SSB members and the majority of BOC members.
    c. The appointment of Public Accountants and/or Public Accounting Firms in carrying out external reviews of the implementation of sharia corporate governance is carried out by the BOC by taking into account the recommendations of the audit committee.
    d. Members of the BOC must disclose:
        - Financial relationships with members of the SSB; and
        - Family relationship up to the second degree with members of SSB;

    in the report on the implementation of Sharia Corporate Governance.
24. In certain conditions, the BOC is obliged to organize annual GMS and other GMS in accordance with its authority as stipulated in laws and regulations and the articles of association.
25. The duties and responsibilities of the Operational FHC BOC shall not be considered as concurrent positions.
26. Members of the BOC are responsible for:
    a. ensure that members of the BOD develop and maintain an adequate, effective and efficient internal control system;
    b. review the effectiveness and efficiency of the internal control system based on information obtained from IAU at least once every 1 (one) year;
    c. appoint an independent quality controller from an external party to review IAU's performance, taking into account the recommendations of the Audit Committee;
    d. ensure that the implementation of internal audits at conglomerate members is carried out using internal audit standards at banks in connection with the Company acting as Operational FHC; and
    e. approve the internal audit charter by considering the Audit Committee's recommendations.
27. The BOC is obliged to monitor transactions of parties with special relationships on a regular basis.

DUTIES AND RESPONSIBILITIES OF PRESIDENT COMMISSIONER

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

1. Receiving reports from Committees under the BOC.
2. Leading the BOC in carrying out its supervisory and assurance duties, determining the urgency of a situation if a BOC meeting is to be held in less than 5 (five) days.
3. Receiving power of attorney from the GMS to distribute bonuses to BOC members.

AUTHORITY OF BOARD OF COMMISSIONERS

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

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

NUMBER, COMPOSITION AND CRITERIA OF THE BOARD OF COMMISSIONERS

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

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

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

The number of the Bank's BOC members as of December 31, 2025 is 6 (six) persons, which does not exceed the number of the Bank's BOD members is 8 (eight) persons.

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

The term of office of the Board of Commissioners is until the closing of the 3rd (third) Annual GMS which will be held no later than June 2026, without prejudice to the right of the GMS to dismiss them at any time even though their position has not yet ended in accordance with the provisions in the Bank's Articles of Association and applicable laws.

BOC member is appointed and/or replaced by the GMS that considers the recommendation of the Nomination and Remuneration Committee.

The replacement and/or appointment of members of the BOC prioritizes professional composition, independence, suitability of competence, and attention to diversity, which are appropriately required in the implementation of the duties and responsibilities of the BOC.

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

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

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

Information:
* In accordance with the EGMS decision on March 26, 2019, we have approved changes to the composition of the BOC due to the merger process between PT Bank Danamon Indonesia Tbk and PT Bank Nusantara Parahyangan Tbk ("BNP").
** Based on OJK letter No. S-122/PB.122/2019 dated April 25, 2019 concerning Submission of the Decision of the Board of Commissioners of the Financial Services Authority regarding the Merger of PT Bank Nusantara Parahyangan Tbk into PT Bank Danamon Indonesia Tbk and the Fit and Proper Test Results of the Management of PT Bank Danamon Indonesia Tbk (as a result of the merger), the entire Board of Commissioners has passed the fit and proper test from the OJK.

CRITERIA FOR INDEPENDENT COMMISSIONER [IDX G-06]

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

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

act independently, may affect their ability to act independently must undergo cooling off of at least 1 (one) year before becoming an Independent Commissioner of the Bank. Cooling off can also be applied to Independent Commissioner candidates who come from parties who have a conflict of interest with the Bank in accordance with POJK Commercial Bank Governance.

8. Former President Director, former member of the BOD in charge of supervisory function or Executive Officer who performs supervisory function at Bank can become Independent Commissioners at the Bank after undergoing a cooling off period of at least 6 (six) months before becoming a with a working period in the said position of at least 1 (one) year before completion of work.
9. Applications for a fit and proper test for Independent Commissioner candidates are submitted no sooner than 90 (ninety) days after the person concerned begins the cooling off period.
10. The cooling off period is the time between the effective end of the relevant position stated in writing as a member of the Bank's BOD or Bank Executive Officer or other party related to the Bank, and the effective appointment of the person concerned as an Independent Commissioner. The cooling off period for Independent Commissioner candidates is carried out outside the Bank concerned.
11. In the case the Independent Commissioner position is vacant and results in the violation of prevailing laws and regulations, the Bank shall fill the vacancy no later than the next annual GMS or within 6 (six) months after the vacancy occurs.
12. Non-Independent Commissioners can switch to become Independent Commissioners of the Bank or a group of Bank by fulfilling the requirements as Independent Commissioners.
13. Non-Independent Commissioners who will switch to become Independent Commissioners must undergo a waiting period of at least 1 (one) year.
14. Changes in position status from Non-Independent Commissioner to Independent Commissioner at the same Bank must obtain OJK approval in accordance with POJK regarding the fit and proper test for the main parties of financial services institutions. To obtain approval, prospective Independent Commissioners must, among other things, submit a statement of independence.
15. Dismissal or replacement of Independent Commissioners before the term of office ends must obtain prior approval from OJK before being decided at the GMS in the manner as stipulated in the POJK on Commercial Bank Governance.

In the event that an Independent Commissioner is dismissed or replaced before the term of office ends because he or she is undergoing the consequences of the final results of the re-evaluation of the main party with the title of not passing, the matter in question is equated with approval of the dismissal or replacement from the OJK.

In granting approval, OJK assesses the feasibility of the plan to dismiss or replace the Independent Commissioner. The Bank submits a request to OJK by letter or meeting accompanied by the submission of information and/or documents supporting the dismissal or replacement of the person concerned, including:

a. Reasons or considerations for the dismissal or replacement of Independent Commissioners accompanied by submission of information and/or documents supporting the dismissal or replacement, including reasons or considerations for dismissal or replacement along with supporting documents, including:
   - legal problems faced or health conditions concerned that affect the Bank's financial condition.
   - The results of the performance assessment conducted by the Bank show that the person concerned is deemed not to support the development of the Bank's business activities and/or not to carry out their duties and responsibilities optimally.
   - negligence or fraud committed by the person concerned, causing the Bank to suffer losses and/or disrupting the continuity of the Bank's business; and/or
   - not following up on audit findings conducted by IAU, the OJK, or other parties.
b. The Bank may include the profile of the replacement candidate who is considered to meet the requirements for a fit and proper assessment.

The document containing the reasons for the dismissal or replacement of the Independent Commissioner above is prepared by the committee in charge of the nomination function and approved by many members of the Bank's BOC.

Submission of the letter is addressed to the Bank Supervision Department or the local OJK Office according to area where the Bank's head office is located.

16. Requests for dismissal or replacement of an Independent Commissioner before the end of their term of office are submitted to OJK at the latest 1 (one) month prior to the plan to hold the GMS containing the dismissal or replacement agenda.

    The Bank can include an agenda for the dismissal or replacement of Independent Commissioners in the GMS accompanied by supervisory recommendations (if any), if the Bank receives an OJK approval letter regarding the plan.

    Banks are prohibited from including an agenda for the dismissal or replacement of Independent Commissioners in the GMS, if the plan is not approved by the OJK.

    In the event that the OJK does not approve the plan to dismiss or replace the Independent Commissioner, but the Bank has conducted a GMS to dismiss or replace the Independent Commissioner before receiving the approval letter from the OJK, the Bank must conduct another GMS to cancel the dismissal or replacement of the Independent Commissioner.
17. Has knowledge in the banking sector that is adequate and relevant to the position as Independent Commissioners.
18. Experienced in banking and/or finance.
19. All Independent Commissioners must sign a statement of independence. This statement must be prepared and updated regularly with a statement of not assuming any other positions unpermitted by the OJK.

INDEPENDENCE OF THE BOARD OF COMMISSIONERS MEMBERS

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

FAMILY AND FINANCIAL RELATIONSHIP

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

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

CONCURRENT POSITIONS OF THE BOARD OF COMMISSIONER MEMBERS

Members of the BOC may only:

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

Exceptions to the above:

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

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

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

Information on concurrent positions for members of the BOC as of December 31, 2025 can be seen in the table below.

Name	Position in the Bank BOC	Position in Other Institutions/Companys
Yasushi Itagaki	President Commissioner	1. Senior Managing Corporate Executive, Group Chief Operating Officer International (COO-I) & Group Head, Global Commercial Banking Business Group, Mitsubishi UFJ Financial Group. 2. Member of the BOD, Deputy President Chief Executive of Global Commercial Banking (GCB), Business Unit, Chief Operating Officer International (COO-I), MUFG Bank, Ltd.
Halim Alamsyah	Vice President Commissioner (Independent)	Audit Committee of PT Sinarmas Multi Artha Tbk
Peter Benyamin Stok	Independent Commissioner	-
Nobuya Kawasaki	Commissioner	1. Chief Executive for Asia Pacific, Managing Executive Officer, MUFG Bank, Ltd 2. Director Ascend Money 3. Director Globe Fintech Innovations, Inc 4. Director Silvrr Technology Co., Ltd
Hedy Maria Helena Lapian	Independent Commissioner	Independent Commissioner of PT Supra Boga Lestari Tbk
Dan Harsono	Commissioner	1. Commissioner, PT Home Credit Indonesia 2. Chairman of HC Consumer Finance Philippines, Inc. 3. Chairman of SHBBank Finance Company Limited 4. Advisor, MUFG Bank Ltd.

SHARES OWNERSHIP OF MEMBERS OF THE BOARD OF COMMISSIONERS

As of December 31, 2025, the direct and indirect share ownership of each members of the BOC in Banks, Other Banks, Non-Bank financial institutions, and other Companies, as follows:

Name	Position	Ownership Share in			
		Bank	Other Bank	Non-Bank Financial Institution	Other Company
Yasushi Itagaki	President Commissioner	-	42,000 shares of Mitsubishi UFJ Financial Group inc.	-	-
Halim Alamsyah	Vice President Commissioner (Independent)	-	20,000 shares of BBRI	-	• 20,000 shares of ANTM • 300,000 shares of BUKA • 100,000 shares of TLKM
Peter Benyamin Stok	Independent Commissioner	-	-	1,009,600 shares of WOMF	• 153,900 shares of TLKM • 457,125 shares of ENRG • 33 shares of KIJA • 500 shares of KRAS • 335,000 shares of KKGI • 608,000 shares of WSBP • 571,500 shares of MTEL • 73,500 shares of PTBA
Nobuya Kawasaki	Commissioner	-	-	-	-
Hedy Maria Helena Lapian	Independent Commissioner	-	173,400 shares of BNGA	-	-
Dan Harsono	Commissioner	-	-	-	-

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

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

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

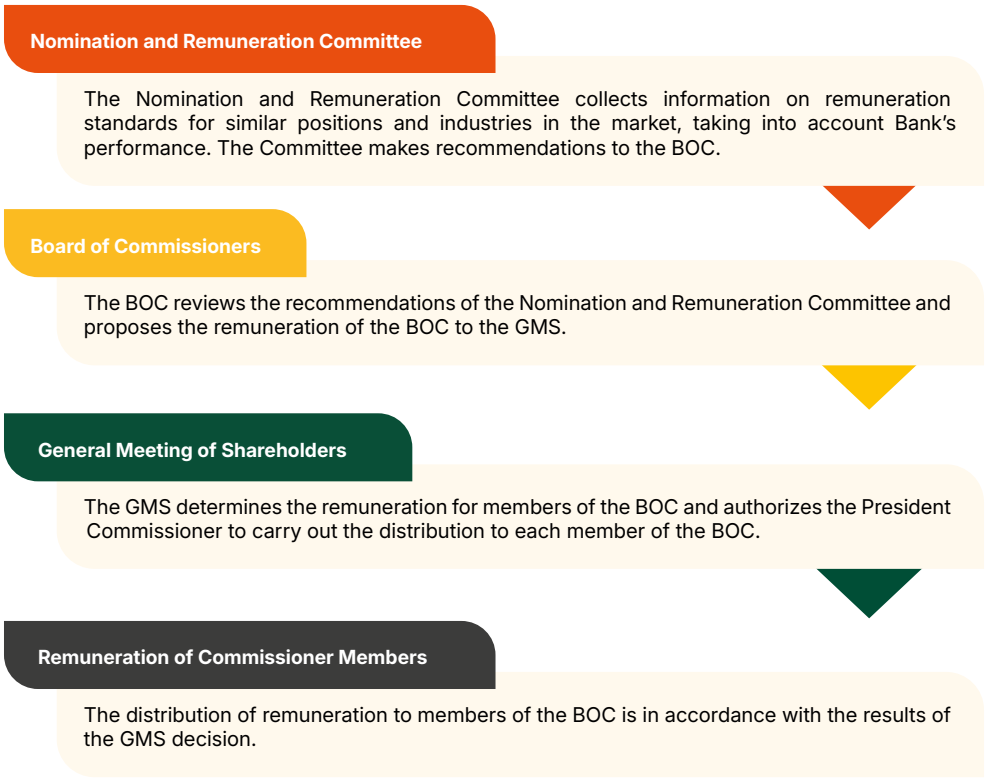
REMUNERATION OF THE BOARD OF COMMISSIONERS

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

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

The remuneration formulation refers to the Bank internal policies and condition, applicable external regulations, and industry comparison. The Nomination and Remuneration Committee gives recommendations to the BOC and is submitted to the GMS for approval. The distribution of remuneration is carried out by the President Commissioner. The General Meeting of Shareholders approved the authorization to the President Commissioner of Bank to determine the amounts of bonus/tantiem and as well as the amount of salary or honorarium and benefits for the fiscal year 2025 for each member of the BOC based on recommendations from the Nomination and Remuneration Committee.

PROCEDURE FOR DETERMINING THE REMUNERATION OF THE BOARD OF COMMISSIONERS



REMUNERATION STRUCTURE OF THE BOARD OF COMMISSIONERS

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

BOARD OF COMMISSIONERS MEETING

1. The BOC is obligated to have at minimum bi-monthly meetings or at any time if deemed necessary. Meetings between the BOC are intended as a medium for communication between members of the BOC in carrying out their supervisory functions in an orderly manner, and this forum can be used, among other things, to decide on policies and actions related to the implementation of the functions of the BOC.
2. The implementation of the BOC meeting must be physically attended by all members of the BOC at least 2 (two) times in 1 (one) year, preferably in the context of evaluating or determining strategic policies and evaluating the realization of the Bank's Business Plan (RBB).
   In the event that a member of the Non-Independent Member of BOC is unable to physically attend the BOC meeting, he/she may attend the BOC meeting via face-to-face by utilizing information technology.
3. A Board of Commissioners meeting is convened if attended by a majority of the members of the BOC.
4. The BOC shall have a joint meeting with the BOC periodically at least once in every 4 (four) month.
5. Members of the BOC must attend the BOC meetings at least 75% of the total BOC meetings in a year.
6. Meetings of the BOC may be held via teleconferencing technology, included with:
   a. the basis for the decision to hold a meeting using teleconferencing technology, including internal Bank regulations and minutes of meetings of the BOC.
   b. proof of recording of meetings held or administered in accordance with statutory provisions and/or Bank policy; and
   c. minutes of the meeting regarding this matter signed by all participants who were present physically or via teleconferencing technology.
7. The BOC meeting is chaired by the President Commissioner. If the President Commissioner is not present, any BOC member in attendance is appointed to choir the meeting.
8. The BOC shall schedule the next year meetings before the end of the fiscal year.
9. In the meetings which have been scheduled as mentioned above, the meeting invitation and meeting materials shall be sent to the meeting participants before the meeting is held. Invitation to the BOC Meeting

must be made in writing and sent by registered Letter or delivered directly with a proper receipt or by facsimile or by other means of communication (among others, not limited to electronic mail) to all members of the BOC by stating the date, time and place of the meeting and the agenda of the BOC Meeting.

10. BOC Meeting invitation must be sent to (the) members of the BOC no later than 3 (three) days before the date the Meeting is held or in a shorter period of time in urgent circumstances, which is no later than 1 (one) day before the BOC Meeting. The urgent circumstance is determined by the President Commissioner or by a majority of the BOC members.
11. In the event that the position of the President Commissioner is vacant or unable to attend the BOC Meeting, which does not need to be proven to a third party, the BOC Meeting shall be chaired by a member of the BOC who is elected by and from the BOC members present at the BOC Meeting.
12. Resolutions of the BOC meetings shall first be made based on deliberation to reach a consensus. In the event thot deliberation to reach consensus does not occur, decisions shall be made by voting based on the affirmative votes of more than ½ (one-half) of the total number of members of the BOC present or represented at the meeting. Decisions made by ½ (one-half) are based on the principle of one person, one vote.
13. Results of the BOC meetings including joint BOC and BOD meetings shall be stated in minutes of meeting and distributed to all members of the BOC and/or BOD directly or electronically and well documented in accordance with the provisions of statutory regulations.
14. All decisions of the BOC are binding to all members of the BOC. Dissenting opinions that occur in BOC meetings and reasons for such disagreements shall be clearly stated in minutes of meetings.
15. The BOC may adopt lawful and binding decisions without convening a BOC meeting, on condition that all members of the BOC approve the decision in writing.
16. In a BOC meeting, a member of the BOC can only be represented by other member of the BOC based on a power of attorney.
17. Any member of the BOC in any manner whatsoever, either directly or indirectly have personal or conflict of interest in a transaction, contract or a proposed contract to which the Bank is a party, shall reveal the nature of such interest in BOC meetings and has no right to participate in voting with regard to transaction, contract or a proposed contract mentioned above, unless determined otherwise by the BOC meeting.
18. In relation to integrated corporate governance, the BOC of the Operational FHC is required to hold regular meetings at least 1 (one) time each semester.
19. Attendance of members of the BOC in meetings shall be disclosed in the annual report.

FREQUENCY OF BOARD OF COMMISSIONERS MEETINGS

Throughout 2025, the BOC held 6 (six) internal and 3 (three) The BOC' meetings invited the BOD and held 3 (three) meetings with the SSB. All meetings conducted during the year 2025 met the quorum requirements and were attended both physically and via teleconference technology by the members of the BOC. Decision-making in the meetings was conducted through consensus, and there were no dissenting opinions in the decisions made during the year 2025.

Information regarding the schedule, agenda, materials, results, and minutes of the meetings held has been distributed to members of all BOC, BOD, and/or SSB and documented in accordance with the provisions of statutory regulations.

MEETING AGENDA OF BOARD OF COMMISSIONERS

No	Meeting Date	Meeting Agenda
1	January 31, 2025	• Review and Approval of Previous Minutes of Meeting • Risk Oversight Committee Report • Audit Committee Report • Corporate Governance Committee Report
2	March 21, 2025	• Review and Approval of Previous Minutes of Meeting • Risk Oversight Committee Report • Audit Committee Report
3	May 28, 2025	• Review and Approval of Previous Minutes of Meeting • Risk Oversight Committee Report • Audit Committee Report
4	July 29, 2025	• Review and Approval of Previous Minutes of Meeting • Risk Oversight Committee Report • Audit Committee Report • Corporate Governance Committee Report
5	September 26, 2025	• Review and Approval of Previous Minutes of Meeting • Risk Oversight Committee Report • Audit Committee Report • Corporate Governance Committee Report
6	November 18, 2025	• Review and Approval of Previous Minutes of Meeting • Risk Oversight Committee Report • Audit Committee Report

BOARD OF COMMISSIONERS MEETING AGENDA INVITING THE BOARD OF DIRECTORS

No	Meeting Date	Meeting Agenda
1	January 31, 2025	• Review and Approval of Previous Minutes of Meeting • Business Update • Preparation: 2025 Annual General Meeting of Shareholders • Reverse Manager Forum – Observation & Sharing Session
2	May 28, 2025	• Review and Approval of Previous Minutes of Meeting • Business Update • Gesit Update
3	July 28 & 29, 2025	• Review and Approval of Previous Minutes of Meeting • CEO Presentation • Risk: Impact From Tariff & Global Economy • Business Update

BOARD OF COMMISSIONERS MEETING AGENDA WITH SHARIA SUPERVISORY BOARD

No	Meeting Date	Meeting Agenda
1	April 28, 2025	• DPS Evaluation of Sharia Business Unit Activities • Business Update • DPS Recommendation
2	August 26, 2025	• DPS Supervision of Sharia Business Unit Activities on Sharia Principles Implementation (May – August 2025) • DPS Recommendation
3	December 23, 2025	• DPS Supervision of Sharia Business Unit Activities on Sharia Principles Implementation (September – December 2025) • DPS Recommendation

ATTENDANCE RATES AT MEETINGS [IDX G-02]

The attendance of members of the BOC at meetings held during 2025 is as follows:

Name	Attendance Rate of BOC Meetings (Total 6 meetings)	Attendance Rate of BOC Meetings inviting the BOD (Total 3 meetings)	Attendance Rate of BOC Meetings with the DPS (Total 3 meetings)
Yasushi Itagaki	5/6	3/3	2/3
Halim Alamsyah	6/6	3/3	3/3
Peter Benyamin Stok	6/6	3/3	3/3
Nobuya Kawasaki	6/6	3/3	2/3
Hedy Maria Helena Lapian	6/6	3/3	3/3
Dan Harsono	6/6	3/3	3/3

SCHEDULE OF BOARD OF COMMISSIONERS MEETING PLAN IN 2026

At the end of 2025, the BOC has compiled a schedule of meeting plans that will be conducted in 2026 as many as 6 (six) BOC Meetings, 3 (three) BOC Meetings inviting the BOD and 3 (three) BOC Meetings with the SSB.

IMPLEMENTATION OF DUTIES AND RECOMMENDATIONS OF THE BOARD OF COMMISSIONERS IN 2025

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

BOARD OF COMMISSIONERS PERFORMANCE ASSESSMENT[IDX G-04]

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

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

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

ORIENTATION PROGRAM FOR NEW COMMISSIONERS

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

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

Member of the BOC are always given the opportunity to improve their competency through training programs/ workshops organized internally and externally. In 2025, the participation of members of the BOC in training programs/workshops was as follows:

Name	Training/Conferences/Workshops	Organization	Online / Offline	Date
Yasushi Itagaki	Refresher Mandatory Risk Management Certification Level 7 by Johny Kandano	Danamon	Offline	August 27, 2025
Halim Alamsyah	Economic & Industry Outlook by Mari Elka Pangestu - *Tantangan Ketidakpastian Ekonomi Global dan Dampaknya Terhadap Perekonomian Nasional*	Danamon	Offline	February 28, 2025
	Economic & Industry Outlook by Mari Elka Pangestu - Global Uncertainties and Impact on Indonesia	Danamon	Offline	June 18, 2025
	Tantangan Global dan Peran Negara dalam Pembangunan Ekonomi	ISEI (Ikatan Sarjana Ekonomi Indonesia)	Online	September 17-19, 2025
	Refreshment Risk Management Certification Refreshment Level 6	Danamon	Offline	October 17, 2025
	GRACS x IPSS 2025 with the theme "Trust by Design: Privacy, Security, and AI Governance for the Future"	ISACA	Offline	October 28, 2025
	Economic & Industry Outlook by Mari Elka Pangestu	Danamon	Offline	November 10, 2025
Peter Benyamin Stok	Training *Sertifikasi Manajemen Risiko Jenjang 7*	Danamon	Online	September 16, 2025
	Ujian Sertifikasi Manajemen Risiko Level 7	Danamon	Online	October 6, 2025
Nobuya Kawasaki	Refreshment Risk Management Certification Refreshment Level 6	Danamon	Online	October 17, 2025
Hedy Maria Helena Lapian	Economic & Industry Outlook by Mari Elka Pangestu - *Tantangan Ketidakpastian Ekonomi Global dan Dampaknya Terhadap Perekonomian Nasional*	Danamon	Offline	February 28, 2025
	Simposium Nasional – SUMITRONOMICS dan Arah Ekonomi Indonesia	Katadata – ILUNI FEB UI	Offline	June 3, 2025
	Economic & Industry Outlook by Mari Elka Pangestu - Global Uncertainties and Impact on Indonesia	Danamon	Offline	June 18, 2025
	Refresher Mandatory Risk Management Certification Level 7 by Johny Kandano	Danamon	Online	August 27, 2025
	GRACS x IPSS 2025 with the theme "Trust by Design: Privacy, Security, and AI Governance for the Future"	ISACA	Offline	October 28, 2025
	Economic & Industry Outlook by Mari Elka Pangestu	Danamon	Online	November 10, 2025
Dan Harsono	Refreshment Risk Management Certification Refreshment Level 6	Danamon	Online	October 17, 2025

COMMITTEES UNDER THE BOARD OF COMMISSIONERS

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

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

Each of the committees has Committee Charter prepared and reviewed periodically based on applicable regulations. Committee membership is based on recommendations from the Nomination and Remuneration Committee which are approved by the BOC and determined by the Board of Directors (BOD). Each of the Committees is chaired by an Independent Commissioner.

PERFORMANCE ASSESSMENT OF THE BOARD OF COMMISSIONERS COMMITTEES

The BOC assesses the performance of committees of the BOC based on reports on the implementation of duties and responsibilities submitted by each committee on a regular basis. The performance of the committees of the BOC during 2025 was considered good by the BOC and contributed to supporting the implementation of the duties and responsibilities of the BOC.

PROFILE OF COMMITTEE MEMBER

Name, Age and Position	Citizenship & Domicile	Position	Period	Expertise	Qualifications/ Educational Background
Yasushi Itagaki 61 years old President Commissioner	• Japanese Citizen • Domiciled in Japan	Member of the Nomination and Remuneration Committee	April 2023 - present	Banking and Financial Industry	Bachelor of Laws, University of Kyoto, 1987

The complete profile is included in the Board of Commissioners Profile in this Annual Report

Name, Age and Position	Citizenship & Domicile	Position	Period	Expertise	Qualifications/ Educational Background
Halim Alamsyah 68 years old Vice President Commissioner (Independent)	• Indonesia CItizen • Domiciled in Indonesia	• Chairman of the Nomination and Remuneration Committee • Chairman of the Audit Committee	• April 2023 – present • April 2023 – present	Economics, Finance, Sharia Finance, Risk Management	• Bachelor's degree University of Gadjah Mada, Indonesia, Faculty of Law, 1976 - 1981 • Bachelor's degree University Islam Indonesia, Faculty of Economics Management, 1975 - 1980 • Master of Arts in Development Economics, Boston University, USA, 1983 - 1985 • Doctoral Degree University of Indonesia, Monetary Economic, 2004 - 2008

The complete profile is included in the Board of Commissioners Profile in this Annual Report

Name, Age and Position	Citizenship & Domicile	Position	Period	Expertise	Qualifications/ Educational Background
Peter Benyamin Stok 76 years old Independent Commissioner	• Indonesian Citizen • Domiciled in Indonesia	• Chairman of the Corporate Governance Committee • Chairman of the Integrated Corporate Governance Committee • Member of the Risk Oversight Committee	• April 2020 – present • April 2020 – present • September 2021 – present	Finance and Banking	Bachelor's degree in Economics from Padjadjaran University, Bandung - Indonesia 1989

The complete profile is included in the Board of Commissioners profile in this Annual Report.

Name, Age and Position	Citizenship & Domicile	Position	Period	Expertise	Qualifications/ Educational Background
Nobuya Kawasaki 53 years old Commissioner	• Japanese citizen • Domiciled in Singapore	• Member of the Nomination and Remuneration Committee • Member of the Risk Oversight Committee • Member of the Corporate Governance Committee • Member of the Integrated Corporate Governance Committee	• October 2022 – present • April 2020 – present • April 2020 – present • April 2020 – present	Finance	• Bachelor of Mechanical Engineering, Keio University, 1995 • Master of Mechanical Engineering, Keio University, 1997

The complete profile is included in the Board of Commissioners profile in this Annual Report

Name, Age and Position	Citizenship & Domicile	Position	Period	Expertise	Qualifications/ Educational Background
Hedy Maria Helena Lapian 67 years old Independent Commissioner	• Indonesian Citizen • Domiciled in Indonesia	• Chairman of the Risk Oversight Committee • Member of the Nomination and Remuneration Committee • Member of the Audit Committee	• September 2021 – present • September 2021 – present • April 2023 - present	Finance/ Risk Management	• Bachelor's degree in management, Katholik Parahyangan University Bandung, 1977 • Master of Business Administration Joseph M. Katz Gradute School of Business University of Pittsburgh, USA, 1983

The complete profile is included in the Board of Commissioners profile in this Annual Report.

Name, Age and Position	Citizenship & Domicile	Position	Period	Expertise	Qualifications/ Educational Background
Dan Harsono 65 years old Commissioner	• Thai citizen • Domiciled in Thailand	Member of the Risk Oversight Committee	September 2021 - Present	Finance	• Bachelor's Degrees with Honors in Electrical Engineering and Biomedical Engineering from the University of Southern California in Los Angeles, California, 1982 • Master of Business Administration (MBA) in Finance and Marketing from Indiana University, Bloomington, IN, USA, 1984

The complete profile is included in the Board of Commissioners profile in this Annual Report

Name, Age and Position	Citizenship & Domicile	Position	Period	Expertise	Qualifications/ Educational Background
Mawar I.R. Napitupulu 63 years old Independent Party	• Indonesian citizen • Domiciled in Indonesia	• Member of the Audit Committee • Member of the Risk Oversight Committe	• April 2020 – present • April 2020 – present	• Accounting, Audit, and Finance • Risk Management and Control	• Bachelor's degree in accounting, University of Indonesia, 1986 • Master of Business Administration Katholieke Universiteit Leuven, Belgium 1990

The complete profile is included in the Independent Party profile in this Annual Report

Name, Age and Position	Citizenship & Domicile	Position	Period	Expertise	Qualifications/ Educational Background
Zainal Abidin 70 years old Independent Party	• Indonesian citizen • Domiciled in Indonesia	• Member of the Audit Committee • Member of the Risk Oversight Committee • Member of the Integrated Corporate Governance Committee	• April 2020 – present • April 2020 – present • April 2020 – present	• Banking supervision and inspection • Risk management • Accountancy	• Bachelor's degree in economics, Airlangga University, 1982 • Master of Arts (MA) Degree in Development Economics, Williams College, Williamstown, Massachusetts, USA, 1989

The complete profile is included in the Independent Party profile in this Annual Report

Name, Age and Position	Citizenship & Domicile	Position	Period	Expertise	Qualifications/ Educational Background
M. Din Syamsuddin 67 years old Chairman of the Sharia Supervisory Board	• Indonesian citizen • Domiciled in Indonesia	Member of the Integrated Corporate Governance Committee	November 2015 - present	• Islamic Law (Sharia) • Islamic Political Science, and Interreligious Cultural Communication • International Relations	• Bachelor's degree from IAIN Syarif Hidayatullah Jakarta, 1979 • M.A Degree of University of California Los Angeles 1988 • Ph.D from University of California Los Angeles (UCLA), USA, 1991

The complete profile is included in the Sharia Supervisory Board profile in this Annual Report

Name, Age and Position	Citizenship & Domicile	Position	Period	Expertise	Qualifications/ Educational Background
Roy Fahrizal Permana 50 years old Bank Employee Representative	• Indonesian citizen • Domiciled in Indonesia	Secretary and Member of the Nomination and Remuneration Committee	December 2018 – present	• Risk Management • Human Resources Management • Compensation and Benefit • Recognition Award • Performance Management • Industrial Relation • HR Policy • HR Area and Business Partner • HR Operations and Services	Master of Industrial Engineering, Bandung Institute of Technology, 2002

Work Experience (Position, Agency and Period of Service)
- Rewards Head, PT Bank Danamon Indonesia Tbk, 2018 - present
- Country Head of HR, Grab Indonesia, 2017 - 2018
- Rewards and Services Head, Bank UOB Indonesia, 2009 - 2017
- Secretary and member of the Remuneration and Nomination Committee, Bank UOB Indonesia, 2009 - 2017
- Compensation and Benefits Head, Esia - BakrieTelecom, 2008 - 2009
- Managerial positions in Human Resources, including Rewards and Performance Management, HR Operations, HR Area and Business Partner, Bank CIMB Niaga, 2003 - 2008
- Senior Analyst Compensation and Benefit, Texmaco Group, 1998-2003
- Financial Executive, National Commercial Bank, 1998

Name, Age and Position	Citizenship & Domicile	Position	Period	Expertise	Qualifications/ Educational Background
Krisna Wijaya 70 years old Independent Commissioner PT Adira Dinamika Multi Finance Tbk	• Indonesian citizen • Domiciled in Indonesia	Member of the Integrated Corporate Governance Committee	September 2021 – present	Economics and Corporate Governance	• Bachelor's degree from Bogor Agricultural Institute, Department of Agricultural Socio Economics, 1980 • Master's degree in management, Gajah Mada University, Department of Social Sciences, 1990 • Policy Studies, Gajah Mada University, 2009

Work Experience (Position, Agency and Period of Service)
- Independent Commissioner, PT Adira Dinamika Multi Finance Tbk 2016 – present
- Chairman of the Risk Management and Corporate Governance Committe, PT Adira Dinamika Multi Finance Tbk 2021 – present
- Worked as a banker for approximately 35 years and 10 years at IKNB
- Member of the Assessment Team for Clarification/Presentation of Fit and Proper Test in the Banking Sector, Financial Services Authority, 2016 – present
- President Commissioner (Independent), PT Jaminan Kredit Indonesia, 2022 - present
- Member of the Sharia Supervisory Board, PT Club Syariah Insurance, 2008 – present
- Board of Experts of Infobank Magazine, 2020 - present
- President Commissioner (Independent), PT Brilian Indah Gemilang, 2019 – 2025
- Member of the Supervisory Board, Yayasan Adaro Membangun Negeri, 2010 – 2022
- President Commissioner (Independent), member of Audit Committee, and Chairman of Risk Management Committee, PT Perusahaan Pengelola Aset (PPA), 2020 – 2022
- Director, Indonesian Banking Development Institute, March 2016 - March 2022
- President Commissioner (Independent), member of the Audit Committee and Chairman of Risk Management Committee, PT Danareksa (Persero) 2019
- President Commissioner (Independent), member of the Audit Committee and Chairman of the Risk Management Committee, PT BNI Life Insurance, 2016 – 2018
- Independent Commissioner, Chairman of the Risk Management Committee and Member of the Audit Committee, PT Bank Mandiri Tbk, 2010 – 2015
- Commissioner, member of the Audit Committee and Risk Management Committee, PT Bank Danamon Indonesia Tbk, 2008 – 2010
- Chief Executive/ Board of Commissioner, Deposit Insurance Corporation, 2005 – 2007
- Team of Assistant Minister of Finance of the Republic of Indonesia, 2003
- Independent Commissioner, PT Bank Rakyat Indonesia (Persero) Tbk, May 2005 – September 2005
- Director of Micro and Retail Business, PT Bank Rakyat Indonesia (Persero) Tbk, 2003 – 2005
- Operations Director, PT Bank Rakyat Indonesia (Persero) Tbk, 2000 - 2002

Name, Age and Position	Citizenship & Domicile	Position	Period	Expertise	Qualifications/ Educational Background
I Nyoman Tjager 75 years old Representative of PT Home Credit Indonesia	• Indonesian citizen • Domiciled in Indonesia	Member of the Integrated Corporate Governance Committee	December 2024 – present	• Banking • Insurance • Securities and Securities Custodian • Legal and Advocates • Legal and Banking Auditors	• Bachelor of Law, Gadjah Mada University, Yogyakarta, 1976 • Postgraduate, Fordham University, New York – USA, 1987 • Doctoral of Law, Universitas Gadjah Mada, Yogyakarta, 2003

Work Experience (Position, Agency and Period of Service)

- Independent Commissioner, Chairman of Audit Committee, Chairman of Risk Oversight Committee and Chairman of Remuneration and Nomination Committee, PT Home Credit Indonesia, 2015 – 2023, 2023 – present
- Member of Audit Committee & member of Risk Oversight Committee, PT Bank Nationalnobu Tbk, 2011 - present
- Independent Commissioner and Chairman of Audit Committee, PT Sentul City Tbk, 2023 – 2025
- President Commissioner, Independent Commissioner and member of Integrated Corporate Governance Committee, PT Maybank Sekuritas Indonesia, 2015 – 2025
- President Commissioner (Independent Commissioner), Chairman of Remuneration & Nomination Committee and Chairman of Audit Committee, PT Wahana Ottomitra Multiartha Tbk, 2015 – 2024
- Planning Expert, Supervisory Commission of the Special Task Force for Upstream Oil and Gas Business Activities (SKK Migas), 2018 – 2020
- Expert Staff for Planning, Supervisory Commission for the Special Task Force for Upstream Oil and Gas Business Activities (SKK Migas), 2016 – 2018
- President Commissioner, Independent Commissioner and chairman of Audit Committee, PT Sorini Agro Asia Corporindo, 2016 – 2020
- Independent Commissioner & Vice Chairman of GCG, Nomination & Remuneration Committee, AJB Bumiputera 1912, 2015 – 2016
- President Commissioner, PT Hanson Internasional Tbk, 2014 – 2017
- Independent Commissioner and Chairman of the Audit Committee, PT Ancora Indonesia Resource Tbk, 2008 – 2014
- President Commissioner, PT Bursa Efek Indonesia, 2008 – 2014
- Commissioner & Chairman of the Audit Committee, PT Bank Lippo Tbk, 2003 – 2008
- Expert Staff to the Minister of State-Owned Enterprises for Small Business Partnerships, Ministry of SOEs, 2001 – 2005
- Commissioner, PT Bhakti Capital Investment Indonesia Tbk, 2001 – 2004
- Vice President Commissioner (Independent Commissioner) and Chairman of the Audit Committee, PT Indocement Tunggal Prakarsa Tbk, 2001 – 2017
- Commissioner, PT Pupuk Kalimantan Timur (Persero) Tbk, 2000 – 2002
- Director General of State-Owned Enterprises Development, Ministry of Finance Deputy, 2000 – 2001
- Deputy Minister/ Deputy Head of the Investment & BUMN Development Agency for Restructuring & Privatization, 2000 – 2000
- Secretary to the Minister of State/ Main Secretary of the Investment & BUMN Development Agency, 2000 – 2000
- President Commissioner, PT Kustodian Sentral Efek Indonesia, 1999 – 2003
- Assistant Minister of State for Investment in the National Business Empowerment Sector/ Deputy for National Business Development, Investment Coordinating Board (BKPM), 1999 – 2000
- Commissioner, PT Pelayaran Samudera Djakarta Lloyd, 1993 – 2001
- Head of Legal Bureau, Bapepam – Ministry of Finance, 1991 – 1999
- Head of Legislation & Legal Aid Division, Bapepam – Ministry of Finance, 1991 – 1991
- Head of Inspection & Evaluation Division of Legal Bureau, Bapepam – Ministry of Finance, 1990 – 1991
- Head of Control & Evaluation Sub-Division of Legal Bureau, Bapepam – Ministry of Finance, 1988 – 1990
- Staff of Legal Bureau, Bapepam – Ministry of Finance, 1979 - 1988

INDEPENDENT PARTY IN THE COMMITTEE

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

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

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

AUDIT COMMITTEE

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

Audit Committee Membership

The Audit Committee shall consist of at least one Independent Commissioner, one Independent Party with expertise in finance or accounting, and one Independent Party with expertise in law or banking or Islamic banking. The Audit Committee is chaired by an Independent Commissioner. All members of the Audit Committee possess good integrity, ethics, and moral character.

Audit Committee Charter

The Audit Committee has Audit Committee Charter that governs matters pertaining to duties and responsibilities, organization, membership criteria, independency, authority, meeting convention, work ethics and term of office. The Audit Committee Charter is reviewed periodically to ensure it remains in compliance with all regulatory provisions and suit the Danamon's business needs. The Audit Committee Charter was last updated in April 2025.

Duties and Responsibilities of the Audit Committee

The duties and responsibilities of the Audit Committee include:

1. Financial Reporting
   a. Review financial information to be issued to the public and/or to the authorities by Danamon, among others: the financial statements, projections, and other statements relating to financial information of Danamon.
   b. Monitor and evaluate the compliance of financial statements with the applicable accounting standards and the provisions of Indonesia's Financial Services Authority regarding the recording of financial transactions.
   c. Provide an independent opinion in the event of a difference of opinion between the management and the accountant on the services provided.
   d. Examine complaints relating to accounting and financial reporting processes of Danamon.
   e. Mantain the confidentiality of documents, data and information of Issuers or Public Companies.
2. External Audit
   a. Recommend to the BOC the regarding appointment, re-appointment, termination or replacement, the term of engagement and remuneration of the Public Accountant to be proposed to the Annual General Meeting Shareholders (AGMS).
   b. In making recommendations, the Audit Committee shall consider the following:
      - Independence of Public Accountant, Public Accounting Firm, staffs of Public Accounting Firm.
      - Scope of audit.
      - Compensation for audit services.
      - Expertise and experience of Public Accountant, Public Accounting Firm and team from Public Accounting Firm.
      - Audit methodology, techniques, and tools used by Public Accounting Firm.
      - Benefits of fresh eye perspectives that will be obtained through the replacement of Public Accountant, Public Accounting Firm and audit team of Public Accounting Firm.
      - Potential risk for the use of audit services by the same Public Accounting Firm consecutively for a fairly long period of time.
      - Evaluation results of the implementation of audit services for annual financial information by Public Accountant and Public Accounting Firm in the previous period, if any.
      - The results of the self-assessment by Public Accounting Firm and Public Accountant on the fulfillment of audit service period and the cooling off period for Public Accountant and/or Public Accounting Firm Personnel as stipulated in POJK No. 9 of 2024.
   c. Evaluate the audit of financial statements, significant findings, and recommendations of the Public Accountant and the Board of Directors (BOD)'s responses.
   d. Evaluate the conduct of audit services on the annual historical financial information by Public Accountant and/or Public Accounting Firm at the minimum:
      - Conformity of audit implementation by Public Accountant and/or Public Accounting Firm with applicable audit standards.
      - Adequacy of fieldwork time.

- Assessment of the scope of services provided and the adequacy of the sampling.
- Recommendations for improvements provided by Public Accountant and/or Public Accounting Firm.

The results of the Audit Committee's evaluation shall be no later than 6 (six) months after the end of the financial year.

e. Monitor and evaluate the planning and execution of the Public Accountant audits and monitor follow-up audit results in order to assess the adequacy of internal controls, including the adequacy of the financial reporting process.
f. Monitor and evaluate the compliance of Public Accounting Firm with applicable auditing standards.
g. Review the adequacy of audit performed by the Public Accountant to ensure that all significant risks have been considered.

3. Internal Audit
   a. Monitor and evaluate the implementation tasks including the adequacy, effectiveness, and efficiency of the Internal Audit Working Unit (IAU).
   b. Review the independence of the Head of IAU and ensure that he/she has direct and unrestricted access to the BOD, BOC and SSB.
   c. Review the scope of work and audit plans of the Internal Audit Working Unit, including ensuring communication with the BOD, BOC, SSB regarding the discussion of Sharia principles, External Auditor, and Indonesia Financial Services Authority and other matters related to the conduct of the audits.
   d. Review significant findings and recommendations of the IAU and the BOD's responses.
   e. Monitor and evaluate the implementation of follow-up by the BOD on the findings of the Bank's IAU, External Auditor, and on the findings of audit results of the Indonesia Financial Services Authority and/or audit results of other regulator and government bodies.
   f. Review the audit reports and ensure BOD to take timely corrective actions needed to resolve weakness of control, fraud, compliance issues with policies, laws, regulations, or other issues identified and reported by IAU, External Auditor, and Indonesia Financial Services Authority and or other regulatory bodies.
   g. Provide recommendations to the BOC regarding:
      - Appointment and dismissal of the Head of Internal Audit Working Unit.
      - Approval of Internal Audit Charter.
      - Internal audit plan, scope, and budget allocation.
      - Internal Audit Working Unit annual remuneration as well as performance rewards.
      - Appointment of an independent quality assurance from an external party to review the performance of Internal Audit Working Unit.
4. Sharia Governance
   Provide recommendations to the BOC on the appointment of independent quality control from external parties to review the implementation of sharia governance which is carried out periodically at least 1 (one) time in 3 (three) years for the period July to June of the following third year.
5. Internal Control
   Monitor and evaluate the implementation of internal control policies and procedures in the Bank, among others in the financial reporting process, operational processes, compliance processes, and information technology processes, to provide recommendations to the BOC to ensure the integrity of the reporting processes at the Bank.
6. Compliance
   a. Review the compliance framework, and the scope of work and plan of the Compliance function.
   b. Review the adherence to laws and regulations relating to the Danamon's activities.
   c. Review legal matters that may have a material impact on the financial statements, related compliance policies, and reports received from regulators.
7. Others
   a. In carrying out its duties and responsibilities, the Audit Committee shall act independently and based on the prevailing laws and regulations and provisions.
   b. The Audit Committee shall conduct an examination of an alleged error in the decision of BOD's meeting or irregularities in the implementation of BOD meeting decisions. The examination can be carried out by Audit Committee or an independent party appointed by the Audit Committee at the expense of Danamon.
   c. The Audit Committee shall prepare, review and update Audit Committee Charter periodically.
   d. The Audit Committee shall submit a review result report to all members of the BOC after report of the review results is completed by the Audit Committee.

e. Provide an independent opinion when there is a disagreement between the BOD and Public Accountant for services rendered.
f. Maintain the confidentiality of documents, data, and information of Danamon.
g. The Audit Committee reviews and provides opinion to the Board of Commissioners regarding the potential conflict of interest of Danamon.
h. Members of the Audit Committee must enhance competencies through continuous education and training.

Authority of the Audit Committee

1. Investigate any matter within its terms of reference, access and cooperation with the BOD and the discretion to invite every Director or executive officer to attend its meetings,and to have reasonable resources in order to carry out its function properly.
2. Review of affiliate transactions and conflict of interest upon obtaining an appraisal report from the Compliance Director, to ensure that transactions are carried out with due regard to the interests of Danamon and minority shareholders as well as are reasonably made under normal commercial terms.
3. If necessary, engage independent party outside the Audit Committee members to assist the implementation of its duties.
4. Invite/appoint observers.
5. Perform any other authority granted by the BOC.
6. Access the Danamon's documents, data, and information, the employees, funds, assets and necessary corporate resources while maintaining the applicable secrecy provisions.
7. Communicate directly with employees, including the Board of Directors and those exercising internal audit, risk management and accounting functions related to the Audit Committee's duties and responsibilities.

Structure, Membership, Expertise and Legal Basis for Appointment

Structure and Membership

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

STRUCTURE AND MEMBERSHIP OF THE AUDIT COMMITTEE IN 2025

No	Name	Position at Bank	Position on Committee
1	Halim Alamsyah	Vice President Commissioner (Independent)	Chairman
2	Hedy Maria Helena Lapian	Commissioner Independent	Member
3	Mawar Napitupulu	Independent Party	Member
4	Zainal Abidin	Independent Party	Member

Expertise of Audit Committee Members

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

Legal Basis of Appointment

The incumbent members of the Audit Committee were appointed through Circular Decree of the Board of Commissioners No.KSR-KOM.CORSEC.12.2025.007 dated December 10, 2025 and stipulated in the Circular of the Board of Directors No.KSR-DIR. CORSEC.12.2025.004 dated December, 10 2025.

Independency of Audit Committee Members

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

Term of Office

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

Policy and Implementation of Audit Committee Meetings

Audit Committee Meeting Policy

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

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

Meeting Convention, Attendance, and Agenda

Throughout 2025, the Audit Committee held 14 (fourteen) meetings with the attendance rate and meeting agenda as follows:

ATTENDANCE OF AUDIT COMMITTEE MEMBERS AT MEETING IN 2025

Name	Number of Attendance Meetings
Halim Alamsyah	14/14
Hedy Maria Helena Lapian	12/14
Mawar Napitupulu	14/14
Zainal Abidin	14/14

AUDIT COMMITTEE MEETING AGENDA IN 2025

No	Meeting Date	Meeting Agenda
1	January 24, 2025	1. Review and Approval of Previous Minutes of Meeting 2. Internal Audit Update 3. Internal Fraud Case Update 4. Whistleblower Disclosure Report 5. Q4 2024 Consolidated Financial Statement
2	February 10,2025	2024 Audit Closing
3	February 21, 2025	Appointment of 2025 External Auditor
4	March 18, 2025	1. Review and Approval of Previous Minutes of Meeting 2. 2025 Audit Committee Charter 3. Internal Audit Update 4. Machine Learning for SME 5. Internal Fraud Case Update 6. Whistleblower Disclosure Report
5	April 24, 2025	1. Significant fluctuation on PL and key ratios 2. Summary changes on the consolidated financial statements
6	May 22, 2025	1. Review and Approval of Previous Minutes of Meeting 2. Internal Audit Update
7	June 24, 2025	1. Review and Approval of Previous Minutes of Meeting 2. Internal Audit Update
8	July 25, 2025	1. Review and Approval of Previous Minutes of Meeting 2. Internal Audit Update 3. Update Bapepam Report Q2 2025 4. ICoFR Update
9	August 26, 2025	1. Review and Approval of Previous Minutes of Meeting 2. Internal Audit Update
10	September 15, 2025	1. Review and Approval of Previous Minutes of Meeting 2. Audit Planning FY25 3. Tax Service Engagement – Review Service of Corporate Income Tax
11	September 23, 2025	1. Review and Approval of Previous Minutes of Meeting 2. Internal Audit Update
12	October 24, 2025	1. Review and Approval of Previous Minutes of Meeting 2. Bapepam Q3 2025
13	November 13, 2025	1. Review and Approval of Previous Minutes of Meeting 2. 2026 SKAI Danamon Audit Plan 3. Internal Audit Update
14	December 13, 2025	Update Interim and Hardclose Audit 2025

Audit Committee Statement on the Effectiveness of Internal Control System

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

RISK OVERSIGHT COMMITTEE

The Risk Oversight Committee has been set up with a function to oversee risk management at Bank. This is done to comply with Financial Services Authority Regulation (POJK) No. 17 Year 2023 and SEOJK No. 14/SEOJK.03/2025 regarding Good Corporate Governance Implementation for Commercial Banks, POJK No. 2 Year 2024 regarding Good Corporate Governance Implementation for Sharia Commercial Banks and Sharia Business Unit, POJK No. 18/POJK.03/2016 regarding Risk Management Implementation for Commercial Bank and also SEOJK No. 25/SEOJK.03/2023 regarding Risk Management Implementation for Sharia Commercial Banks and Sharia Business Unit. The Risk Oversight Committee is a risk committee at the Board of Commissioners level.

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

Risk Oversight Committee Membership

The Risk Oversight Committee consists of at least an Independent Commissioner, an Independent Party who has expertise in risk management, and an Independent Party who has expertise in finance and expertise in sharia banking. The Committee is chaired by an Independent Commissioner. All members of the Risk Oversight Committee shall have good integrity, character, and high moral standards and are required to have ability, knowledge, and experience in accordance with their field of work, and can communicate well.

Risk Oversight Committee Charter

The Risk Oversight Committee has a Risk Oversight Committee Charter that governs matters related to the purpose, membership, term of office, roles and responsibilities, authorities, meeting rules, reporting, performance evaluation and Risk Oversight Committee charter review period. The Risk Oversight Committee Charter is reviewed periodically.

Duties and Responsibilities of the Risk Oversight Committee

Risk Oversight Committee has the following duties and responsibilities:

1. Establish and periodically review/update the Risk Oversight Committee Charter;
2. Conduct oversight in the implementation of risk management practices;
3. Evaluate risk management policy i.e. Risk Management Policy Bank and Consolidated (RMP) at least once a year;
4. Evaluate the conformity between the risk management policy and the implementation of Bank's policies;
5. Evaluate the integrated risk management policy i.e. Integrated Risk Management Policy of MUFG Financial Conglomeration (IRMP) at least once a year;
6. Evaluate the implementation of integrated risk management policies performed by FHC's BOD;
7. Provide independent professional opinions to the Board of Commissioners and recommend to the Board of Directors, the actions to be considered for further strengthening of the risk management framework;
8. Conduct oversight and evaluation towards implementation of Risk Management Committee and Risk Management Working Unit;
9. Recommend to the Board of Commissioners, the Risk Appetite Statement (RAS) Framework, including thresholds for Group RAS;
10. Review all risk management policies and documents provided to Regulator as well as internal parties that require Board of Commissioners approval, as recommended by the Board of Directors;
11. Monitor the effectiveness of Risk Management Policies, Procedures, Tools, Limits and Frameworks as estabilished by the Board of Directors, Risk Management Directorate, Support Functions and Business Units, and recommended by Risk Management Committee;
12. Ensure the accountability of the Board of Directors and Executive Officers in performing their roles and responsibilities in relation to the effective implementation of Bank's and Integrated risk management;
13. Initiate an inquiry and investigation into matters that require independent review and assessment related to Frauds, Conflict of Interest, Lapses in Governance, Negligence and Violations of the Code of Conduct, and anti-bribery/corruption and Anti-Money Laundering (AML);
14. Conduct supervision regarding to risk management implementation related to country risk and transfer risk carried out by the Bank including the implementation of evaluation and testing (stress testing);
15. Recommend to the Board of Commissioners regarding supervision of the implementation of problem asset management, allowances and reserves carried out by the Bank in managing credit risk;
16. Conduct oversight towards implementation of Sustainable Finance, including managing climate-related risk.

Authority of the Risk Oversight Committee

The Risk Oversight Committee has the following authorities:

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

STRUCTURE, MEMBERSHIP, EXPERTISE AND LEGAL BASIS FOR APPOINTMENT OF THE RISK OVERSIGHT COMMITTEE

Structure and Membership of the Risk Oversight Committee

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

Structure and Membership of the Risk Oversight Committee in 2025

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

Expertise of Independent Parties

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

Legal Basis of Appointment

Members of the Risk Oversight Committee were appointed through Circular Decree of the Board of Commissioners No.KSR-KOM.CORSEC.12.2025.007 dated December 10, 2025 and stipulated in the Circular of the Board of Directors No.KSR-DIR. CORSEC.12.2025.004 dated December, 10 2025.

Independency of Risk Oversight Committee Members

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

Term of Office

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

Risk Oversight Committee Meeting Policy

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

Meeting decisions are taken based on the principle of deliberation and consensus. In cases where consensus is not reached, then the decisions shall be made through majority vote. Decisions made by a majority vote is based on the principle of 1 (one) person 1 (one) vote. Risk Oversight Committee meeting result shall be noted in the minutes of the meeting, well documented, approve by all members of the Risk Oversight Committee in attendance, and submitted to the BOC. The minutes of meeting is administered by Corporate Secretary Division.

Dissenting opinions that occurs in the Risk Oversight Committee meetings shall be clearly stated in the minutes of the meeting with reason of dissenting opinion.

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

Further information regarding the Risk Oversight Committee Meeting Policy is available in the Risk Oversight Committee Charter on the Bank's website www.danamon.co.id.

Implementation, Attendance Level and Meeting Agenda

During 2025, the Risk Oversight Committee was held 12 (twelve) meetings with the attendance of committee members and the meeting agenda as follows:

MEETING ATTENDANCE OF RISK OVERSIGHT COMMITTEE MEMBERS IN 2025

Name	Number of Attendance Meetings
Hedy Maria Helena Lapian	12/12
Peter Benyamin Stok	11/12
Nobuya Kawasaki	9/12
Dan Harsono	12/12
Mawar Napitupulu	11/12
Zainal Abidin	12/12

RISK OVERSIGHT COMMITTEE MEETING AGENDA IN 2025

No	Meeting Date	Meeting Agenda
1	January 24, 2025	• Review and Approval of the Previous Minutes of Meeting • Matters Arising from Previous ROC Meeting • Treasury & Capital Market Update • MLR Quarter Update – 4Q'24 • ROC Charter Update • ICAAP Stress Test & Report – 2H'24 • Credit & Enterprise Risk Update (as of Dec'24) • Cyber Risk Policy Review • IRM & ORM Quarter Update – 4Q'24 • Compliance, FCC, and Legal & Litigation Update
2	February 27, 2025	• Review and Approval of the Previous Minutes of Meeting • Matters Arising from Previous ROC Meeting • Credit Risk Policy (CRP) 2024 Second Amendment • Credit Card & Mortgage Product Program Renewal 2025 • Credit & Enterprise Risk Update (as of Jan'25) • ICoFR Sub-Committee Establishment & Charter • Risk Management Committee (RMC) Charter • Updated ICAAP Stress Test & Report 2H'24 • Regulatory Risk Profile 4Q'24 (Individual, Sharia, and Consolidated) and Integrated Risk Profile 2H'24 • Treasury Limit 2025 • Model Risk Management Semester II 2024 • Compliance, FCC, and Legal & Litigation Update
3	March 19, 2025	• Review and Approval of Previous Minutes of Meeting • Matters Arising from Previous ROC Meeting • Risk Oversight Committee Evaluation FY 2024 • Integrated Risk Management Policy 2025 • Integrated Risk Management Committee Charter • Credit & Enterprise Risk Update (as of Feb'25) • Peer Analysis 4Q'24 • Compliance, FCC, and Legal & Litigation Update
4	April 28, 2025	• Review and Approval of Previous Minutes of Meeting • Indonesia's 2025 Outlook Amid Trump Tariff Impact and Treasury and Capital Market Update • Thematic Stress Test • MLR Quarterly Update – 1Q'25 • Risk Management Committee and Credit/Financing Policy Committee Charters • Credit & Enterprise Risk Update (as of Mar'25) • SME Update • Adira Finance Update • ORM & IRM Quarterly Update – Q1 2025 • Compliance, FCC, and Legal & Litigation Update
5	May 23, 2025	• Review and Approval of Previous Minutes of Meeting • Matters Arising from Previous ROC Meeting • RAS Comprehensive Review • Credit Risk Policy (CRP) 2024 3rd Amendment • Credit & Enterprise Risk Update (as of Apr'25) • Regulatory Risk Profile 1Q'25 (Individual, Sharia, and Consolidated) • Peer Analysis (as of 1Q'25) • Compliance, FCC, and Legal & Litigation Update

No	Meeting Date	Meeting Agenda
6	June 26, 2025	• Review and Approval of Previous Minutes of Meeting • Risk Management Policy Update • Credit & Enterprise Risk Update (as of May'25), including CASA Monitoring • EBFI Update • UPL Product Program Renewal 2025 • *Kerangka Acuan Operasional (KAO) Layanan* Danamon Privilege • Update on MUFG Information Sharing Framework (ISF) • Compliance, FCC, and Legal & Litigation Update
7	July 24, 2025	• Review and Approval of the Previous Minutes of Meeting • Matters Arising from Previous ROC Meeting • Treasury and Capital Market (Including CASA Monitoring) Update • MLR Quarter Update (as of 2Q'25) • ICAAP Stress Test and Report 1H'25 • Credit & Enterprise Risk Update (as of June'25) • ORM & IRM Quarter Update (as of 2Q'25) • Compliance, FCC, and Legal & Litigation Update
8	August 28, 2025	• Review and Approval of the Previous Minutes of Meeting • Matters Arising from Previous ROC Meeting • Model Risk Management Update (as of 1H'25) • Integrated Risk Management Update (Integrated Risk Management Policy, Integrated Capital Management Policy, Integrated Risk Management Committee Charter) • Credit & Enterprise Risk Update (as of July'25), including CASA Monitoring • Regulatory Risk Profile 2Q'25 (Individual, Sharia, and Consolidated) and Integrated Risk Profile 1H'25 • Peer Analysis (as of 2Q'25) • Compliance, FCC, and Legal & Litigation Update
9	September 23, 2025	• Review and Approval of the Previous Minutes of Meeting • Matters Arising from Previous ROC Meeting • Adira Update • SME Update • Risk Management Update (as of Aug'25), including CASA Monitoring • Anti-Fraud Strategy Update • Compliance, FCC, and Legal & Litigation Update
10	October 22, 2025	• Review and Approval of the Previous Minutes of Meeting • Matters Arising from Previous ROC Meeting • Treasury and Capital Market Proposals • Market and Liquidity Risk Proposals • Sustainable Finance Action Plan 2026-2030 • Risk Management Proposals • ORM and IRM Quarter Update • Compliance, FCC, and Legal & Litigation Update
11	November 21, 2025	• Review and Approval of the Previous Minutes of Meeting • Matters Arising from Previous ROC Meeting • Risk Management Proposals • Credit Parameter Year End 2025 • Regulatory Risk Profile 3Q'25 (Individual, Sharia, and Consolidated) • Peer Analysis (as of 3Q'25) • Compliance, FCC, and Legal & Litigation Update
12	December 23, 2025	• Credit & Enterprise Risk Update (as of Nov'25), including CASA Monitoring • Climate Risk Management & Scenario Analysis (CRMS) 2025 Result • Compliance, FCC, and Legal & Litigation Update

Implementation of Risk Oversight Committee Work in 2025

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

NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee is a committee that assists the implementation of the functions and duties of the Board of Commissioners (BOC) to review and assess the nomination and remuneration of members of the Board of Directors (BOD), members of the BOC, Sharia Supervisory Board (SSB) as well as members of the Committees at the BOC level. The Nomination and Remuneration Committee is responsible to the BOC.

The membership of the Nomination and Remuneration Committee

The membership of the Nomination and Remuneration Committee consists of an Independent Commissioner serving as Chair, a Non-Independent Commissioner as member, and an Executive Officer overseeing Human Capital or an employee representative. If the Bank does not have a Non-Independent Commissioner, the Committee shall consist of at least two Independent Commissioners and one Human Capital Executive Officer or employee representative. For Banks operating sharia business activities or with a Sharia Business Unit (UUS), one member of the UUS may serve as a Committee member. All members must possess integrity, competence, and comply with the Danamon Code of Conduct.

Nomination and Remuneration Committee Charter

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

Duties and Responsibilities in Nomination

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

1. Recommends to the BoC regarding:
   - The composition of members of the BOC and/ or, of the BOD, include DPS.
   - The Policy and criteria required for the nomination process.
   - The policy for performance evaluation of members of the BOC and/or the BOD, include member od SSB.
2. Review, evaluate and give recommendations regarding systems and procedures of election and/or replacement of members of BOC, members the BOD, and/or member of SSB to BOC to be submitted to the GMS.
3. Identify, review and recommendations regarding prospective members of the BOC, prospective members of the SSB, and/or member of BOD included President Director to BOC to be submmitted to the GMS to obtain approval.
4. Recommend to the BOC independent parties who will become members of the BOC committees.
5. At Danamon's expense, the Nomination and Remuneration Committee may from time to time exercise its authority to use the services of one or more search firms to identify candidates (including to approve the fees and terms of the search firm).
6. May evaluate all members of the BOC, members of the BOD and/or member SSB who will be reappointed at the GMS.
7. Review and evaluate candidates in the same manner, with no regard to gender, race, religion source of the initial recommendation.
8. Review and evaluate candidate based on minimum requirements and other criteria consideration on all facts and circumstances as deemed appropriate including, amongst others, the banking knowledge and skills of the proposed candidate, their depth and breadth of professional experience or other background characteristics, their independence, and the need for members of the BOC/ the BOD.
9. Proposes all candidates (whether identified internally or by a shareholder) upon favorable evaluation to the BOC through circular for nomination as members of the BOC/ the BOD/ and/ the SSB in the subsequent GMS.
10. The official appointments of the Candidates as the as member of the BOC/ the BOD/ and/or the SSB member will be done after the GMS approval and is subject to the fullfillment of all conditions as required by regulations including but not limited to the fit and proper test OJK and of other authority.
11. Evaluates and recommends candidates for members of the BOC, the BOD and the SSB of subsidiaries, where such subsidiaries have significant impact to the Bank, to the BOC of the Bank.
12. May provide "no objection" for the candidates for the BOD in subsidiaries.
13. Develop mechanisms and assess the performance of members of the BOD and members of the BOC include members of DPS.

14. Recommends to the BOC regarding the competency development program for members of the BOC, members of the BOD include SSB.
15. The Nomination and Remuneration Committee members must improve competencies through continual education and training.
16. Prepare, review and update the Nomination and Remuneration Committee Charter periodically and make it is available on Danamon's official website.
17. Review and evaluate candidates in the same manner, without regard to gender, race, religion, or the source of the initial recommendation.
18. The Nomination and Remuneration Committee maintaining donfidentiality of all documents, data and Bank's information.

Duties and Responsibilities in Remuneration

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

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

Authority of the Nomination and Remuneration Committee

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

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

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

Structure and Membership of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee has 5 (five) members, consisting of 2 (two) Independent Commissioners, 2 (two) Commissioners, and 1 (one) representative of the Bank employees. The structure and membership of the Nomination and Remuneration Committee have complied with applicable regulations.

MEMBERSHIP STRUCTURE OF THE NOMINATION AND REMUNERATION COMMITTEE IN 2025

No	Name	Position at Bank	Position in Committee
1	Halim Alamsyah	Vice President Commissioner (Independen)	Chairman
2	Yasushi Itagaki	President Commissioner	Member
3	Hedy Maria Helena Lapian	Independent Commissioner	Member
4	Nobuya Kawasaki	Commissioner	Member
5	Roy Fahrizal Permana	Bank Employee Representative	Member and concurrent Secretary

Expertise of Nomination and Remuneration Committee Members

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

Legal Basis of Appointment

The members of the Nomination and Remuneration Committee were appointed pursuant to the Circular Resolution of the Board of Commissioners No. KSR KOM.CORSEC.12.2025.007 dated December 10, 2025 and confirmed through the Circular Resolution of the Board of Directors No. KSR DIR.CORSEC.12.2025.004 dated December 10, 2025.

Independency of the Nomination and Remuneration Committee

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

Term of Office

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

Policy and Convention of Nomination and Remuneration Committee Meetings

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

Meeting Convention, Attendance, and Agenda

During 2025, the Nomination and Remuneration Committee held 11 (eleven) meetings with attendance of each Committee given below:

ATTENDANCE OF NOMINATION AND REMUNERATION COMMITTEE MEMBERS AT 2025 MEETINGS

Name	Meeting Attend
Halim Alamsyah	11/11
Yasushi Itagaki	11/11
Hedy Maria Helena Lapian	11/11
Nobuya Kawasaki	11/11
Roy Fahrizal Permana	11/11

MEETING AGENDA OF THE NOMINATION AND REMUNERATION COMMITTEE IN 2025

No	Tanggal Rapat	Agenda Rapat
1	February 14, 2025	Bonus and Salary increase
2	March 11, 2025	Executive Assignment
3	May 22, 2025	Changes of Nomination & Remuneration Committee Charter
4	June 12, 2025	LTI Payment
5	September 26, 2025	Member of ICG Committee
6	22 Oktober, 2025	Member of BOM
7	November 17, 2025	Member of BOD
8	November 17, 2025	Remuneration Member BOD
9	December 5, 2025	Update Member of ICG Committee
10	December 15, 2025	LTI Program
11	December 15, 2025	Member of BOC

Report on the Implementation of the Nomination and Remuneration Committee's Activities in Nomination
Nomination work activities can be summarized as follows:

- Provide recommendations for the member composition of the BCC Committees and SSB.
- Reviewed nominations for the appointment of President Commissioner and Commissioner include SSB.
- Provide recommendations on member composition of Danamon's BOC in each Committee.
- Provide recommendations for the appointment of members of Danamon's BOD.

Report on the Implementation of the Nomination and Remuneration Committee's Activities in Remuneration
Remuneration work activities can be summarized as follows:

- Recommended tantiem and salary increase for Directors, Commissioners and the SSB.
- Reviewed and recommended remuneration for Directors and new Directors.
- Reviewed and recommended remuneration for Commissioners and new Commissioners including the SSB.
- Reviewed the proposed Long-Term Incentive program.

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

CORPORATE GOVERNANCE COMMITTEE

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

Corporate Governance Committee Charter

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

Duties and Responsibilities of Corporate Governance Committee

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

1. Adhere to the Bank's Code of Conduct.
2. Evaluates the structure and frameworks of corporate governance as well as the suitability of Bank's governance policies.
3. Periodically review and assess the principles and implementation of Bank's good corporate governance and submit improvement recommendations to the BOC.
4. Report to the BOC of the various inappropriateness of Bank's governance implementation and actions to be taken for improvement.
5. Review the corporate governance report issued by the Bank to ensure the transparency and accuracy of those reports and recommend improvements to the BOD.
6. Provide recommendations for the purpose of granting the BOC's endorsement of the Bank's corporate governance report and Bank's corporate governance policies.
7. Be willing to continuously improve competence through education and training.
8. Prepare, review, and update the Charter of Corporate Governance Committee periodically. The referred Committee Charter shall be available on Bank's website.
9. Maintain confidentiality of all documents, data, and information of Bank.

Authority of Corporate Governance Committee

The authorities of the Corporate Governance Committee include:

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

Structure, Membership, Expertise and Legal Basis for Appointment

Corporate Governance Committee Structure and Membership

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

COMPOSITION OF CORPORATE GOVERNANCE COMMITTEE IN 2025

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

Expertise of Governance Committee Members

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

Legal Basis of Appointment

Corporate Governance Committee member appointed through the Board of Commissioners Circular Resolutions No. KSR-KOM.CORSEC.12.2025.007 dated December 10, 2025 and stipulated in the Board of Directors Resolutions No.KSR-DIR.CORSEC.12.2025.004 dated December, 10 2025.

Independence of Corporate Governance Committee

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

Term of Office

The term of office of members of the Corporate Governance Committee must not exceed the term of office of the BOC as stipulated in the Bank's Articles of Association and may be reappointed only for one (1) subsequent term after obtaining approval from the GMS, considering that the maximum term of office for an Independent Commissioner is two (2) consecutive terms. Further provisions regarding the term of office of independent commissioners are available in the Commissioners Chapter of this Annual Report.

Corporate Governance Committee Meeting Policy and Convention

Corporate Governance Committee Meeting Policy

1. Meetings are held in accordance with the needs of the Bank at least 1 (one) time in 1 (one) semester.
2. The minimum attendance of Corporate Governance Committee meetings (meeting quorum) is 100% (one hundred percent) of the members of the Corporate Governance Committee.
3. The Corporate Governance Committee meeting decisions are first conducted based on deliberation for consensus principle.
4. In the event that consensus cannot be reached, decisions shall be made based on a majority vote, following the principle of 1 (one) person, 1 (one) vote.
5. Dissenting opinions that occur in the Corporate Governance Committee meeting and the reasons for the differences must be clearly stated in the minutes of the meeting.
6. The results of the Corporate Governance Committee meetings must be stated in the minutes of meeting, well documented, approved by all members of the Corporate Governance Committee in attendance, and submitted to the BOC. The minutes of meeting administered by Corporate Secretary Division.

Meeting Implementation, Attendance, and Agenda

During 2025, the Corporate Governance Committee held 2 (two) meetings with attendance and agenda as given below:

ATTENDANCE OF CORPORATE GOVERNANCE COMMITTEE MEMBERS AT MEETING IN 2025

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

MEETING AGENDA OF CORPORATE GOVERNANCE COMMITTEE 2025

No	Date of Meeting	Meeting Agenda
1	January 20, 2025	1. Review and Approval of Previous Minutes of Meeting 2. Corporate Governance Update
2	July 22, 2025	1. Review and Approval of Previous Minutes of Meeting 2. Corporate Governance Update

Implementation of The Work Activities of Corporate Governance Committee in 2025

The Corporate Governance Committee reported its activities and recommendations to the BOC periodically.

INTEGRATED CORPORATE GOVERNANCE COMMITTEE

Danamon has obtained approval from the OJK to act as the Operational FHC of the MUFG FC, effective as of June 24, 2025. The MUFG FC structure, as follow:

1. Danamon as the Operational FHC.
2. PT Adira Dinamika Multifinance Tbk (ADMF), PT Home Credit Indonesia (HCI), and PT Mandala Multifinance Tbk (MFIN) as a Member.

Furthermore, effective October 01, 2025, merger between ADMF, as the surviving entity, and MFIN, as the merging entity, became legally effective. In connection with this merger, Danamon, in its capacity as the Operational FHC, submitted a report on the change in membership of the MUFG FC to the OJK.

Based on the OJK letter dated October 21, 2025, the OJK notified that the report on the change in membership of the MUFG FC has been duly recorded in the OJK's supervisory administration.

Accordingly, the composition of the MUFG FC is as follows:

1. Danamon as the Operational FHC;
2. ADMF and HCI as Members.

As the Operational FHC of the MUFG FC, Danamon has established an Integrated Corporate Governance Committee to support the duties of the Board of Commissioners (BOC) acting as the FHC BOC, particularly in carrying out the supervisory function over the implementation of Integrated Corporate Governance within the MUFG FC, in accordance with applicable laws and regulations. The Integrated Corporate Governance Committee is accountable to the BOC.

Integrated Corporate Governance Committee Charter

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

Duties and Responsibilities of the Integrated Corporate Governance Committee

The duties and responsibilities of the ICG Committee among others:

1. To evaluate the implementation of integrated corporate governance at a minimum through assessing the adequacy of internal controls and the implementation of integrated compliance function.
   In conducting its evaluation, the ICG Committee obtains information in the form of evaluation results on the implementation of the internal audit and compliance functions of each FSIs from members of the BOC of each FSIs who are members of the ICG Committee.
2. Provides recommendations to the BOC of the FHC for improvements to the Integrated Corporate Governance Guidelines (Policy).
3. To improve the competency of members through continuous education and trainings.
4. To have, review, and update the ICG committee Charter periodically.
5. Maintain the confidentiality of all documents, data, and information of the FHC and FSIs in the FC.
6. Members of ICG committee from Independent Parties must implement their duties, responsibilities and authority with integrity, independence, competence, and maintaining their reputation.

Authority of Integrated Corporate Governance Committee

In relation to the implementation of its duties and responsibilities, the ICG Committee is authorized to:

1. Access required document, data, and information from the FHC and from FSIs in the FC providing that it is done with adherence to the internal policies of each entity,
2. Communicate directly with employees, Board of Directors (BOD), and other parties in the FHC and FSIs in the FC,
3. Have other authorities granted by the BOC of the FHC,

in accordance with the provisions of laws and regulations. If necessary, the ICG Committee is authorized to engage independent parties to support its duties.

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

Structure and Membership of the Integrated Corporate Governance Committee

In line with the implementation of POJK No. 30 Year 2024 on FC and FHC effective as of December 10,

2025, the ICG Committee consists of 6 (six) members, as follows:

a. 1 (one) Independent Commissioner from FHC;
b. 1 (one) Commissioner from FHC;
c. 1 (one) Independent Party from FHC;
d. 1 (one) member of the SSB from FHC;
e. 1 (one) Independent Commissioner representing and appointed by ADMF; and
f. 1 (one) Independent Commissioner representing and appointed by HCI.

COMPOSITION OF THE INTEGRATED CORPORATE GOVERNANCE COMMITTEE IN 2025

No	Name	Position at each FSI	Position in Committee
1	Peter Benyamin Stok	Independent Commissioner	Chairman
2	Nobuya Kawasaki	Commissioner	Member
3	M. Din Syamsudin	Chairman of DPS	Member
4	Zainal Abidin	Independent Party	Member
5	Krisna Wijaya	Representative of ADMF	Member
6	Christopher Mark Davies*	Representative of MUFG Jakarta	Member
7	Andre S Painchaud*	Representative of MUFG Jakarta	Member
8	Yasuhiko Togo*	Representative of MUFG Jakarta	Member
9	I Nyoman Tjager	Representative of HCI	Member
10	Rizal Bambang Prasetijo**	Representative of MFIN	Member

* The representative of MUFG Jakarta effectively ceased to be a member of the ICG Committee as of June 24, 2025.
** The addition of a representative from MFIN became a member of the ICG Committee starting October 29, 2025, and as of December 10, 2025, effectively ceased to be a member of the ICG Committee.

Expertise of Integrated Corporate Governance Committee Members

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

Legal Basis of Appointment

ICG Committee member appointed through the Board of Commissioners Circular Resolutions No. KSR-KOM.CORSEC.12.2025.007 dated December 10, 2025 and stipulated in the Board of Directors Resolutions No.KSR-DIR.CORSEC.12.2025.004 dated December 10, 2025.

Independency of the Integrated Corporate Governance Committee

To uphold independency and objectivity, the ICG Committee is chaired by an Independent Commissioner, Peter Benyamin Stok. Members of the BOD are not allowed to be members of the ICG Committee.

Term of Office

The term of office of the chairman or each member of ICG Committee should not be longer than the respective term of office at the FHC or at FSIs in the FC as regulated in the Articles of Association of each Entity.

Integrated Corporate Governance Committee Meeting Policy and Convention

Integrated Corporate Governance Committee Meeting Policy

1. The ICG Committee meetings are held as needed at least once per semester.
2. The ICG Committee meetings may be conducted via video conference.
3. The ICG Committee meetings can only be held with the minimum attendance of 51% (fifty one percent) of all members of the ICG Committee.
4. ICG Committee meeting is chaired by the Chairman of the Committee and if the Chairman is unable to attend, meeting participants may appoint one of participants to chair the meeting.
5. In performing the oversight function over FHC and all FSIs members of the FC, the Director responsible for overseeing the function or unit managing the FC must attend the ICG Committee meetings as stipulated in the applicable regulations.
6. The ICG Committee meeting decisions are taken based on the consensus principle. In the event that consensus is not reached, decision making is done by a majority vote. Decision made by a majority vote is based on the principle of 1 (one) person 1 (one) vote.

7. The results of the ICG Committee meetings shall be noted in the minutes of meeting properly documented in accordance with the provisions of laws and regulations and submitted to the BOD of the FHC. The minutes of the meeting are administered by the Corporate Secretary Division.
8. Dissenting opinions in the ICG Committee meetings shall be clearly stated in the minutes of meeting together with the reasons for dissent.

Meeting Convention, Attendance Level, and Agenda

During 2025, the ICG Committee held 2 (two) meetings with attendance and meeting agenda given below:

ATTENDANCE OF MEMBERS OF THE INTEGRATED CORPORATE GOVERNANCE COMMITTEE AT THE MEETING IN 2025

Name	Attendance of Meeting
Peter Benyamin Stok	2/2
Nobuya Kawasaki	2/2
M. Din Syamsudin	2/2
Zainal Abidin	2/2
Krisna Wijaya	2/2
Christopher Mark Davies*	0/1
Andre S Painchaud*	0/1
Yasuhiko Togo*	0/1
I Nyoman Tjager	2/2
Rizal Bambang Prasetijo**	-

* The representative of MUFG Jakarta effectively ceased to be a member of the ICG Committee as of June 24, 2025.
** The addition of a representative from MFIN became a member of the ICG Committee starting October 29, 2025, and as of December 10, 2025, effectively ceased to be a member of the ICG Committee.

INTEGRATED CORPORATE GOVERNANCE COMMITTEE MEETING AGENDA IN 2025

No	Date of Meeting	Meeting Agenda
1	February 6, 2025	1. Review and Approval of Previous Minutes of Meeting 2. Governance of Financial Conglomeration by Main Entity 3. ADMF Corporate Governance Update 4. MUFG Jakarta Corporate Governance Update 5. HCI Corporate Governance Update
2	August 11, 2025	1. Review and Approval of Previous Minutes of Meeting 2. Governance of Financial Conglomeration by FHC Operational 3. ADMF Corporate Governance Update 4. HCI Corporate Governance Update 5. MFIN Corporate Governance Update

THE BOARD OF **DIRECTORS**

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

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

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

BOARD OF DIRECTORS CHARTER

The BOD has a Charter that is prepared and reviewed periodically based on applicable regulations, corporate governance principles, as well as best practices in the implementation of good corporate governance. The BOD Charter covers and governs matters related to general provisions, Roles and Accountability, Structure and Membership, Duty and Responsibility, Establishment of Committee, Authority, Transparency, Work Ethics and Prohibitions for BOD, Meetings and Proceeding, Term of Office, Reporting, Bank Organization and BOD Duties, Regulation of Authority and Decision Procedures, Evaluation of the Performance of the BOD, Patterns of Working Relationship between the BOD and the BOC, etc.

STRUCTURE AND MEMBERSHIP

1. The number of members of the BOD at least three (3) persons consisting of:
   a. 1 (one) President Director.
   b. Maximum 2 (two) persons of Vice President Director.
   c. At least 1 (one) person Director.

   In the event that the Company has a Sharia Business Unit (UUS), it shall have 1 (one) director in charge of the UUS. Such director may concurrently serve in the Bank. The director in charge of UUS must have competence and commitment in the development of UUS.
2. All members of the BOD must reside in Indonesia.
3. The majority (more than 50%) of the BOD shall be Indonesian citizen.
4. Members of the BOD are individuals who fulfil the Financial Services Authority (OJK) approval requirements.
   Members of the BOD who have fulfilled the OJK approval requirements, at the time of taking office, must have integrity, competence and good reputation.

   Have integrity, among others:
   a. having good character and morals, including not having been convicted of certain criminal offences within 20 (twenty) years before nomination.
   b. have commitments to comply with the laws and regulations including the provisions and regulations of the Bank and support the policies of the OJK.
   c. have commitments to the development of sound business activities of the Bank.
   d. not undergoing the consequences of the final result of the reassessment of the main party with the predicate of not passing and/or not included in the list of not passing.
   e. capable of performing legal acts.

   Having competence, among others:
   a. having adequate knowledge and/or competence (expertise) in the field required in the management of the Bank and relevant to his/her position.
   b. perform strategic management in the context of developing a sound Bank, among others:
      i. perform a leadership role in achieving sustainable value creation through the following efforts:
         - being competitive and visionary as demonstrated by having commitments to long-term performance.

- having an ethical and responsible attitude in carrying out the Bank's business activities, operations, and services.
- contributing to society and the environment.
- having the ability to adapt, survive, and grow.

ii. managing and implementing the Bank's strategic plans (long, medium, and short term) with innovation and utilisation of the latest information technology in an effective, competitive, and prudent manner.

iii. implement and lead the implementation of risk management and internal control system effectively and efficiently in line with the Bank's vision, mission, and strategy as well as complying with prevailing laws and standard.

iv. support and implement the development of the quality of the Bank's human resources.

v. ensuring the accountability and integrity of financial and reporting systems, including reports and accuracy in accordance with applicable regulations and standards.

vi. ensuring support for the authority and supporting tools of the Sharia Supervisory Board (SSB) to carry out its duties effectively.

c. have knowledge of Indonesia, especially regarding the Indonesian economy, culture, and language, for members of the BOD who are foreign workers in accordance with the OJK Regulation regarding the use of foreign workers and knowledge transfer programmes in the banking sector.

Have a good reputation, among others:

a. does not have bad credit and/or financing.
b. has never been declared bankrupt.
c. has never been a member of the BOD and/or a member of the Board of Commissioners (BOC) who was found guilty of causing a company to be declared bankrupt.
d. never been convicted of a criminal offence that is detrimental to state finances and/or related to the financial sector.
e. organising the annual GMS.
f. his/her accountability as a member of the BOD and/or a member of the BOC is always accepted by the GMS or always provides accountability as a member of the BOD and/or a member of the BOC to the GMS.
g. has never caused a company that obtained a licence, approval, or registration from the OJK to not fulfil the obligation to submit annual reports and/or financial reports to the OJK, and/or annual reports and/or financial reports not approved and/or ratified by the GMS.
h. support the implementation of sound Bank management.
i. maintaining the Bank's reputation.

5. Members of the BOD who is involved in financial crimes shall resign from the BOD.
6. The majority of the members of the BOD are prohibited from having family ties to the second degree with a fellow member of the BOD and/or the members of the BOC and member of SSB.
7. The BOD is led by President Director. The President Director must be independent of the controlling shareholder. The independence of the President Director can be fulfilled if the person concerned does not have a financial relationship, management relationship, ownership relationship, and/or family relationship with the controlling shareholder of the Bank.
8. In the event the President Director position is vacant, and a successor has not been appointed, a Vice President Director shall perform the duties of the President Director and has the same authorities and responsibilities as the President Director as stipulated in the AoA and the prevailing laws and regulations.
9. Any proposal for the appointment, dismissal, and/or replacement of members of the BOD to the GMS must take into account the recommendations of the BOC or the committee that carries out the nomination function.
10. The majority of the members of the BOD shall have mandatory experience of at least 5 (five) years in the operational field as an Executive Officer of the Bank.
11. Each member of the BOD shall have the knowledge about Indonesia, especially about the economy, culture, and Indonesia language.
12. Each member of the BOD must meet the requirements of having passed the fit and proper test in accordance with the applicable provisions regarding OJK fit and proper test.
13. Members of the BOD shall continue to improve their competencies through education and training.
14. Members of the BOD may be given salaries and allowances and/or other incomes, in which the amount shall be determined by the GMS with due observance of the recommendation from the

Remuneration Committee and such authority may be delegated to the BOC.

15. The appointment of members of the BOD who come from employees or officials at the Institution that performs regulatory and/or supervisory functions of Banks and/or other financial services institutions is carried out after the person concerned has effectively ceased as an employee or official and undergone a waiting period of at least 6 (six) months.
    In the event that there is a conflict of interest or potential conflict of interest of an employee or officer of a prospective member of the BOD in connection with his/her nomination to the Bank, the candidate shall disclose the conflict of interest in the fit and proper assessment process.
16. a. The Director in charge of the UUS may come from new candidate for the BOD or a member of the BOD who has served in the Bank.
    b. For directors in charge of UUS who come from new candidates for members of the BOD must fulfill the fit and proper test in accordance with OJK Regulations regarding the fit and proper test for the main parties of financial services institutions.
    c. The appointment of a member of the BOD who has served in the Bank as a director in charge of UUS must be reported by the Bank no later than 10 (ten) business days after the effective appointment date.
    d. For directors in charge of UUS who come from members of the BOD who have served at the Bank must follow the interview process.
    e. In the event that the director in charge of UUS considered to lack competence and commitment in the development of UUS, then it is mandatory to review the appointment.
17. Prospective members of the BOD who have not obtained OJK approval, are prohibited from performing actions, duties and functions as members of the BOD even though they have been approved and appointed by the GMS.

WORK ETHICS AND PROHIBITION FOR BOARD OF DIRECTORS

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

1. Each member of the BOD shall carry out their duties, authority and responsibilities in good faith, and with the principle of prudence.
2. Prohibited from taking advantage of Bank for personal, family benefits, and/or benefits of other parties that may harm or put the Bank at a disadvantage and/or harm its reputation as well as thot its subsidiaries.
3. Members of the BOD are prohibited from taking and/receiving personal benefits from Bank other than remuneration and facilities determined by the GMS.
4. Members of the BOD are prohibited from holding concurrent positions:
    a. As a member of the BOC, member of the BOD, member of the SSB, or executive officer at other Banks, companies, and/or Institutions.
    b. In the field of functional duties at Bank financial institutions and/or non-Bank financial institutions domiciled at home or abroad.
    c. In other positions that may cause conflict of interest in the performance of duties as a member of the BOD.
    d. In other positions in accordance with the provisions of laws and regulations.
5. Not considered as having concurrent positions as referred to above in the event that a member of the BOD:
    a. responsible for the supervision of the Bank's investment in subsidiaries;
    b. performs functional duties as a member of the BOC of non-bank subsidiaries controlled by the Bank;
    c. responsible for the supervision of pension funds or performs duties as a member of the supervisory board of a pension fund owned by the Bank;
    d. perform duties as an alternate director; and/or
    e. hold positions in non-profit organisations or institutions;

    as long as the concurrent position does not cause the person concerned to neglect the implementation of duties and responsibilities as a member of the Bank's BOD.
    Concurrent positions of members of the BOD as referred to in:
    a. Point 5.a and 5.b must obtain approval from the BOC meeting.
    b. Point 5.d is reported in the BOC meeting.

    The candidate of the BOD members who have positions as referred to in point 5.a, 5.b and 5.d, must make a statement to:
    a. maintain integrity;
    b. avoid any form of conflict of interest;
    c. avoid actions that may harm the Bank and/or cause the Bank to violate prudential principles;

    while serving as a member of the BOD.
6. Members of the BOD individually or collectively are prohibited from owning shares in other companies amounting to 25% (twenty-five percent) or more of the paid-up capital of such other companies.

7. Share ownership of members of the BOD individually or jointly in connection with the receipt of bonus and/or tantiems in the form of shares resulting in share ownership of 25% (twenty-five percent) or more shall be exempted from number 6.
8. Share ownership of the president director or director in charge of the compliance function originating from the granting of bonuses, tantiem, share ownership programmes for management, and/or share ownership programmes for employees in companies that are controlling shareholders and/or ultimate controlling shareholders of the Bank, shall not be taken into account in the assessment of independence from controlling shareholders, provided that:
   a. The share ownership is a policy of the controlling shareholder and/or the last controller of the Bank and is not an initiative of the managing director or the director in charge of the compliance function.
   b. The share ownership is not for trading.
   c. The person concerned submits a statement that he/she will always act independently while being the president director or director in charge of the compliance function despite owning shares of the controlling shareholder and/or the last controller of the Bank.
9. Prohibited from extending a general power of attorney to other proxies which will result in the transfer of the tasks and functions of the BOD. The granting of general power of attorney is the granting of power to 1 (one) or more employees or other person which results in the transfer of the duties, authority and responsibilities of the BOD as a whole, namely without limitation of scope and time.
10. Prohibited from engaging individual advisors and/or professional consultants unless the following requirements are:
    a. For specialised projects such as information technology projects or public relations development, which have criteria such as specific time targets.
    b. Based on a clear work contract, which at least includes the scope of work, rights and responsibilities, and the period of work and costs.
    c. Carried out by Independent Parties who have certain technical knowledge with adequate expertise qualification standards to work on special projects as referred to in letter a.
    d. Carried out by a party that does not hold a structural position at the Bank.
    e. Carried out by a party that does not have the authority to make operational decisions of the Bank.
11. Prohibited from directly or indirectly making untrue statements regarding material facts or for not revealing material facts so that the statements will not mislead the state of Bank at the time the statements are made.
12. Subject to the Bank's Code of Ethics, applicable laws and regulations, and the Bank's internal policies.
13. Members of the BOD must avoid any form of conflict of interest in the implementation of the Bank's management duties. In the event of a conflict of interest, members of the BOD must disclose the conflict of interest in every decision that fulfils the conditions of a conflict of interest and are prohibited from taking actions that have the potential to harm the Bank or reduce the Bank's profits.
    Disclosure of conflicts of interest is stated in documents discussing conflicts of interest, including minutes of meetings containing conflict of interest decisions which at least include the name of the party with the conflict of interest, the main issue of the conflict of interest, and the basis for consideration of the decision. The decision level for meeting minutes documents is adjusted to the disclosure of conflicts of interest.
14. Members of the BOD ore prohibited from requesting, receiving, allowing, and/or agreeing to receive rewards, commissions, additional money, services, money, valuables, and/or anything that has economic value or other benefits for personal, family, and other parties' benefits, in the implementation of the Bank's business activities and other activities related to the Bank.
15. Members of the BOD must refuse and/or are prohibited from accepting an order or request from the Bank's shareholders, affiliated parties, and/or other parties to:
    a. Perform actions related to the Bank's business activities and/or other activities that are not in accordance with the implementation of good governance at the Bank.
    b. Commit criminal offences and/or matters that indicate criminal offences.
    c. Perform actions and matters that may harm, potentially harm, and/or reduce the Bank's profits.
16. Members of the BOD are prohibited from being members of the Audit Committee, Risk Management Committee, Remuneration and Nomination Committee.

17. Former members of the BOD, Executive Officers, or parties who have a relationship with the Bank that may affect their ability to act independently must undergo a waiting period of at least 6 (six) months before becoming an Independent Party in the committee members of the Bank.
    The waiting period does not apply to former members of the BOD in charge of supervisory functions or Executive Officers who perform supervisory functions at the Bank.
18. The BOD avoids actions that are deliberately taken to cause financial information and/or reports not reflect the actual condition of the Bank, manipulation of bank information and/or financial reports, Bank financial reports not in accordance with financial accounting standards, Bank information and/or financial reports not in accordance with statutory provisions.

BOARD OF DIRECTORS' DISCLOSURE

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

DUTIES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS

Duties and Responsibilities of the BOD include:

1. Tasked with running and being responsible for the management of the Bank for the benefit of the Bank in accordance with the purposes and objectives of the Bank as stipulated in the provision of laws and regulations, AoA, and resolutions of the GMS.
2. Shall manage the Bank in accordance with authorities and responsibilities as provided in the AoA of Bank and the prevailing laws and regulations.
3. Shall implement principles of Good Corporate Governance in all Bank's business activities at all levels of the organization.
4. Shall be responsible for establishing short-term and long-term strategic directions and priorities of the Bank.
5. Shall follow up on audit or examination findings and recommendations from the Bank's Internal Audit Working Unit (IAU), external auditors, OJK supervisory results, and/or supervisory results of authorities and other institutions.
6. Must implement the Bank's social responsibility programs.
7. Establish an Internal Audit Working Unit (IAU), a Risk Management Working Unit (RMWU), and a Compliance Working Unit (CWU), as well as other units required under OJK Regulations in order to implement good corporate governance.
8. Maintaining a healthy and open relationship with the BOC and shall support the BOC in performing its roles as a supervisory body.
9. Shall be accountable for the implementation of its duties to shareholders through the GMS.
10. Required to disclose to employees regarding the Bank's internal strategic policies in the human resource area. Strategic policies in the human resources area include policies regarding recruitment systems, promotion systems, remuneration systems as well as the Bank's plan for efficiency through employee reduction. Disclosure of these policies must be made through means that are know or can be easily accessed by employees.

11. In managing data and information related to the Bank, the BOD shall:
    a. have and provide accurate, relevant and timely data and information to the BOC and SSB; and
    b. carry out data and information management in accordance with the Good Governance of the Bank and the provisions of laws and regulations.
12. In terms of the Company as Operational Financial Conglomeration Holding Company (FHC), the BOD shall ensure the implementation of Integrated Corporate Governance in Financial Conglomeration (FC).
    FHC Directors are at least required to:
    a. carry out duties and responsibilities in accordance with authority, good faith and prudential aspects;
    b. implementing governance, risk management and capital fulfillment of the FC in an integrated manner;
    c. support the implementation of the duties of the OJK, ministries and/or related institutions; and
    d. submit reports and information required by the OJK.

    Operational FHC is required to have a Director who supervises the function or management unit of the FC which can be concurrently held by a Director of other functions in the Company, which is adjusted to the scale and complexity of the FC.

    The Director of FHC Operations is prohibited from holding concurrent positions in:
    a. other positions that may give rise to a conflict of interest in carrying out their duties as a member of the Operational FHC's BOD; and/or
    b. other positions in accordance with law and regulations.

    The fit and proper test of the Operational FHC Directors is carried out in accordance with the provisions of the OJK Regulations on Financial Conglomerate and Financial Conglomerate Holding Companies and other related OJK provisions.
13. To support the implementation of Integrated Corporate Governance in the FC, the BOD shall establish an Integrated Internal Audit Working Unit, Integrated Risk Management Working Unit and Integrated Compliance Working Unit.
14. In order to ensure the implementation of Integrated Corporate Governance, the BOD shall at least:
    a. Develop Integrated Corporate Governance Guidelines.
    b. Direct, monitor and evaluate the implementation of the Integrated Governance Guidelines.
    c. Follow up on the direction or advice of the FHC BOC in order to improve the Integrated Corporate Governance Guidelines.
15. The FHC BOD is required to ensure that audit findings and recommendations from the integrated internal audit working unit, external auditors, results of OJK supervision and/or results of supervision by other authorities have been followed up by FSIs within the FC.
16. The implementation of the duties and responsibilities of the FHC BOD is not counted as concurrent positions.
17. The BOD is responsible for ensuring the implementation of integrated risk management and compliance that is aligned to the latest developments in the Banking ecosystem and supported by digitalisation and technological innovation.
    The BOD shall ensure that the implementation of risk management covers country risk and transfer risk. In implementing risk management related to country risk and transfer risk, the BOD shall at least:
    a. formulate and establish a strategy in managing country risk and transfer risk in accordance with the characteristics and complexity of the bank.
    b. establish risk limits and monitor compliance with country risk and transfer risk exposure limits.
    c. develop, establish, and ensure the implementation of policies and procedures to identify, measure, monitor, and control risks associated with country risk and transfer risk in the bank's business activities.
    d. monitoring the development of country risk and transfer risk and implementing adequate follow-up.
    e. perform credit risk control on country risk and transfer risk exposures for each country, which includes intragroup exposures, exposures based on specific regions, exposures based on individuals, and exposures based on counterparties to transactions.
    f. having and developing a management information system for country risk and transfer risk that is able to provide accurate, complete, informative, timely and reliable data so as to provide adequate reports.
    g. conduct periodic evaluation and stress testing at least 1 (one) time in 1 (one) year or based on

certain conditions that will significantly affect the Bank.

h. ensure adequate internal control and review of country risk and transfer risk.

The BOD shall compile and submit the results of identification, measurement, monitoring, and control of country risk and transfer risk in the risk profile report.

18. If the Bank has a UUS, the BOD is responsible for the development of the UUS, which is conducted in accordance with the POJK regarding the implementation of corporate governance for commercial Banks, the provisions of laws and regulations regarding the implementation of sharia governance and in accordance with applicable laws and regulations.
19. The BOD shall at least:
    a. Develop policies and procedures to identify and manage non-performing assets, asset classification, calculations related to allowances and reserves, and asset write-offs;
    b. Conduct periodic reviews of asset classification and provisioning for non-performing loans and/or financing, and identify and manage nonperforming assets adequately. including provisioning in line with the risks incurred;
    c. Periodically review the provision established to be in line with current conditions;

    in accordance with the standards and provisions of laws and regulations.
20. The BOD in charge of the functions of sharia compliance, sharia risk management, sharia internal audit is responsible for the effectiveness of the implementation of these functions in fulfilling Sharia principles in coordination with SSB in carrying out their duties.
21. In relation to the application of Sharia principles then:
    1) The BOD must support the implementation of the duties of the SSB, at least:
        a. Provide accurate, relevant, and timely data and information to the SSB in order to perform the duties of the SSB;
        b. Ensure the availability and adequacy of internal reporting supported by an adequate management information system to support the process of performing the duties of the SSB;
        c. Providing adequate facilities and infrastructure to support the process of performing SSB duties.
    2) The BOD must follow up on recommendations from the SSB supervision results.
22. In carrying out their duties and responsibilities for the management of the Bank, the BOD must hold an annual GMS and other GMS as stipulated in Laws and regulations and the AoA.
23. Each member of the BOD is jointly and severally liable for jointly and severally liable for the Bank's losses caused by the fault or negligence of an, member of the BOD in carrying out his/her duties.
24. Members of the BOD exercise authority and responsibility related to the implementation of Information Technology governance in accordance with the POJK for the Implementation of Information Technology by Commercial Banks.
25. In carrying out the internal audit function, the BOD is responsible for:
    a. develop an internal control framework to identify, measure, monitor, and control all risks faced by the Bank;
    b. ensure that the IAU receives information regarding developments, initiatives, projects, products, and operational changes, as well as identified and anticipated risks;
    c. ensure that appropriate optimal corrective actions have been taken promptly regarding all IAU findings and recommendations; and
    d. ensure that the Head of the IAU has the necessary resources and budget to carry out its duties and functions in accordance with the annual audit plan.
26. The internal audit charter is established by the President Director after receiving approval from the BOC.

AUTHORITY OF THE BOARD OF DIRECTORS

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

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

a. members of the BOD who do not have conflict of interests with the Bank.
b. the BOC if all members of the BOD have conflict of interests with the Bank.
c. other parties appointed by the GMS, if all members of the BOD dan the BOC have conflict of interests with the Bank.

5. The BOD is authorised to represent the Bank in accordance with the provisions of laws and regulations, AoA, and resolutions of the GMS.

POLICY FOR BOARD OF DIRECTORS COMPOSITION DIVERSITY

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

In the nomination process, in addition to considering minimum requirements and other criteria, the Bank also takes into account the range and balance of knowledge, expertise, and experience, as well as the need for diversity, as key considerations in determining the optimal composition of the BOD. An optimal composition of the BOD enhances the effectiveness of decision-making and ultimately improves the Company's performance.

As part of the implementation of diversity and inclusivity policies in leadership, the Bank has two female Directors who play an active role in strategic corporate decision-making. Their presence reflects the Bank's commitment to creating an equal, diverse, and balanced working environment, while enriching perspectives in the decision-making process at the management level.

The Bank's BOD consists of individuals with diverse professional backgrounds that are relevant to the Bank's line of business. Members of the BOD possess extensive experience in the banking industry, enabling them to provide strategic insights into the Bank's operations and strengthen the effectiveness of the Bank's strategic management functions.

BOARD OF DIRECTORS' SUCCESSION POLICY

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

BOARD OF DIRECTORS NOMINATION POLICY [IDX G-06]

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

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

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

NUMBER, COMPOSITION, AND CRITERIA OF BOARD OF DIRECTORS

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

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

The Bank's BOD has 8 (eight) members or more than the mandatory 3 (three). The BOD has more members than the BOC which has only 6 (six). The majority of members of the BOD are Indonesian citizens who domicile in Indonesia.

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

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

Name	Position	AGM Date	OJK/BI Approval	Term of Office	Number of Appointments	Domicile
Daisuke Ejima	President Director	March 31, 2023	April 1, 2023	2023 - 2026	1x	Indonesia
Honggo Widjojo Kangmasto	Vice President Director	October 1, 2019	December 5, 2019	2019 - 2020	3x	Indonesia
		March 23, 2020		2020 - 2023		
		March 31, 2023		2023 - 2026		
Herry Hykmanto	Director	April 3, 2008	May 13, 2008	2008 - 2011	6x	Indonesia
				2011 - 2014		
				2014 - 2017		
				2017 - 2020		
		March 26, 2019*	April 25, 2019 **	2019 - 2020		
		March 23, 2020		2020 - 2023		
		March 31, 2023		2023 - 2026		
Rita Mirasari	Director	September 7, 2016	September 14, 2016	2016 - 2017	4x	Indonesia
				2017 - 2020		
		March 26, 2019 *	April 25, 2019 **	2019 - 2020		
		March 23, 2020		2020 - 2023		
		March 31, 2023		2023 - 2026		
Dadi Budiana	Director	March 20, 2018	October 17, 2018	2018 - 2020	3x	Indonesia
		March 26, 2019*	April 25, 2019**	2019 - 2020		
		March 23, 2020		2020 - 2023		
		March 31, 2023		2023 - 2026		

Name	Position	AGM Date	OJK/BI Approval	Term of Office	Number of Appointments	Domicile
Thomas Sudarma	Director	March 25, 2022	July 8, 2022	2022 - 2023	2x	Indonesia
		March 31, 2023		2023 - 2026		
Jin Yoshida	Director	March 22, 2024	July 11, 2024	2024 - 2026	1x	Indonesia
Yenny Siswanto	Director	March 21, 2025	June 5, 2025	2025 – 2026	1x	Indonesia

Information:
* EGMS decision on March 26, 2019 approved changes to the composition of the BOD due to the merger process between Bank and PT Bank Nusantara Parahyangan Tbk (BNP)
** Based on OJK letter No. S-122/PB.12/2019 dated April 25, 2019 concerning Submission of the Decision of the Board of Commissioners of the Financial Services Authority (OJK) regarding the Merger of PT Bank Nusantara Parahyangan Tbk into PT Bank Danamon Indonesia Tbk and the Fit and Proper Test Results of the Management of PT Bank Danamon Indonesia Tbk (as a result of the merger), all members of the BOD have passed the fit and proper test from the OJK.

SCOPE OF WORK AND RESPONSIBILITIES OF EACH DIRECTOR

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

In 2025, based on the organizational structure the scope of duties and responsibilities of each Member of the BOD was as follows:

Name	Duties and Responsibilities
Daisuke Ejima President Director	Coordinate all the Directors as well as directly manage and supervise Internal Audit, Treasury Capital Market, Corporate Strategy, Human Resources, Finance as well as supervising PT Adira Dinamika Multi Finance Tbk
Honggo Widjojo Kangmasto Vice President Director	Consumer Banking Group, Branch Network, Small Mediun Enterprise (SME), Operations as well as supervising PT Adira Dinamika Multi Finance Tbk
Herry Hykmanto Director	Sharia Banking, SME Credit, Sustainable Finance and CREM
Rita Mirasari Director	Compliance, Financial Crime Compliance, Corporate Secretary, Legal and Litigation
Dadi Budiana Director	Risk Management
Thomas Sudarma Director	Enterprise Banking & Financial Institution, Transaction Banking and Treasury Sales
Jin Yoshida Director	Global Alliance Strategy and Financial Conglomerate
Yenny Siswanto Director	Information Technology and Digital

INDEPENDENCY OF MEMBERS OF THE BOARD OF DIRECTORS

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

FAMILY AND FINANCIAL RELATIONS OF MEMBERS OF THE BOARD OF DIRECTORS

Name	Position	Family Relation with								Financial Relation with							
		BOC		BOD		SSB		Controlling Shareholder		BOC		BOD		SSB		Controlling Shareholder	
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Daisuke Ejima	President Director	-	√	-	√	-	√	-	√	-	√	-	√	-	√	-	√
Honggo Widjojo Kangmasto	Vice President Director	-	√	-	√	-	√	-	√	-	√	-	√	-	√	-	√
Herry Hykmanto	Director	-	√	-	√	-	√	-	√	-	√	-	√	-	√	-	√
Rita Mirasari	Director	-	√	-	√	-	√	-	√	-	√	-	√	-	√	-	√
Dadi Budiana	Director	-	√	-	√	-	√	-	√	-	√	-	√	-	√	-	√
Thomas Sudarma	Director	-	√	-	√	-	√	-	√	-	√	-	√	-	√	-	√
Jin Yoshida	Director	-	√	-	√	-	√	-	√	-	√	-	√	-	√	-	√
Yenny Siswanto	Director	-	√	-	√	-	√	-	√	-	√	-	√	-	√	-	√

CONCURRENT POSITION OF MEMBER OF THE BOARD OF DIRECTORS

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

Name	Position in Bank	Position in Subsidiary
Daisuke Ejima	President Director	President Commissioner PT Adira Dinamika Multi Finance Tbk
Honggo Widjojo Kangmasto	Vice President Director	Commissioner PT Adira Dinamika Multi Finance
Herry Hykmanto	Director	
Rita Mirasari	Director	
Dadi Budiana	Director	
Thomas Sudarma	Director	
Jin Yoshida	Director	
Yenny Siswanto	Director	

SHARES OWNERSHIP OF BOARD OF DIRECTORS MEMBERS

As of December 31, 2025, the direct and indirect share ownership of each member of the BOD in the Bank, Other Banks, Non-Bank Financial Institutions and other Companies are given below:

Name	Position	Share Ownership in			
		Bank	Other Bank	Non-Bank Financial Institution	Other Company
Daisuke Ejima	President Director	-	-	-	-
Honggo Widjojo Kangmasto	Vice President Director	1,573,300 shares	-	-	-
Herry Hykmanto	Director	809,156 shares	-	-	-
Rita Mirasari	Director	424,400 shares	-	-	-
Dadi Budiana	Director	946,400 shares	-	-	-
Thomas Sudarma	Director	589,700 shares	-	-	-
Jin Yoshida	Director	-	-	-	-
Yenny Siswanto	Director	122,800 shares	-	-	-

REMUNERATION OF BOARD OF DIRECTORS

Policies and Indicators for Determining Board of Directors' Remuneration

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

Procedures for Determining Board of Director's Remuneration

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

Nomination and Remuneration Committee

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

Board of Commissioners

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

General Meeting of Shareholders

The GMS determines the remuneration for members of the BOD.

Remuneration for Members of the Board of Directors

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

Remuneration Structure of The Board of Directors

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

BOARD OF DIRECTORS MEETING

1. The BOD shall convene BOD meetings periodically at least 1 (once) a month or at any time if deemed necessary. Meetings are convened if attended by a majority of the members of the BOD.
2. The BOD must hold a BOD meeting with the BOC and DPS (either jointly or separately) on a regular basis at least 1 (one) time in 4 (four) months. Meetings are held if attended by the majority of members of the BOD, BOC and SSB members.
3. The BOD shall schedule meetings of the BOD and joint meetings of the BOD with BOC for the next year before end of the fiscal year.
4. Each policy and strategic decision shall be decided by a meeting of the BOD with due regards to supervision in accordance with duties and responsibilities of the BOC and shall consider Bank's AoA provisions and prevailing laws and regulations.

   Strategic policies and decisions are decisions of the BOD that can significantly affect finances and/or have continuous impact on the budget, human resources, organizational structure and/or third parties.

   Noting supervision in accordance with the duties and responsibilities of the BOC is the participation of the BOC in decision making which is limited to:
   1. provision of funds to related parties as stipulated in the OJK Regulation regarding the Legal Lending Limit and Provision of Large Funds for Commercial Banks and the OJK Regulation regarding the Legal Financing Limit and Provision of Large Funds for Sharia Commercial Banks.
   2. other matters stipulated in the Bank's AoA or the provisions of laws and regulations.
5. For scheduled meetings referred to point no. 3, the meeting materials are to be delivered to participants before the meetings are held.
6. President Director chairs the BOD meeting. In the event that the President Director position is vacant, or the President Director is unable to attend the BOD meeting, the Vice President Director chairs the BOD meeting. In the event that the Vice President Director position is vacant, or the Vice President Director is unable to attend the BOD meeting, one member of the BOD elected by and from the members of the BOD in attendance, will chair the meeting.

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

FREQUENCY OF BOARD OF DIRECTORS MEETINGS

During 2025, the BOD held 30 (thirty) BOD Meetings, 4 (four) joint meetings with the BOC, and 3 (three) with SSB. All results of meeting decisions have been documented in the minutes of the meeting. All the decisions were made by consensus and there were no dissenting opinions.

BOARD OF DIRECTORS MEETING AGENDA

No	Meeting Dates	Meeting Agenda
1	January 6, 2025	1. Review and Approval of Previous Minutes of Meeting 2. Cyber Security Maturity Assessment Result 3. Digital Maturity Assessment 4. Mitra Sunter Fraud Case
2	January 30, 2025	1. Review and Approval of Previous Minutes of Meeting 2. December 2024 CoC and NPL 3. 2025 Annual General Meeting of Shareholders 4. BISA Meeting and Housekeeping 5. GCO Initiatives Update 6. Secretary Pooling
3	February 6, 2025	2024 Audit Closing
4	February 11, 2025	1. Review and Approval of Previous Minutes of Meeting 2. Appointment of 2025 Auditor 3. Payroll Account Analysis 4. 2025 BOD BOM Regional Mentorship Formation 5. 2025 Indonesia International Motor Show (IIMS)
5	February 24, 2025	1. Review and Approval of Previous Minutes of Meeting 2. Appointment of 2025 Auditor 3. 2024 Dividend Payout – Capital Managament 4. January 2025 Financial Results 5. January 2025 CoC and NPL 6. Financial Holding Company - Conglomeration 7. Proactive Risk Manager (PRM) – BI Fast in Danamon 8. Project Harmony and Project Mutual

No	Meeting Dates	Meeting Agenda
6	March 10, 2025	1. Review and Approval of Previous Minutes of Meeting 2. Rolling Forecast 1Q25 3. Account Opening Support for Indonesian Workers
7	March 19, 2025	1. Review and Approval of Previous Minutes of Meeting 2. February 2025 Financial Results 3. February 2025 CoC and NPL 4. Input from Branch Visit, Reverse Manager Forum, and BOC 5. Customer Demography Study
8	April 9, 2025	1. Review and Approval of Previous Minutes of Meeting 2. MUFG Global Meeting Feedback 3. Project Harmony
9	April 21, 2025	1. Review and Approval of Previous Minutes of Meeting 2. March 2025 Financial Results 3. Peer Banks Analysis FY2024 4. Revised Business Plan Guidance and Timeline 5. March 2025 CoC and NPL 6. 2023 Tax Audit Results 7. 2023 Tax Audit Recommendation 8. Financial Holding Company Update 9. ITSC Members Update
10	April 25, 2025	1. MUFG Financial Conglomeration (FC) & Operational Financial Holding Company (FHC) 2. Conglomeration Corporate Plan FY25-29
11	May 7, 2025	1. Review and Approval of Previous Minutes of Meeting 2. Flash Financial Results – April 2025 3. July BOC BOD Mid-Year Review Meeting and Leadership Summit 4. BSC Dashboard – Q1 2025 Results
12	May 26, 2025	1. Review and Approval of Previous Minutes of Meeting 2. April 2025 Financial Results 3. April 2025 CoC and NPL 4. Revised Business Plan – 1st Cut and Top Down 5. Housekeeping Meeting – Expense and Investment Management 6. GESIT Update 7. Credit Card Data Review Update
13	June 10, 2025	1. Review and Approval of Previous Minutes of Meeting 2. Progress Update in Regional Visit Input 3. PJ Garuda Update 4. PJ Harmony Update 5. Payment System Exploitation Case Analysis
14	June 12, 2025	Project Harmony Update
15	June 23, 2025	1. Review and Approval of Previous Minutes of Meeting 2. May 2025 CoC and NPL 3. US Tariff Impact 4. Deep Dive Peer Bank Analysis 1Q25 5. May 2025 Financial Result 6. MYF and 3 Years Plan Guidance for Kick Off 7. Internal Audit Update 8. Sharia Business Update 9. UB Trial Project
16	July 14, 2025	1. Review and Approval of Previous Minutes of Meeting 2. Regional Inputs Monthly Update 3. Socialize Plan for Leadership Summit and Analyst Briefing 4. PJ Garuda Update 5. Treasury System Upgrade Project Status Update
17	July 22, 2025	Agenda Mid-Year Forecast 1st Cut Update
18	July 24, 2025	1. Review and Approval of Previous Minutes of Meeting 2. June 2025 Monthly Result and BOC Preliminary Material Deck 3. June 2025 CoC and NPL 4. Credit Card Update 5. Internal Audit Update
19	August 8, 2025	1. Review and Approval of Previous Minutes of Meeting 2. Mid-Year Forecast FY2025 Final Cut 3. MUFG Update 4. Project Mutual Update 5. Project Harmony Update 6. Project Garuda - Budget Request 7. Feedback on Mid Year - BOC BOD Meeting
20	August 25, 2025	1. Review and Approval of Previous Minutes of Meeting 2. July 2025 Monthly Results 3. Deep Dive Peers BS Composition and Funding 4. July 2025 CoC and NPL 5. Regional Input Update 6. Internal Audit Update

No	Meeting Dates	Meeting Agenda
21	September 8, 2025	1. Review and Approval of Previous Minutes of Meeting 2. Audit Planning Meeting Year 2025 by DTT 3. Housekeeping Meeting 4. Project Falcon 5. 2026 Balanced Score Card 6. Deep Dive Peers Bank 2025 7. MUFG Mass Retail Strategy
22	September 24, 2025	1. Review and Approval of Previous Minutes of Meeting 2. August 2025 Monthly Results 3. August 2025 CoC and NPL 4. Update on Garuda Fund 5. Krungsri BOD Visit to Indonesia 6. Non-Centrally Cleared Derivative Update 7. CoPilot Update 8. Internal Audit Update 9. BODM Meeting Governance
23	October 13, 2025	1. Review and Approval of Previous Minutes of Meeting 2. Regional Input Monthly Update 3. Project Garuda Update 4. Japan Thematic Fund
24	October 23, 2025	1. Review and Approval of Previous Minutes of Meeting 2. September 2025 Monthly Results 3. September 2025 CoC and NPL 4. 3YP – First Cut Discussion 5. Strategic BOC BOD Meeting and CEO Key Message 6. Key Takeaway from MGPC 7. Key Takeaway from Global CFO Conference and Project Future 8. Key Takeaway from PBCC 9. Japan Thematic Fund 10. EDC Business Model
25	November 4, 2025	3 Year Plan 2026-2028 Final Cut
26	November 12, 2025	1. Review and Approval of Previous Minutes of Meeting 2. ROMI Presentation on NTOP and TUB Programs 3. Scenario Based Security Testing in Compliance with POJK No.11/2022 4. Regional Input Monthly Update 5. Internal Audit Update
27	November 20, 2025	1. Review and Approval of Previous Minutes of Meeting 2. October 2025 Financial Result 3. Peer Banks Analysis 9M25 4. KLM and RPIM Update 5. October 2025 COC & NPL 6. 2025 BODM Mentorship Update 7. Project Ivory Interim Report 8. 2020 Tax Audit Result 9. 2020 Tax Recomendation 10. Calculator Tax System
28	December 8, 2025	1. Review and Approval of Previous Minutes of Meeting 2. Housekeeping Meeting - Expense and Investment Management 3Q - 25 3. Adira Collaboration Update 4. CEO Dashboard - YTD Result and Insight 5. Post BOC Meeting - Follow Up Items 6. Project Ivory Final Report 7. Cyber Security Maturity Assessment Result 2025 8. Cyber Risk Profile 9. Digital Maturity Assessment for Banks 2025 Review Result
29	December 8, 2025	Update Interim Hard Close Audit FY 2025
30	December 22, 2025	1. Review and Approval of Previous Minutes of Meeting 2. Project Garuda - Planning Phase Expenses Update 3. November 2025 Financial Result 4. November 2025 COC & NPL 5. Project Falcon Update

AGENDA OF BOARD OF DIRECTORS MEETING INVITING BOARD OF COMMISSIONERS

No	Meeting Dates	Meeting Agenda
1	March 21, 2025	1. Review and Approval of Previous Minutes of Meeting 2. Business Update 3. Human Capital Update
2	June 24, 2025	Revised Business Plan 2025-2027
3	September 26, 2025	1. Review and Approval of Previous Minutes of Meeting 2. Business Update 3. Project Harmony Update
4	November 17 & 18, 2025	1. Review and Approval of Previous Minutes of Meeting 2. Strategic Direction 3. Financial Update and Plan 4. Consumer Business, SME, Adira Finance, Enterprise Banking & Financial Institution (EBFI), Treasury Capital Market Update 5. Channel Update 6. Product Update 7. Collaboration & Group Update 8. Support Update Information Technology & Digital, Human Capital

AGENDA OF BOARD OF DIRECTORS MEETING WITH SHARIA SUPERVISORY BOARD

No	Meeting Dates	Meeting Agenda
1	April 24, 2025	1. SSB Evaluation of Sharia Business Unit Activities 2. Busines Update 3. SSB Recommendation
2	August 25, 2025	1. SSB Supervision of Sharia Business Unit Activities on Sharia Principles Implementation (May – August 2025) 2. SSB Recommendation
3	December 9, 2025	1. SSB Supervision of Sharia Business Unit Activities on Sharia Principles Implementation (September – December 2025) 2. SSB Discussion

ATTENDANCE RATE AT MEETINGS [IDX G-02]

The attendance of members of the BOD at meetings held during 2025 is as follows:

Name	Attendance Level at BOD Meetings (total of 30 meetings)	Attendance Level at BOD Meetings Inviting the BOC (total of 4 meetings)	Attendance Level at BOD Meetings with the SSB (total of 3 meetings)
Daisuke Ejima	29/30	4/4	2/3
Honggo Widjojo Kangmasto	26/30	4/4	2/3
Hafid Hadeli*	6/7	1/1	-
Herry Hykmanto	29/30	4/4	3/3
Rita Mirasari	26/30	4/4	2/3
Dadi Budiana	29/30	4/4	3/3
Muljono Tjandra*	5/7	1/1	-
Thomas Sudarma	26/30	4/4	3/3
Jin Yoshida	25/30	4/4	3/3
Yenny Siswanto**	22/23	3/3	3/3

* Termination of term office as Director effective March 21, 2025
** Appointed as Director at the AGMS on March 21, 2025 and effectively served as Director on June 5, 2025

SCHEDULE OF BOARD OF DIRECTORS MEETING PLAN IN 2026

At the end of 2025, the BOD has compiled a schedule of meetings to be held in 2026 as many as 24 (twenty-four) meetings of the BOD, and 3 (three) meetings of the BOD inviting the BOC and 3 (three) meetings of the BOD with the SSB.

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

The accountability of the BOD for the implementation of their duties and responsibilities was conveyed to shareholders through the 2024 Annual GMS. All members of the BOD were present at the Annual GMS held on March 21, 2025.

IMPLEMENTATION OF DUTIES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS IN 2025

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

1. Made consistent follow ups on the implementation of the Bank's long-term strategy which had been formulated in 2025.
2. Pushed the growth of the Bank's core business lines which include Small & Medium Enterprises, Enterprise Banking and Consumer Banking with the prudential principle.
3. Increased collaboration with MUFG in increasing credit, funding, process efficiency and increasing human resource capabilities.
4. Increased investment in digital technology solutions to provide improved customer service excellence and developed automated operational processes to make it more efficient and effective.

BOARD OF DIRECTORS PERFORMANCE ASSESSMENT [IDX G-04]

Performance Assessment Process

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

Performance Assessment Criteria

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

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

Implementation of Assessment

The performance evaluation of the BOD is conducted by the BOC, and the results of this evaluation are used as considerations to enhance the effectiveness of the BOD performance. In addition, the performance evaluation of the BOD is presented as part of the accountability for the implementation of their duties and responsibilities at the Annual GMS.

Performance Assessment of Members of the Board of Directors

All members of the BOD have performance targets outlined in the balanced scorecard depending on their respective duties and responsibilities including compliance management, risk control and human resources. The performance of members of the BOD is assessed every 6 (six) months by the President Director.

Opinion of the Board of Commissioners on the Performance of the Board of Directors

The implementation of the Bank's strategy successfully drove healthy financial growth. In 2025, the Bank managed to maintain sustainable profitability with net income after tax reaching Rp4.0 trillion. Total loans disbursed by the Bank and its subsidiaries reached Rp201.5 trillion, supported by all business lines and strong collaboration with MUFG.

In terms of asset quality, the Bank continues to ensure risk management that adheres to the prudential principle, and is always guided by the risk appetite statement. As a result, the Bank managed to improve its asset quality despite the challenging economic conditions. The NPL ratio stood at 1.7%, an improvement of 20 basis points (bps) from the previous year's 1.9%. In addition, the Bank also made proactive provisioning to strengthen its balance sheet. Due to this, the Bank managed to improve its NPL coverage ratio to a record high of 280.7%.

The Bank's capitalization level was well improved with the Capital Adequacy Ratio (CAR) standing at 25.4%, well above the minimum level prescribed by the Regulator. This gives the Bank the ability to grow and also the strength to weather the potential impact of uncertainty in economic conditions.

For the good achievements in 2025, as well as the dedication that continues to be shown, the BOC expresses its highest appreciation to the entire BOD.

ORIENTATION PROGRAM FOR NEW BOARD OF DIRECTORS

The Bank has an orientation program for the new members of its Board of Directors through On-Boarding Pack and short meeting sessions with relevant units that give the new members more insights into the organization, duties and responsibilities, and existing processes. In 2025, the orientation program for the new BOD member, Yenny Siswanto, was conducted on March 21, 2025.

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

The Bank gives the members of its BOD the opportunity to participate in various training, certification, workshops and conferences to continually develop their competence, professionalism and insights. During 2025, members of the BOD attended the following trainings, certifications, workshops and conferences:

Name	Training/Conference/Workshop	Organizer	Location (Online/ Offline)	Date
Daisuke Ejima	Executive Training and Coaching Reimon Communication with Ira Koesno	Ikcomm	Offline	January 3, 2025
	2025 Reverse Manager Forum - National Kick Off Meeting	Danamon	Offline	January 7, 2025
	Exclusive Interview Bisnis Indonesia on "Grow with Danamon Group" with Lukas Hendra – Senior Editor Bisnis Indonesia	Danamon	Offline	January 13, 2025
	Global Talent Council-Danamon	MUFG	Online	January 14, 2025
	Regional Leaders Forum BN10	Danamon	Offline	January 16, 2025
	Regional Leaders Forum BN06	Danamon	Offline	January 22, 2025
	Financial Services Industry Annual Meeting 2025	OJK	Offline	February 11, 2025
	IIMS Opening Day - Exclusive Interview	IIMS	Offline	February 13, 2025
	D'Joeara Opening Ceremony	Danamon	Offline	February 15, 2025
	Opening - Partner Banking TB Forum 2025	Danamon	Offline	February 27, 2025
	Kick Off Event - Women Mentorship Program (MUFG Group x IGNITE)	Danamon, MUFG, Adira, HCI	Offline	March 5, 2025
	MUFG Sr. Leadership meeting	MUFG	Offline	April 3, 2025
	Pedoman Berperilaku 2025	Danamon	Online	April 30, 2025
	Unlocking investments for Jakarta's transformation to Top 50 Global city	Kearney	Offline	May 27, 2025
	Discussion with External Economist - Mari Elka Pangestu	Danamon	Offline	June 18, 2025
	Compliance E-Learning 2025	Danamon	Online	July 22, 2025
	Muhammadiyah Invitation: Kolaborasi Strategis untuk Mendukung Ekosistem Digital Satu Data Muhammadiyah (SatuMu)	Majelis Pustaka dan Informasi Muhammadiyah	Offline	July 23, 2025
	Special Townhall with MUFG President & CEO, Junichi Hanzawa	Danamon / MUFG	Online	August 6, 2025
	Leadership Summit 2025	Danamon	Offline	August 9, 2025
	MUFG IRCD Report: Real Estate Industry Outlook	Danamon	Online	August 20, 2025
	Refresher Mandatory Risk Management Certification Level 7	Danamon / Maisa Edukasi	Offline	August 27, 2025

Name	Training/Conference/Workshop	Organizer	Location (Online/ Offline)	Date
	Financial Holding Company: "Financial Conglomerate Governance Framework"	Danamon / HHP Law Firm	Offline	August 28, 2025
	Webinar: The current situation and outlook for changes in Asia's economic and social structure, quality infrastructure investment, private capital mobilization, climate change response, and digital transformation	Institute for International Monetary Affairs (IIMA)	Online	September 19, 2025
	10th MUFG Global Partnership Conference (MGPC)	MUFG	Offline	October 2, 2025
	ESG Seminar - MUFG Net Zero World (MUFG N0W) 2025	Danamon / MUFG	Offline	October 14, 2025
	Sales Champion Conference 2025	Danamon / Manulife	Offline	October 17, 2025
	JTF Signing Ceremony	Living Lab Ventures and Spiral Ventures	Offline	November 5, 2025
	Sales Champion Conference 2025	Danamon / Manulife	Offline	November 7, 2025
	Economic & Industry Outlook with Ibu Mari Elka Pangestu	Danamon	Offline	November 10, 2025
	Mori Hamada seminar	Mori Hamada	Offline	November 13, 2025
	Komon kai seminar	Jetro Jakarta Office	Offline	November 19, 2025
	Invitation Bank Indonesia Annual Meeting 2025	Bank Indonesia	Offline	November 28, 2025
	Process Improvement Culture	Danamon	Online	December 2, 2025
	OJK Invitation: A Year-End Dialogue between Members of the Board of Commissioners and the Financial Services Industry in 2025	OJK	Offline	December 4, 2025
	Adira BOC Refreshment Training 2025	Adira	Offline	December 12, 2025
	APU PPT & PPPSPM 2025	Danamon	Online	December 16, 2025
	Big Alpha Business Summit 2025	Big Alpha	Offline	December 19, 2025
Honggo Widjojo Kangmasto	Reverse Manager Forum - National Kick Off Meeting	Danamon	Offline	January 7, 2025
	2025 Reverse Manager Forum	Danamon	Offline	January 9, 2025
	PEDOMAN BERPERILAKU 2025	Danamon	Online	April 30, 2025
	Leadership Summit 1H25	Danamon	Offline	August 9, 2025
	Refreshment Mandatory Risk Management Certification Level 7	BSMR	Offline	August 27, 2025
	Financial Conglomerate Governance Framework	Danamon	Offline	August 28, 2025
	MUFG Net Zero World	MUFG	Offline	October 14, 2025
	Danamon Compliance 2025	Danamon	Online	October 28, 2025
	Executive Onboarding - Global Executive Acceleration Program	MUFG	Offline	November 5-7, 2025
	Operations Insight 2025	Danamon	Offline	November 10, 2025
	Process Improvement Culture	Danamon	Online	December 3, 2025
	APU, PPT, PPPSPM 2025	Danamon	Online	December 7, 2025
	Occupational safety in emergency conditions	Danamon	Online	December 8, 2025
Herry Hykmanto	2025 Reverse Manager Forum - National Kick Off Meeting	Danamon	Offline	January 7, 2025
	2025 Reverse Manager Forum – BN 09	Danamon	Offline	January 20, 2025
	MUFG ESG Financing Offsite	MUFG & Danamon	Offline	February 19-20, 2025
	Partner Bank – Transaction Banking Forum	Danamon, KS, Hattha Bank, SBC, VTB	Offline	February 27-28, 2025
	Workshop LAZISMU: *Membangun Ekosistem Peternakan Domba dan Kambing Nasional*	Danamon	Offline	April 29, 2025
	Workshop Economic Outlook for BPR/S *Se-Jawa Barat*	Danamon	Offline	June 10, 2025
	Economic & Industry Outlook by Mari Elka Pangestu	Danamon	Offline	June 18, 2025
	Workshop *Implementasi Iuran Anggota* Muhammadiyah bersama Danamon Syariah & MPI PT Grama Inovasi Teknologi (GIT)	Danamon & MPI PT GIT	Offline	August 5, 2025

Name	Training/Conference/Workshop	Organizer	Location (Online/ Offline)	Date
	Special Townhall with MUFG President & CEO, Junichi Hanzawa	MUFG & Bank Danamon	Online	August 6, 2025
	Leadership Summit 2025	Danamon	Offline	August 9, 2025
	Refresher Mandatory Risk Management Certification Level 7	LSPP	Offline	August 27, 2025
	Financial Holding Company: "Financial Conglomerate Governance Framework"	HHP Law Firm	Offline	August 28, 2025
	THRIVE - Driving Growth Through Innovation	Danamon	Offline	September 17, 2025
	MGPC 2025 (MUFG Global Partnership Conference)	Danamon & MUFG	Offline	October 2, 2025
	ESG Workshop - MUFG Net Zero World (MUFG N0W) 2025	MUFG & Danamon	Offline	October 14, 2025
	Syariah Workshop	Danamon	Offline	October 17-18, 2025
	Danamon Compliance 2025	Danamon	Online	October 21, 2025
	MOF Sharia Session with MUFG Jakarta	MUFG Jakarta	Offline	October 24, 2025
	Economic & Industry Outlook by Mari Elka Pangestu	Danamon	Offline	November 10, 2025
Rita Mirasari	2025 Reverse Manager Forum - National Kick Off Meeting	Danamon	Offline	January 7, 2025
	PERBANAS: Invitation to Discussion on the Exposure Draft of Sustainability Disclosure Standards.	PERBANAS	Online	January 20, 2025
	National Symposium on SUMITRONOMICS and the Direction of Indonesia's Economy	Katadata	Offline	June 3, 2025
	Economic & Industry Outlook with Ibu Mari Elka Pangestu (External Economist)	Danamon	Offline	June 18, 2025
	Socialization of the Draft OJK Regulation on Access to Financing for Micro, Small, and Medium Enterprises (Draft POJK MSME) and Guidelines for Artificial Intelligence Governance in Indonesian Banking.	OJK	Offline	June 20, 2025
	Danamon Compliance 2025	Danamon	Online	July 14, 2025
	Danamon Information Risk Awareness (KRID)	Danamon	Online	July 14, 2025
	Implementation of the New Criminal Code (KUHP) in Criminal Acts in the Banking Sector	Danamon	Offline	July 15, 2025
	National Seminar on 'Deepening the Financial Market and Strengthening the Stability of Indonesia's Financial System Through Enhanced Utilization of Central Counterparty (CCP) in the Money Market and Foreign Exchange Market (PUVA)'	Bank Indonesia	Offline	August 4, 2025
	Katadata Policy Dialogue Combating Financial Crime	Katadata	Offline	August 5, 2025
	Special Townhall with MUFG President & CEO, Junichi Hanzawa	Danamon / MUFG	Online	August 6, 2205
	Leadership Summit 1H25	Danamon	Offline	August 9, 2025
	Book Launch and Review of 'Market Conduct Supervision' for Consumer Protection and a Sustainable, Stable Growing Financial Sector by Mrs. Kiki & Mrs. Aviliano (as Moderator)	OJK	Offline	August 14, 2025
	OJK: *SIGAP PASTI: Launching Kampanye Nasional Berantas Scam dan Aktivitas Keuangan Ilegal serta* Workshop Internasional Preventing and Combating Financial Scams	OJK	Offline	August 19, 2025
	Refreshment SMR 2025 Jenjang Kualifikasi 7	Danamon / Maisa Edukasi	Offline	August 27, 2025
	Refreshment Mandatory Risk Management Certification Level 7	Danamon	Online	August 27, 2025
	Financial Holding Company: Financial Conglomerate Governance Framework	Danamon / HHP Law Firm	Offline	August 28, 2025
	OJK - Satgas PASTI: Evaluation and Discussion on Improving the Performance of Handling Consumer and Public Reports at IASC	OJK	Offline	September 10, 2025

Name	Training/Conference/Workshop	Organizer	Location (Online/ Offline)	Date
	Innovation Talks 2025: THRIVE - Driving Growth Through Innovation	Danamon	Offline	September 17, 2025
	ESG Seminar - MUFG Net Zero World (MUFG N0W) 2025	Danamon / MUFG	Offline	October 14, 2025
	Launch of Tri-Party Agent Repo and Expansion of Global Master Repo Agreement Signing for the Development of Indonesia's Financial Market	Bank Indonesia	Offline	October 15, 2025
	MUFG Partner Bank Compliance Conference	Danamon / MUFG	Offline	October 15, 2025
	Workshop Compliance Directorate	Danamon	Offline	October 21, 2025
	Discussion on Intellectual Property with Dwi Anita Daruherdani	SAP Advocates	Offline	November 7, 2025
	Economic & Industry Outlook with Mari Elka Pangestu (External Economist)	Danamon	Offline	November 10, 2025
	PERBANAS CFO Forum 2025 - 'Unlocking the Next Growth Potential"	PERBANAS	Offline	December 3, 2025
Dadi Budiana	2025 Reverse Manager Forum – National Kick Off Meeting	Danamon	Offline	January 7, 2025
	2025 Reverse Manager Forum –Kick Off Meeting BN02	Danamon	Online	January 10, 2025
	APU, PPT, dan PPPSPM 2024	Danamon	Online	January 14, 2025
	FY2024 MUFG Asia CRO Conference	MUFG	Online	January 16&17, 2025
	E-Learning ORM & QA 2024	Danamon	Online	January 23, 2025
	Townhall Session with Mr Katsunori Yokomaku	Danamon	Offline	February 17, 2025
	IMPACT (Integrated Mentorship Program Across Talents) Kick Off Event	Danamon & Subsidiaries	Offline	March 17, 2025
	Pedoman Berperilaku 2025	Danamon	Online	April 30, 2025
	Economic & Industry Outlook with Mari Elka Pangestu (External Economist)	Danamon	Offline	June 18, 2025
	Special Townhall with MUFG President & CEO, Junichi Hanzawa	MUFG	Online	August 6, 2025
	Leadership Summit 1H25	Danamon	Offline	August 9, 2025
	Refreshment Mandatory Risk Management Certification Level 7	Danamon / Maisa Edukasi	Offline	August 27, 2025
	Financial Holding Company: "Financial Conglomerate Governance Framework"	Danamon / HHP Law Firm	Offline	August 28, 2025
	APU, PPT, dan PPPSPM 2025	Danamon	Online	August 29, 2025
	Innovation Talks 2025: THRIVE - Driving Growth Through Innovation	Danamon	Offline	September 17, 2025
	10th MUFG Global Partners Conference - "MGPC"	MUFG	Offline	October 2, 2025
	ESG Seminar - MUFG Net Zero World (MUFG N0W) 2025	MUFG	Offline	October 14, 2025
	Danamon Compliance 2025	Danamon	Online	October 28, 2025
	Economic & Industry Outlook with Mari Elka Pangestu (External Economist)	Danamon	Offline	November 10, 2025
	E-learning Process Improvement Culture	Danamon	Online	December 3, 2025
Thomas Sudarma	2025 Reverse Manager Forum - National Kick Off Meeting	Danamon	Offline	January 7, 2025
	2025 Reverse Manager Forum – BN 11	Danamon	Offline	January 20, 2025
	MUFG ESG Financing Offsite	MUFG & Danamon	Offline	February 20, 2025
	Partner Bank – Transaction Banking Forum	Danamon, KS, Hattha Bank, SBC, VTB	Offline	February 27-28, 2025
	Economic & Industry Outlook by Mari Elka Pangestu	Danamon	Offline	June 18, 2025
	Special Townhall with MUFG President & CEO, Junichi Hanzawa	MUFG & Danamon	Online	August 6, 2025
	Leadership Summit 2025	Danamon	Offline	August 9, 2025
	Refresher Mandatory Risk Management Certification Level 7	LSPP	Offline	August 27, 2025

Name	Training/Conference/Workshop	Organizer	Location (Online/ Offline)	Date
	Financial Holding Company: "Financial Conglomerate Governance Framework"	HHP Law Firm	Offline	August 28, 2025
	THRIVE - Driving Growth Through Innovation	Danamon	Offline	September 17, 2025
	MGPC 2025 (MUFG Global Partnership Conference)	Danamon & MUFG	Offline	October 2, 2025
	ESG Seminar - MUFG Net Zero World (MUFG N0W) 2025	MUFG & Danamon	Offline	October 14, 2025
	Workshop Enterprise Banking	Danamon	Offline	October 17&18, 2025
	Economic & Industry Outlook by Mari Elka Pangestu	Danamon	Offline	November 10, 2025
	Danamon Compliance 2025	Danamon	Online	November 14, 2025
	Forum Diskusi Makroprudensial Terbatas dengan topik "Penguatan Kebijakan Makroprudensial dalam Mendorong Percepatan Intermediasi Perbankan"	Bank Indonesia	Offline	November 14, 2025
Jin Yoshida	Reverse Manager Forum - National Kick Off Meeting	Danamon	Offline	January 7, 2025
	2025 Reverse Manager Forum	Danamon	Offline	January 8, 2025
	2025 Reverse Manager Forum	Danamon	Offline	January 20, 2025
	MUFG ESG Financing Offsite	Danamon	Offline	February 20, 2025
	IMPACT (Integrated Mentorship Program Across Talents) Kick Off Event	Danamon	Offline	March 17, 2025
	Global Uncertainties & Impact on Indonesia	Danamon	Offline	June 18, 2025
	Danamon Compliance 2025	Danamon	Online	July 25, 2025
	Leadership Summit 1H25	Danamon	Offline	August 9, 2025
	MUFG IRCD Report: Generative AI The Basics and Main Points	Danamon	Online	August 19, 2025
	Refreshment Mandatory Risk Management Certification Level 7	BSMR	Offline	August 27, 2025
	Refreshment 2025 SMR JK-7	BSMR	Online	August 27, 2025
	Financial Holding Company: Financial Conglomerate Governance Framework	Danamon	Offline	August 28, 2025
	THRIVE - Driving Growth Through Innovation	Danamon	Offline	September 17, 2025
	Danamon Information Risk Awareness (KRID)	Danamon	Online	November 7, 2025
	E-Learning Process Improvement Culture	Danamon	Online	November 7, 2025
	Economic and Industry Outlook	Danamon	Offline	November 10, 2025
	GCO Workshop 2025	Danamon	Offline	December 11, 2025
Yenny Siswanto	Reverse Manager Forum - National Kick Off Meeting	Danamon	Offline	January 7, 2025
	2025 Reverse Manager Forum	Danamon	Offline	January 9, 2025
	2025 Reverse Manager Forum	Danamon	Offline	January 22, 2025
	Training *Sertifikasi Manajemen Risiko - Jenjang Kualifikasi 7*	Danamon	Offline	February 5, 2025
	Digital Forensics and Investigations Training	Danamon	Offline	June 4, 2025
	Leadership Summit 1H25	Danamon	Offline	August 9, 2025
	Financial Holding Company: Financial Conglomerate Governance Framework	Danamon	Offline	August 28, 2025
	Pedoman Berperilaku 2025	Danamon	Online	May 22, 2025
	APU, PPT, dan PPPSPM 2025	Danamon	Online	October 22, 2025
	Danamon Compliance 2025	Danamon	Online	October 22, 2025
	Anti Pencucian Uang dan Pencegahan Pendanaan (APU PPT) *Jenjang 7*	Danamon	Online	November 03, 2025

COMMITTEES UNDER THE BOARD OF DIRECTORS

In accordance with the effectiveness of the implementation of the duties and responsibilities of the Board of Directors (BOD), the BOD has committees under the BOD whose task is to assist the BOD to provide advice and recommendations that can be used as a reference in making decisions related to the implementation of the duties and responsibilities of the BOD. Based on the Decree of the Board of Directors of PT Bank Danamon Indonesia Tbk No. Kep: DIR-005 on the Establishment and Reaffirmation of Committees of the Board of Directors dated September 24, 2024, The committees that assist the BOD are as follows:

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

Committee Charter

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

Performance Assessment of Committees under the Board of Directors

Assessment of the performance of BOD committees is based on reports on the implementation of duties and responsibilities submitted by each committee periodically. The performance of the BOD committees during 2025 was assessed as good by the BOD and contributed to supporting the implementation of the BOD duties and responsibilities.

RISK MANAGEMENT COMMITTEE

Structure and Membership of Committee

Committee Chairperson	President Director
Permanent Members	Board of Directors
Non-Permanent Member (non-voting)	Related Executive Officers
Alternate Chairperson refer to BOD circular resolution concerning duties and authorities of BOD members.	

Risk Management Committee oversees 3 (three) Sub-Committees, namely Sustainbility Sub-Committee, Information Disclosure Sub-Committee, and Internal Control Over Financial Reporting (ICoFR) Sub-Committee. Further explanation regarding the Sub-Committee can be seen in the chapter Corporate Governance with Sub chapter Risk Management.

Status of Voting Rights and Decision Making

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

In the event of dissenting opinion arising from the Permanent Members during decision making, the dissenting opinion must be well documented in the minutes of the meeting by the Committee Secretary.

Duties and Responsibilities

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

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

k. Conduct oversight towards implementation of Sustainable Finance, including managing climate-related risks.
l. Conduct oversight towards implementation of Internal Control over Financial Reporting (ICoFR).
m. Oversee and evaluate Sub-Committees under the Risk Management Committee.

Risk Management Committee Meeting

During 2025, the Committee held 12 (twelve) meetings attended by the following members of the Board of Directors:

Name	Position	Number of Attendance
Daisuke Ejima	Committee Chairperson	12/12
Honggo Widjojo Kangmasto	Permanent Member	9/12
Dadi Budiana	Permanent Member	11/12
Rita Mirasari	Permanent Member	11/12
Herry Hykmanto	Permanent Member	11/12
Thomas Sudarma	Permanent Member	10/12
Jin Yoshida	Permanent Member	11/12
Yenny Siswanto*	Permanent Member	7/7
Hafid Hadeli**	Permanent Member	3/3
Muljono Tjandra**	Permanent Member	2/3

*) Effective as Director June 5, 2025.
**) Completed his tenure on March 21, 2025.

Meetings and Meeting Agenda Risk Management Committee in 2025

No	Meeting Date	Meeting Agenda
1	January 20, 2025	Update on RMC matters arising from previous meeting, clearance on ROC matters arising, Risk Management and Compliance Update.
2	February 24, 2025	Risk Management and Compliance Update.
3	March 17, 2025	Update on RMC matters arising from previous meeting, clearance on ROC matters arising, Risk Management, Compliance, and Internal Audit Update.
4	April 22, 2025	Clearance on ROC matters arising, Risk Management and Compliance Update.
5	May 20, 2025	Clearance on ROC matters arising, Risk Management, Compliance, and Internal Audit Update.
6	June 20, 2025	Risk Management, Compliance, and Consumer Update.
7	July 21, 2025	Clearance on ROC matters arising, Risk Management, Compliance, Information Disclosure Sub-Committee, and Internal Control over Financial Reporting Sub-Committee Update.
8	August 25, 2025	Risk Management and Compliance Update.
9	September 17, 2025	Clearance on ROC matters arising, Risk Management and Compliance Update.
10	October 20, 2025	Risk Management, Compliance, and Sustainability Sub-Committee Update.
11	November 19, 2025	Risk Management and Compliance Update.
12	December 23, 2025	Risk Management and Compliance Update.

ASSET & LIABILITIES COMMITTEE (ALCO)

Structure and Membership

Chairman	President Director
Alternate Chairman	Vice President Director
Member	Chief Financial Officer (CFO) and Director(s) and/or appointed member(s) of the following Divisions/Business Units: • Retail Banking • SME • Enterprise Banking & Financial Institution, Transaction Banking • Risk Management • Treasury & Capital Market

Status of Voting Rights and Decision Making

The resolution of the Meeting should be adopted based on the deliberation to reach a consensus. In the event no consensus can be reached, the resolution shall be adopted by means of voting, based on the approved votes of more than 1/2 (half) of the total votes validly cast in the said the Meeting.

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

Duties and Responsibilities

The ALCO Committee has the following duties and responsibilities:

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

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

ALCO Committee Meeting

During 2025, the Committee held 12 (twelve) meetings (Regular and Ad-Hoc) attended by the following members:

Name	Position	Number of Attendance Meetings
Daisuke Ejima	Chairman	10/12
Honggo Widjojo Kangmasto*	Alternate Chairman	11/12
Muljono Tjandra*	Alternate Chairman	1/2
Dadi Budiana	Member	11/12
Thomas Sudarma	Member	11/12
Theresia Adriana*	Member	10/10
Herman Savio**	Member	8/9
Jenny Widjaja**	Member	3/3
Hafid Hadeli*	Member	2/2
Andrew Suhandinata*	Member	2/2

*) ALCO Members were updated accordingly after Annual General Meeting of Shareholders (AGMS) on March 21st, 2025.
**) Jenny Widjaja was appointed as ALCO member replacing Herman Savio as Treasury & Capital Market Head, effective on September 1st, 2025.

Meetings and Meeting Agenda ALCO in 2025:

No	Meeting Date	Meeting Agenda
1	January 30, 2025	• Economic Overview and Market Outlook • New FTP System Implementation Update • IDR FTP Review • Adira Bond Update • Mortgage Update • Treasury Trading Limit 2025 • Balance Sheet Structure and Yield/COF Analysis • Market & Liquidity Risk Update
2	February 25, 2025	• Economic Overview and Market Outlook • Treasury BSM Risk Limit 2025 • Adira FTP Review • GWM Incentive Update • Balance Sheet Structure and Yield/COF Analysis • Market & Liquidity Risk Update
3	March 27, 2025	• Economic Overview and Market Outlook • ALCO Charter 2025 • RR Charge Review • BSM Market Risk Indicators - Sharia • Balance Sheet Structure and Yield/COF Analysis • Market & Liquidity Risk Update • Performance Evaluation for ALCO 2024
4	April 28, 2025	• Economic Overview and Market Outlook • Prime Lending Rate (SBDK) Calculation Review • Mortgage Update • Balance Sheet Structure and Yield/COF Analysis • Market & Liquidity Risk Update
5	May 27, 2025	• Economic Overview and Market Outlook • IDR FTP Review • Balance Sheet Structure and Yield/COF Analysis • Market & Liquidity Risk Update
6	June 2, 2025 (Ad-Hoc) & June 26, 2025	• Economic Overview and Market Outlook • RR Charge Update • Funding Update • LCR Update • Adira Bond Update • Balance Sheet Structure and Yield/COF Analysis • Market & Liquidity Risk Update
7	July 25, 2025	• Economic Overview and Market Outlook • IDR FTP Review • Mortgage Update • Balance Sheet Structure and Yield/COF Analysis • Market & Liquidity Risk Update
8	August 26, 2025	• Economic Overview and Market Outlook • FTP 2026 • IDR FTP Review • Balance Sheet Structure and Yield/COF Analysis • Market & Liquidity Risk Update

No	Meeting Date	Meeting Agenda
9	September 25, 2025	• Economic Overview and Market Outlook • RR Charge Update • CFP Indicator Update • Market and Liquidity Risk Policy 2025 • Appointment for ALCO Member (TCM Head) • IDR FTP Review • Adira Bond Update • Balance Sheet Structure and Yield/COF Analysis • Market & Liquidity Risk Update • Prime Lending Rate (SBDK) Calculation Review
10	October 27, 2025	• Economic Overview and Market Outlook • Mortgage Update • IDR FTP Review • New OJK Regulation: LCR NSFR Sharia • Temporary (Internal) Indicator Threshold Q4-25 • Balance Sheet Structure and Yield/COF Analysis • Market & Liquidity Risk Update
11	December 1, 2025	• Economic Overview and Market Outlook • IDR FTP Review • RR Charge Review • Mortgage Review • USD FTP Review • Balance Sheet Structure and Yield/COF Analysis • Market & Liquidity Risk Update
12	December 23, 2025 (Circulated by e-mail)	• Economic Overview and Market Outlook • Internal Liquidity Adequacy Assessment Process (ILAAP) • Balance Sheet Structure and Yield/COF Analysis • Market & Liquidity Risk Update

INFORMATION TECHNOLOGY (IT) STEERING COMMITTEE

Structure and Membership

Chairman	Vice President Director
Vice Chairman	Risk Management Director
Members	• Information Technology & Digital Director • Global Alliance Strategy Director • Enterprise Banking & Financial Institutions Director • Chief Financial Officer
Other invitations depend on the relevance of each area.	
Members	• President Director • Bank Director and Subsidiary • Bank Business Head and Subsidiary • Bank Head Support Function and Subsidiary
Secretary	BPR, Control & Compliance Head

Status of Voting Rights and Decision Making

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

Duties and Responsibilities

The Committee has duties and responsibilities, among others:

a. Periodically review, formulate, and recommend Bank's Technology Information (IT) strategic plan, IT policies, standards, and procedures, and ensure alignment of IT projects with the strategic plan by monitoring IT performance and improvement of the performance.
b. Review and recommend IT projects that are aligned with Bank's strategy and proposed as part of IT project prioritization with Capex investment equal to or greater than USD500 thousand, or total cost ownership (TCO) equal to or greater than USD2 million over 5 (five) years, or its equivalent IDR.
c. Review post implementation of strategic projects & benefit realization after implementation in terms of cost and benefit. Project that approved through Information Technology Steering Committee (ITSC) meeting with investment amount equal to or greater than USD500 thousand or total cost ownership (TCO) equal to or greater than USD2 million over 5 (five) years and had been implemented project will be tracked by Financial Planning (FP) and result will be presented by respective user/LoB in ITSC meeting.
d. Ensure the allocation of adequate and proper IT resources. If required to engage a third party to assist in project implementation, ITSC should ensure that policies and procedures are in place according to Bank internal policy and involve Procurement in relation to third party engagement and IT from the beginning if this related with technology to be implemented and/or used for the bank.
e. Review recommendations from other sub/working committees for matters related to IT.
f. Provide recommendations for solving IT related issues that can't be resolved by the working unit of IT users and providers in an effective, efficient, and timely manner.
g. Perform such other duties and responsibilities as may be assigned to the Committee, from time to time, by the BOD.
h. Conduct a self-assessment by filling out the worksheet and preparing committee's activities report every year as an evaluation report on the committee's work performance.
i. ITSC Secretary is responsible to coordinate the ITSC review, as well as managing documentations, meeting materials and meeting schedule of the committee.

Information Technology Steering Committee Meetings

Throughout 2025, the Committee convened 14 (fourteen) meetings. The meetings were attended by the following members of the Board of Directors;

Name	Position	Number of Attendance Meetings
Honggo Widjojo Kangmasto	Chairman	14/14
Dadi Budiana	Vice Chairman	7/14
Yenny Siswanto	Member	14/14
Jin Yoshida	Member	12/14
Thomas Sudarma*	Member	4/9
Theresia Adriana*	Member	8/9
Hafid Hadeli**	Member	3/4
Muljono Tjandra**	Member	3/4
Andreas Kurniawan*	Member	5/5

*) On May 19, 2025, Thomas Sudarma and Theresia Adriana officially joined as members of ITSC, while Andreas Kurniawan's membership in ITSC has ended.
**) On March 21, 2025, the term of office of Hafid Hadeli and Muljono Tjandra at ITSC has concluded.

Implementation of Duties of Information Technology Steering Committee in 2025

The ITSC held meetings with discussion materials as follow:

No	Meeting Date	Meeting Agenda
1	January 10, 2025	Budget approval of proposed Digital Banking and Transaction Banking projects
2	February 6, 2025	Budget approval and transfers of proposed IT, Consumer, and Transaction Banking projects
3	February 17, 2025	Budget approval and transfers of proposed projects for Sharia, BPR, Finance, IT, Digital, and Consumer
4	March 13, 2025	Benefit realization of IT projects, Budget approval of proposed IT, Operations, and Finance projects, and Status of project initiation & closure
5	April 16, 2025	Budget approval of proposed new initiatives and drop of Operations & Transaction Banking projects, Evaluation of ITSC performance, and Presentation of API-related information
6	May 20, 2025	Budget approval of proposed Operations, Digital, and Consumer projects
7	July 21, 2025	Benefit realization of IT projects, Budget approval of proposed new initiatives and drop of Compliance, Consumer, and Digital projects, and Presentation of information related to RPA projects and project initiation status
8	August 22, 2025	Budget approval of proposed project prioritization for 2026–2028 for Risk Management, Compliance, Branch Network, Digital, Consumer, SME, Syariah, and BPR
9	August 28, 2025	Budget approval of proposed project prioritization for 2026–2028 for IT, Operations, Transaction Banking, and Enterprise Banking
10	September 23, 2025	Presentation of project prioritization results for 2026-2028
11	October 14, 2025	Budget approval of proposed BPR and Consumer projects
12	October 30, 2025	Budget approval of proposed Digital and Branch Network projects
13	November 24, 2025	Benefit realization of IT and Finance projects, and Budget approval, drop, and additional budget of proposed Risk Management, and Finance projects
14	December 9, 2025	Budget approval of proposed Digital projects

The ITSC approved the budget transfer for IT projects through e-mail circulation in October 2025.

INTEGRATED RISK MANAGEMENT COMMITTEE

Structure and Membership

Chairperson	Risk Management Director of Financial Holding Company (FHC) - Danamon
Permanent Members	• Director in charge of Financial Conglomeration (FC) • Compliance Director of FHC (Danamon) • SME Credit Director of FHC (Danamon) • Appointed Director of FC Members • Appointed Division Heads in the Integrated Risk Management Working Unit of FHC
Permanent Invitee	Chief Internal Auditor of FHC (Danamon)

Alternate Chairperson: Refer to Danamon's BOD circular resolution concerning duties and responsibilities of BOD members.

Status of Voting Rights and Decision Making

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

Dissenting opinions that occurs in the meeting shall be clearly stated in the minutes of meeting along with the reasons of dissenting opinion.

Duties and Responsibilities

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

1. Preparation of the integrated risk management policy, framework and guideline and periodic improvement or refinement based on the results of implementation evaluation.
   The refinement of Integrated Risk Management policy, among others, is in the form of refinement of strategy and risk framework. The refinement of Integrated Risk Management policy is conducted periodically or incidentally as a result of changes in internal and external conditions that affect capital adequacy, risk profile, and effectiveness of Integrated Risk Management implementation based on the evaluation results.
2. Evaluation of the effectiveness of implementation of the Integrated Risk Management policy, framework, and guideline.
3. Identification of issues that may impact financial, compliance/regulatory, legal and reputation risks for the FC based on data/information being shared by FC members.
4. Escalation of all risk related matters that require the attention of the Directors of the FHC or entities within the FC.
5. Assessment of key risks in the FHC and FC members including the formulation of strategies to deal with existing and emerging risk issues.
6. Review and recommend the semi annual integrated risk profile report.
7. Review and recommend the policy and strategy for integrated capital management, as well as Integrated Capital Adequacy Report for FC.
8. Knowledge sharing/lessons learned between entities in the FC so that it can improve the implementation of integrated risk management to be more effective.

Member Attendance at Integrated Risk Management Committee Meetings

During 2025, the Integrated Risk Management Committees held 2 (two) meetings, one in March and the other one in August 2025.

The following is the attendance of committee members at meetings held in 2025:

Name	Position	Number of Attendance Meetings
Dadi Budiana	Chairperson	2/2
Rita Mirasari	Permanent Member	1/2
Herry Hykmanto	Permanent Member	2/2
Sigit Hendra Gunawan	Permanent Member	2/2
Mahendra Rendiantama*	Permanent Member	1/1
Animesh Narang	Permanent Member	1/2
Ade Prima Ratu Bagus	Permanent Member	2/2
Suwandi Kusuma**	Permanent Member	1/1
Kho Tjhing Kian**	Permanent Member	1/1
Ari Priyatna**	Permanent Member	1/1
Rusmin Basuki**	Permanent Member	1/1

* The representative of MUFG Bank Jakarta branch effectively ceased to be a member of Integrated Risk Management Committee on June 24, 2025.
** Updated appointed Division Heads as permanent members due to employee retirement.

Meetings and Meeting Agenda of Integrated Risk Management Committee in 2025

No	Meeting Date	Meeting Agenda
1	March 3, 2025	Integrated Risk Profile Semester 2 of 2024, Integrated Capital Adequacy Semester 2 of 2024, and Integrated Risk Management Update of all MUFG FC members.
2	August 12, 2025	Integrated Risk Profile Semester 1 of 2025, Integrated Capital Adequacy Semester 1 of 2025, and Integrated Risk Management Update of all MUFG FC members.

CREDIT OR FINANCING COMMITTEE

Structure and Membership

Committee Members	Members of the Credit or Financing Committee are appointed considering his/her professionalism, experience, and capability qualification. Further governance regarding the membership of the Credit or Financing Committee refers to Credit or Financing approval authority policy.

Credit or Financing Committee was formed in order to evaluate and/or decide on the credit or financing (with Sharia principles) proposal for the amounts and types of credit or financing determined by the Bank's Board of Directors.

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

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

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

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

CREDIT OR FINANCING POLICY COMMITTEE

Structure and Membership of Committee

Committee Chairman	President Director
Alternate Chairman	Risk Management Director
Permanent Member	• Vice President Director • SME Credit Director • Enterprise Banking (EB) & Financial Institution (FI) Director • Chief Internal Auditor (provide independent review with no voting rights)
Permanent Invitation	• Compliance Director • Global Alliance Strategy Director

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

Status of Voting Rights and Decision Making

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

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

Duties and Responsibilities

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

5. Submit reports (including in the form of material presentation) on regular basis to the Board of Directors and the Board of Commissioners (through Risk Oversight Committee) regarding:
   a. The results of oversight on the application and implementation of credit policies; and
   b. The results of monitoring and evaluation on the matters as stated in point 4.
6. Provide the recommendation for improvement to the Board of Directors and the Board of Commissioners (through Risk Oversight Committee) on the matters related to point 5.
7. If there is any deviations in the implementation of credit policies related to the fulfillment of Sharia principles, then the report should be submitted to the SSB.

Meetings of the Credit or Financing Policy Committee

During 2025, the Committee held 12 (twelve) meetings attended by the following members:

Name	Position	Number of Member's Attendance at Credit or Financing Policy Committee Meeting
Daisuke Ejima	Committee Chairman	12/12
Honggo Widjojo Kangmasto	Permanent Member	09/12
Dadi Budiana	Permanent Member	11/12
Herry Hykmanto	Permanent Member	10/12
Thomas Sudarma	Permanent Member	10/12
Yenny Linardi	Permanent Member	11/12
Hafid Hadeli*	Permanent Member	03/03

*) Completed his tenure on March 21, 2025.

Meetings and Meeting Agenda Credit or Financing Policy Committee in 2025

No	Committee Meeting Date	Agenda
1	January 20, 2025	• Monthly Credit Portfolio Update including updates on EBFI large exposures
2	February 24, 2025	• Credit Risk Policy 2024 Second Amendment • Monthly Credit Portfolio Update • Model Risk Management Update • Credit Card Product Program Renewal 2025 • Mortgage Card Product Program Renewal 2025
3	March 17, 2025	• Monthly Credit Portfolio Update • Credit/Financing Policy Committee Evaluation FY2024
4	April 22, 2025	• Credit/Financing Policy Committee Charter Update • Monthly Credit Portfolio Update including updates on EBFI large exposures • SME Update • Adira Update
5	May 20, 2025	• Credit Risk Policy 2024 Third Amendment • Monthly Credit Portfolio Update
6	June 20, 2025	• Monthly Credit Portfolio Update • EBFI Update • UPL Product Program Renewal 2025
7	July 21, 2025	• Monthly Credit Portfolio Update including updates on EBFI large exposures
8	August 25, 2025	• Monthly Credit Portfolio Update • MAPE Threshold for 2025 Model Validation • Model Risk Management Update
9	September 17, 2025	• AAF Portfolio Purchase & Impact to Adira & Danamon • ECL Policy Update • Adira Update • SME Update • Monthly Credit Portfolio Update
10	October 20, 2025	• MAPE Threshold for 2025 Model Validation • Monthly Credit Portfolio Update including updates on EBFI large exposures
11	November 19, 2025	• Monthly Credit Portfolio Update • Credit Parameter Year End 2025 • BWMK Monitoring 2024 Result
12	December 23, 2025	• Monthly Credit Portfolio Update

AFFILIATED RELATIONSHIPS AND AFFILIATED TRANSACTIONS FOR **THE BOARD OF DIRECTORS, BOARD OF COMMISSIONERS, SHARIA SUPERVISORY BOARDS, AND CONTROLLING SHAREHOLDERS**

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

Affiliated relationships between members of the Board of Directors and other members of the Board of Directors, members of the Board of Commissioners, members of the Sharia Supervisory Board, and/or Controlling Shareholders

All members of the Bank's Board of Directors have no affiliation with other members of the Board of Directors, members of the Board of Commissioners, members of the Sharia Supervisory Board and/or controlling shareholders.

Affiliate relationships between members of the Board of Commissioners and other members of the Board of Commissioners, members of the Board Directors, members of the Sharia Supervisory Board, and Controlling Shareholders

All members of the Board of Commissioners have no affiliation with other members of the Board of Commissioners , members of Directors and members of Sharia Supervisory Board. There are 2 (two) Non-Independent Commissioners who have financial relationships with controlling shareholders, namely Yasushi Itagaki and Nobuya Kawasaki.

Affiliate relationship between members of the Sharia Supervisory Board and other members of the Sharia Supervisory Board, members of the Board of the Commissioners, members of the Board of the Director, and Controlling Shareholders

All members of the Sharia Supervisory Board have no affiliation with other members of the Sharia Supervisory Board, members of the Board of Commissioners, members of the Board of Directors, and controlling shareholders.

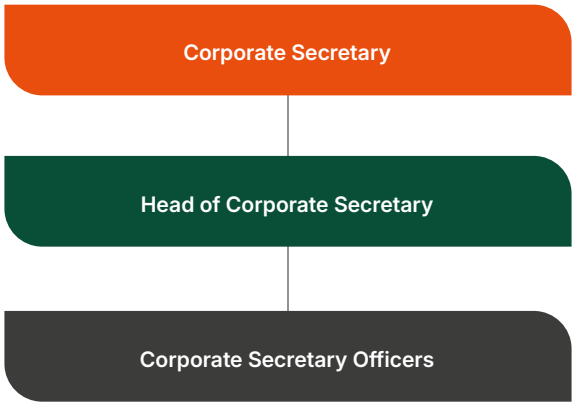
Affiliate relationships between members of the Board of Directors, the Board of Commissioners, the Board of Sharia Supervisory Board and with controlling shareholders is given in a financial and family relations table available in the Board of Commissioners', the Board of Directors, and the Sharia Supervisory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

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

CORPORATE **SECRETARY**

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

CORPORATE SECRETARY ORGANIZATIONAL STRUCTURE



CORPORATE SECRETARY

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



Rita Mirasari

Indonesian Citizens. Age 56 years. Domiciled in Indonesia.

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

Duties and Responsibilities of the Corporate Secretary

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

Corporate Secretary Competency Development

The Corporate Secretary is trained in law, accounting, or corporate secretarial practices and consistently keeps up with relevant developments.

During 2025, the Corporate Secretary attended the following trainings to improve her competency:

Training/Conference/ Workshop	Organizer	Location (Online/Offline)	Date
2025 Reverse Manager Forum - National Kick Off Meeting	Danamon	Offline	January 7, 2025
PERBANAS: Invitation to Discussion on the Exposure Draft of Sustainability Disclosure Standards.	PERBANAS	Online	January 20, 2025
National Symposium on SUMITRONOMICS and the Direction of Indonesia's Economy	Katadata	Offline	June 3, 2025
Economic & Industry Outlook with Mari Elka Pangestu (External Economist)	Danamon	Offline	June 18, 2025
Socialization of the Draft OJK Regulation on Access to Financing for Micro, Small, and Medium Enterprises (Draft POJK MSME) and Guidelines for Artificial Intelligence Governance in Indonesian Banking.	Otoritas Jasa Keuangan	Offline	June 20, 2025
Danamon Compliance 2025	Danamon	Online	July 14, 2025
Danamon Information Risk Awareness (KRID)	Danamon	Online	July 14, 2025
Implementation of the New Criminal Code (KUHP) in Criminal Acts in the Banking Sector	Danamon	Offline	July 15, 2025
National Seminar on 'Deepening the Financial Market and Strengthening the Stability of Indonesia's Financial System Through Enhanced Utilization of Central Counterparty (CCP) in the Money Market and Foreign Exchange Market (PUVA)'	Indonesia	Offline	August 4, 2025
Katadata Policy Dialogue Combating Financial Crime	Katadata	Offline	August 5, 2025
Special Townhall with MUFG President & CEO, Junichi Hanzawa	MUFG	Online	August 6, 2025
Leadership Summit 1H25	Danamon	Offline	August 9, 2025
Book Launch and Review of 'Market Conduct Supervision' for Consumer Protection and a Sustainable, Stable Growing Financial Sector by Mrs. Kiki & Mrs. Aviliano (as Moderator)	Otoritas Jasa Keuangan	Offline	August 14, 2025
OJK: SIGAP PASTI: *Launching Kampanye Nasional Berantas Scam dan Aktivitas Keuangan Ilegal serta Seminar* Internasional Preventing and Combating Financial Scams	Otoritas Jasa Keuangan	Offline	August 19, 2025
Refreshment Mandatory Risk Management Certification Level 7	Danamon/Maisa Edukasi	Offline	August 27, 2025
Refreshment 2025 SMR JK 7	Danamon	Online	August 27, 2025
Financial Holding Company: Financial Conglomerate Governance Framework	HHP Law Firm	Offline	August 28, 2025
OJK - Satgas PASTI: Evaluation and Discussion on Improving the Performance of Handling Consumer and Public Reports at IASC	Otoritas Jasa Keuangan	Offline	September 10, 2025
Innovation Talks 2025: THRIVE - Driving Growth Through Innovation	Danamon	Offline	September 17, 2025
ESG Seminar - MUFG Net Zero World (MUFG N0W) 2025	MUFG	Offline	October 14, 2025
Launch of Tri-Party Agent Repo and Expansion of Global Master Repo Agreement Signing for the Development of Indonesia's Financial Market	Bank Indonesia	Offline	October 15, 2025
MUFG Partner Bank Compliance Conference	MUFG	Offline	October 15, 2025
Workshop Compliance Directorate	Danamon	Offline	October 21, 2025
Discussion on Intellectual Property with Dwi Anita Daruherdani	SAP Advocates	Offline	November 7, 2025
Economic & Industry Outlook with Mari Elka Pangestu (External Economist)	Danamon	Offline	November 10, 2025
PERBANAS CFO Forum 2025 - 'Unlocking the Next Growth Potential"	PERBANAS	Offline	December 3, 2025

Implementation of the Duties and Responsibilities of the Corporate Secretary in 2025

Throughout 2025, the Corporate Secretary carried out the duties and responsibilities assigned to her with the following activities:

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

Information Disclosure in 2025

As part of its commitment to information transparency, the Bank provides information to the public through the Bank's website and the IDX website, available in both Indonesian and English, on a regular and incidental basis.

Periodic Report

In 2025, the periodic disclosure of information that have been reported by the Bank are as follows:

INFORMATION DISCLOSURE

No	Type Report	Objective	Reporting	Total
1	BDMN Securities Holder Registration Monthly Report	OJK and IDX	Monthly	12
2	Consolidated Financial Statements (Unaudited) of the Bank and Subsidiaries	OJK and IDX	Quarterly	3
3	Consolidated Financial Statements (Audited) of the Bank and Subsidiaries	OJK and IDX	Annually	1*
4	AGMS	OJK and IDX	Annually	1
5	Annual Report	OJK and IDX	Annually	1
6	Financial Report of Controlling Shareholders	OJK	Semester	2
7	Disclosure of Information on Fulfilment of Mandatory Annual Public Expose	BEI	Annually	1
8	Evaluation report on the implementation of audit services for annual historical financial information by Public Accountant and Accounting Firm	OJK	Annually	1
9	Appointment of Public Accountants and Public Accounting Firms for the 2025 Financial Year	OJK	Annually	1

* Quarterly - 4

Incidental Report

In 2025, The Bank has disclosed information on 13 (thirteen) incidental reports to Regulators and made it available for the public to access on the Bank's official website with the link:https://www.danamon.co.id/tentang-danamon/Informasi-Investor/Corporate-Actions-and-Bond-Information/keterbukaan-informasi-2025.

BANK
COMPLIANCE FUNCTION

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

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

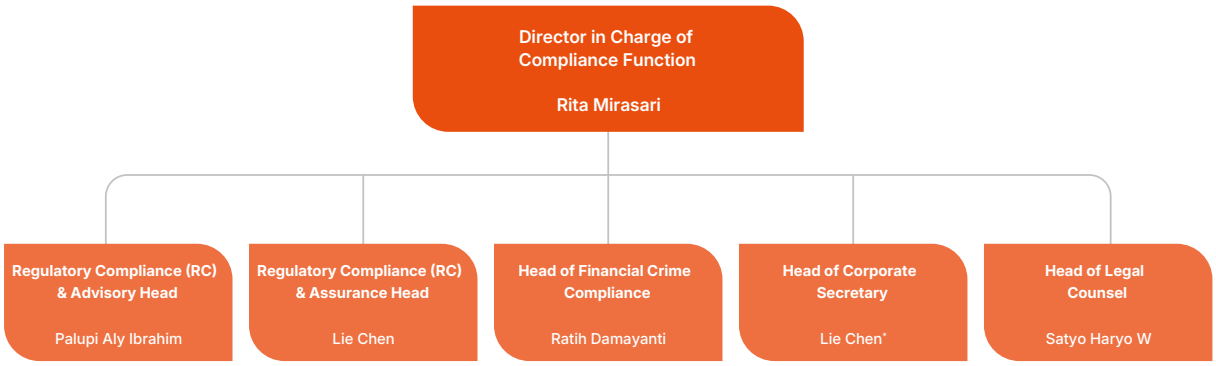
COMPLIANCE WORKING UNIT

Bank has established the Compliance Working Unit (CWU) as an independent working unit that is free from the influence of other working units, in order to ensure that the compliance function is carried out effectively.

The Regulatory Compliance & Advisory Division Head and the Regulatory Compliance & Assurance Division Head possess adequate competence and capability in the banking sector, including knowledge and/or understanding of the National Sharia Council – Indonesian Ulema Council (DSN-MUI) fatwas in the field of Islamic banking to support the implementation of the sharia compliance function. They also demonstrate a strong commitment to the implementation and development of a culture of compliance within the Bank.

ORGANIZATIONAL STRUCTURE OF THE COMPLIANCE WORKING UNIT

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



*) Effective as of June 4, 2025, Lie Chen was appointed as the Acting Corporate Secretary. Furthermore, effective as of December 4, 2025, Lie Chen effectively carries out definitive function as Corporate Secretary Head.

INTEGRATED COMPLIANCE WORKING UNIT

As the Operational FHC within the MUFG FC, Bank has established and maintains an Integrated Compliance Working Unit (ICWU), which operates independently from other operational units. The duties and responsibilities of the ICWU are carried out by Bank's CWU.

The ICWU reports to the Bank's Director who oversees the Compliance Function. The ICWU is responsible for monitoring and evaluating the implementation of the compliance function within each FSIs in the FC. Further explanation regarding the Integrated Compliance Working Unit is presented in the chapter on the Integrated Compliance Working Unit in this Annual Report.

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

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

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

COMPLIANCE DIRECTOR

Bank has a Director in charge of the Compliance Function (Compliance Director), Rita Mirasari. The appointment of the Director overseeing the Compliance Function has fulfilled all applicable regulatory requirements, including the principle of independence, and does not encompass any functions that are prohibited in accordance with prevailing laws and regulations.

The CWU carries out the Bank's compliance function, including the sharia compliance function to ensure adherence to Sharia principles, under the responsibility of the Director overseeing the Compliance Function.

In addition, the Compliance Director and the CWU consistently coordinate with the Sharia Supervisory Board to ensure that the Bank's policies, provisions, systems and procedures, as well as all business activities, are in accordance with Sharia principles.

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

COMPLIANCE FUNCTION POLICY

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

DUTIES AND RESPONSIBILITIES OF THE COMPLIANCE WORK UNIT

Duties and Responsibilities of CWU include:

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

COMPLIANCE WORKING UNIT BUSINESS PLAN FOR 2025

1. Maintain awareness of the importance of Compliance Culture, including the implementation of Anti-Money Laundering (AML), Counter Financing Terorrism (CFT), and Counter-Proliferation Financing of Weapon of Mass Destruction financing programs (CPF) to all employees in Head Office, Regional and Branch Office working units, including through the socialization of regulations and the development of e-learning as well as maintaining a regulatory database on compliance portal.
2. Conduct compliance reviews on policies, new products, provision of funds to parties related to the Bank and provision of funds to parties not related to the Bank within certain limits.
3. Carry out consultative and liaison officer functions.
4. Assist in applications for new product approval from regulators.
5. Coordinate and monitor compliance with regulations by related working units.

6. Monitor the Bank's follow-up commitment to the results of audits from regulators (OJK and BI).
7. Align several internal policies with reference to MUFG Global Best Practices.
8. Prepare and/or review the Bank's internal policies in accordance with regulatory changes and developments.

IMPLEMENTATION OF COMPLIANCE WORK FUNCTIONS

The implementation of the duties and responsibilities of the compliance function during 2025 include:

1. Training and Socialization by CWU

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

Training and Socialization	as of December 31, 2025
E-Learning Compliance 2025	In May 2025, CWU published E-learning Compliance 2025 made mandatory to all Bank Management and Employees. As of December 2025, the realization of e-learning completion has reached 100% (cut off data for employees who joined as of October 2025).
Training/ socialization to working units	Semester 1 of 2025= 16 training/ socialization Semester 2 of 2025= 15 training/ socialization
Dissemination of new regulatory materials to the relevant working units	Semester 1 of 2025= 76 new provisions Semester 2 of 2025= 64 new provisions CWU collaborated with related working units to discuss the implementation of compliance with provisions, including matters that must be fulfilled and implementation targets.

2. Compliance Review/Quality Assurance

The CWU conducted compliance reviews to ensure that the products, activities and policies issued by Danamon and product programs by Subsidiaries were not in violation of all regulatory provisions. During 2025, the CWU conducted 239 reviews consisting 111 reviews in semester 1 of 2025 and 128 reviews in semester 2 of 2025.

In addition, CWU also conducts the Compliance Regulatory & Self-Assessment (CRSA) as a mechanism to assess the level of compliance of each working unit with the implementation of applicable regulations on a self-assessment basis. The assessment is carried out by each working unit through the periodic completion of questionnaires every semester. The results of the 2025 CRSA assessment indicate a rating of "Acceptable, Improvement Is Needed," which generally reflects that a culture of compliance has been implemented across all levels of the Bank's organization and business activities. Nevertheless, there remain several aspects that require follow-up actions by the relevant working units.

3. Monitoring the Fulfillment of Prudential Principles

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

COMPLIANCE WITH MAIN REGULATIONS 2025

Parameter		Descriptions
Capital Adequacy Ratio (CAR)		Comply
Minimum Statutory Reserve (GWM)	Primary (IDR)	Comply
	Primary (USD)	Comply
Macroprudential Intermediation Ratio (RIM)		Comply
Secondary/Macroprudential Liquidity Buffer (PLM)		Comply
Non-Performing Loan (NPL)		Comply

Parameter	Descriptions
Net Open Position (NOP)	Comply
Legal Lending Limit (LLL) - Individual	Comply
Legal Lending Limit (LLL) - Consolidation	Comply
Investment Portfolio	Comply

4. Compliance Risk Management

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

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

The Bank has established a Personal Data Protection (PDP) Policy as part of the organization's strategic commitment to ensure alignment with the principles and provisions of the PDP Law, taking into account that the formalization process of implementing regulations and the establishment of the supervisory authority are still ongoing.

Bank consistently coordinates with the relevant working units to ensure compliance with Personal Data Protection requirements, particularly in relation to the exchange of personal data and the fulfilment of personal data subjects' rights.

5. Commitment to Regulators

The CWU periodically monitored and ensured the fulfillment of follow-up commitments related to the results of audit conducted by the regulators. During 2025, all audit result commitments submitted by the Regulator were fulfilled and not overdue. The CWU also served as a liaison regarding compliance implementation for internal and external parties.

6. The Implementation of the Functions of Integrated Compliance Working Unit

Is disclosed in the Integrated Corporate Governance section of this Annual Report.

COMPLIANCE WORKING UNIT HUMAN RESOURCES DEVELOPMENT

As of December 2025, The CWU had a total of 22 headcounts (including the Head of CWU) the majority of whom had banking experience of more than 5 years with adequate capacity. Bank always gives opportunities for CWU employees to increase their knowledge and competence that can help them with their duties. All CWU employees have taken and earned Risk Management certifications and Sharia Executive Overview Training to improve competencies including in compliance with Sharia Principles and attending training/workshops both internal and external.

The following are the Bank's strategic plans to mitigate compliance risks related to the implementation of the compliance function during 2026:

- Maintain awareness of the importance of Compliance Culture through e.g. the application of AML, CFT, and CPF to all employees in Head Office, Regional and Branch Office working units, including through socializing regulations and developing e-learning, as well as maintaining a regulatory database.
- Conduct continuous reviews of internal policies/ regulations and work flows including system enhancements (if necessary) to ensure that the provisions regulated and activities carried out by the Bank remain in compliance with regulatory provisions. In 2026, a review of 12 internal policies will be conducted.
- Conduct socialization of new regulations issued by authoritative bodies including Central Bank, FSA, and Financial Intelligence Unit (PPATK) by either blasting the regulations and their summaries via e-mail to Bank management, heads of related business units, or by conducting face-to-face meetings with relevant business units.
- Continuously strive to improve digital banking services that provide convenience to customers with priority placed on aspects of information security and consumer protection.
- Monitor the Bank's commitment to fulfilling findings from the Authority and the Internal Audit Working Unit.
- Align several internal policies with reference to MUFG Global Best Practices.

- Implementing the integrated Compliance Function and integrated Corporate Governance of FSIs within the MUFG FC.
- Coordinating with relevant working units to fulfill personal data protection in terms of personal data exchange and fulfillment of personal data subject rights.
- Developing the competence and knowledge of human resources of the CWU by providing opportunities to participate in training/workshops.
- Conduct regular quality assurance for certain work units to ensure that the Bank's business activities in each business line have complied with applicable regulations.
- Aligning several internal policies in accordance with the appointment of the Bank as an Operational FHC which has been approved by the OJK effective as of June 24, 2025.
- With regards to the implementation of AML, CFT, and CFP the Bank will continuously improve its ability to implement AML, CFT, and CFP both related to technology and non-technology, including:
  a. Realizing the importance of Compliance Culture and increasing the knowledge and awareness of Bank employees related to the implementation of AML, CFT, and CPF on an ongoing basis, by conducting face-to-face and online training and or socialization programs including e-learning.
  b. Improve the competence of the Bank's human resources with opportunities to participate in training, webinars or socialization from Regulators, associations, or other related entities related to AML, CFT, and CPF.
  c. Periodically review the Bank's internal provisions related to AML, CFT, and CPF in accordance with developments and changes in applicable regulations, including adjustments to internal provisions consisting of Policies, Operational Terms of Reference (KAO), Standard Operational Procedures (SOP), and Memorandum.
  d. Conduct regular system development related to the process of customer identification and verification as well as transaction monitoring. This is to improve the quality of alerts that are adjusted to the latest developments, using new technology, and conducting periodic reviews (i.e. process advanced analysis).
  e. Continue to collaborate and align with global standards with the Global Financial Crimes Division (GFCD-MUFG), in relation to AML-Know Your Customer (KYC), and Sanctions programs.
  f. Continue the Bank's collaboration and coordination with other member entities in the financial conglomeration, related to the alignment of the implementation AML, CFT, and CPF.
  g. Participated in the Global Risk Assessment (GRA) with MUFG, which is a review of the Bank's inherent risk assessment, risk control effectiveness, and residual risk assessment on AML, Sanctions, and Anti-Bribery and Corruption (ABC) program topics globally. The data presented is statistical and does not contain customer information.
  h. Assessing the risk of money laundering, terrorism financing and proliferation of weapons of mass destruction that could potentially occur in Bank based on a risk-based approach called Individual Risk Assessment (IRA), in accordance with POJK No. 8 Year 2023.
  i. Carry out Quality Assurance (QA) related to FCC activities and conduct periodic planning of the scope of QA implementation (FCC QA Plan), in accordance with regulatory developments and related global standards.
  j. On an ongoing basis, the Bank strives to improve the ability of infrastructure supporting the implementation of AML, CFT, and CPF, both related to technology, and non-technology, namely:
     1. Continuing the enhancement stages of the NICE-Actimize application.
     2. Improving the quality and coverage of the Bank's customer screening and risk assessment processes.
     3. Continuously enhancing the customer transaction monitoring system to improve alert quality, including conducting periodic reviews of the parameters/scenarios used in the monitoring process.
     4. Enhancing customer data quality through system development across various customer channels, as well as strengthening monitoring and control processes over customer data quality.
     5. Developing systems to support the regulator's planned implementation of a new reporting system.
     6. Assessing the use of advanced technologies, such as Artificial Intelligence (AI), to support the Bank's processes in implementing the AML, CFT, and PPPSPM programs.

7. Improving the accuracy of customer screening and data updating processes with the support of the Politically Exposed Person (PEP) application from PPATK.
8. Developing the escalation Enhanced Due Diligence (EDD) form process to enhance the effectiveness of EDD form completion and strengthen the monitoring of SLA compliance for EDD form reviews.

k. Continuing the efforts to monitor and enhance customer data quality on an ongoing basis, both during the opening of new CIFs and accounts, the updating of existing customer data as part of the Bank's annual commitment to OJK, on an ad-hoc basis as needed, as well as through the Bank-Wide Annual Data Cleansing Project aimed at improving existing customer data and identifying solutions to address the root causes of customer data quality issues.
l. As part of the review process to assess the effectiveness of the AML system parameters, the Bank will explore the application of AI in the implementation of suspicious financial transaction alert analysis within the AML system.

DISCLOSURE OF ADMINISTRATIVE SANCTIONS BY THE OJK

In 2025, there was no material administrative sanctions that had an impact on the continuity of the Bank's business nor was there any on members of both the BOD and BOC of the Bank given by the Regulator.

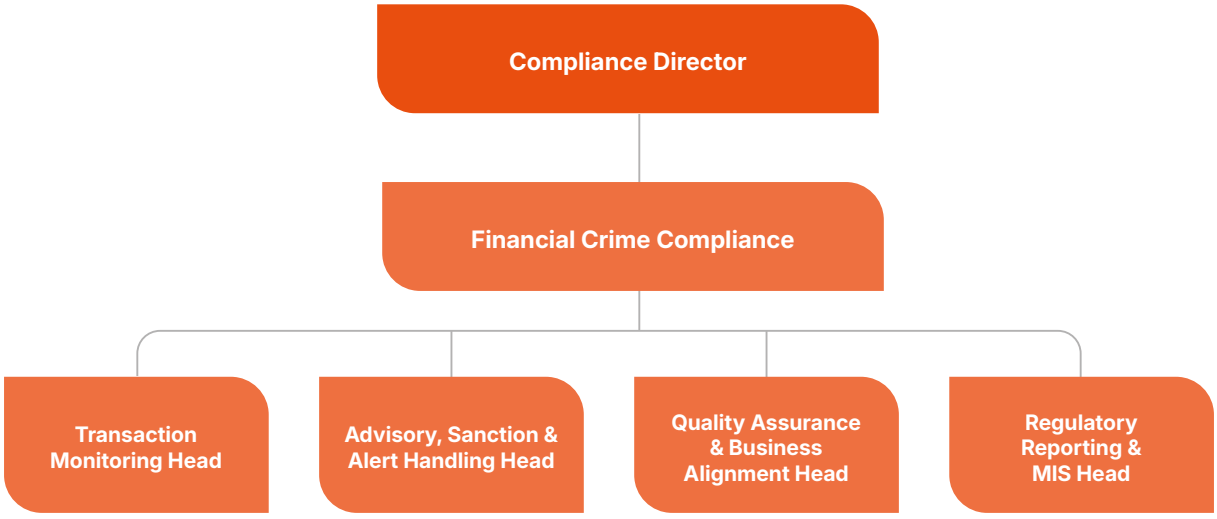
THE IMPLEMENTATION OF ANTI MONEY LAUNDERING (AML), COUNTER TERORISM FINANCING (CTF), AND COUNTER **PROLIFERATION OF WEAPON OF MASS DESTRUCT FINANCING PROGRAMS (CPF)**

ORGANIZATION

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

The BoC actively oversees the BOD in fulfilling its responsibilities towards implementing AML, CTF, and CPF including all the commitments Danamon has made to the OJK, PPATK, and on law-abiding reporting to regulators.

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



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

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

1. First Line of Defense
   The first line of defense is the most important line of defense in preventing the crime of money laundering, terrorist financing, and financing the proliferation of weapons of mass destruction, detecting the possibility of the referred crime, and identifying weaknesses and vulnerabilities in controlling the implementation of AML, CTF, and CPF. Danamon's front liners are Business/ Operational/Control Units that run day-to-day operations.
2. Second Line of Defense
   The second line of defense is carried out by the FCC Working Unit at the Head Office that is responsible and tasked with preparing applicable methods and tools that the first line can use to carry out its duties and responsibilities, prepare adequate policies and procedures, systems and training, and ensure that the first line of defense has performed its function effectively.
3. Third Line of Defense
   This function is carried out by Internal Audit Working Unit (IAU) to ensure that the implementation of the AML, CTF, and CPF in the first line and second line of defense run effectively.

IMPLEMENTATION OF THE AML, CTF, AND CPF PROGRAM DURING 2025

1. Evaluation of Policies and Procedures

a. To comply with the provisions of the OJK and other provisions on the implementation of AML, CTF, and CPF, the Bank has made improvements on this subject with the issuance of 10 additional provisions.

b. Danamon has reviewed 97 (as of December 31, 2025) draft policies and/or new products and application forms based on requests from working units to ensure their suitability with the implementation of the AML, CTF, and CPF.

c. Published information about the implementation of the AML, CTF, and CPF on Danamon official website provides information related to the Bank General Policy, US Patriot Act, Wolfsberg AML Questionnaire.

2. Monitoring and Evaluation Process

a. Monitoring the Quality of Customer Data
   The quality and adequacy of customer data is continuously monitored using several methods as joint effort of the First Line of Defense and the Second Line of Defense, as given below:
   1. Monitored the quality of customer data includes mandatory KYC fields when opening an account.
   2. Updated Data as the Bank's Commitment to OJK. As of December 2025, as many as 41,729 CIF data had been updated (100%) of the predetermined target of 41,729 CIF.
   3. Monitored customer risk levels through the AML System using Customer Due Diligence (CDD) module to see if there were significant changes in risk value and when opening high risk-bearing new accounts or PEP. As of December 2025, as many as 42,430 (as of December 31, 2025), alerts had been monitored for which follow ups had been made with a request for corrections or adequacy of data/ information on incomplete/ insufficient data.
   4. Monitored the results of screening on new customers through the Watch List Filtering (WLF) module in the AML System. This is basically a screening process for the opening of a new CIF against the Bank's PEP and Negative List data, using the World Check database (including OFAC) and DTTOT - WMD Proliferation. As of December 2025, as many as 14,000 (as of December 31, 2025), alerts on screening result had been analyzed. There were 202 positive hit alerts with PEP data that required Branches or other related working units to make data correction or adjustment, and another 2 alerts related to negative news which had been followed up with further review and analysis and had been escalated to the relevant Regulator.
   5. Conducted routine screening on all existing CIFs as one of the methods to monitor customers in order to ensure they were not PEP or fell under the Negative List (DTTOT, WMD Proliferation, Negative News and OFAC). From the results of this screening, by the end of 2025, as many as 255,944 CIF had been identified as CIF hits related to e.g., PEP and Adverse news related to

AML, CTF, CPF, and Sanctions, for which branches, and relevant working units has made data corrections or adjustments and taken necessary follow-up actions.

6. The quality of customer data was also continuously monitored as a follow-up action on the customer transaction monitoring process conducted by the Transaction Monitoring Unit. As of December 2025, as many as 313 CIFs had been requested from branches to update or adjust data so the referred branches can keep the most updated customer data/ profiles.

b. Quality Assurance

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

The implementation of Quality Assurance in 2025 was conducted in 12 (twelve) high complexity branches in the Jakarta, West Java, East Java, and Sumatra areas. Periodically, FCC conducted inspections which included inspections on reporting to regulators; customer transaction monitoring activities; transaction screening activities and screening for new customer acceptance, as well as List Management activities.

c. High Complexity Branches

In order to evaluate AML, CTF, and CPF risks at each Danamon branch and to comply with OJK regulations related to AML, CTF, and CPF, Danamon conducts an assessment to identify branches with high complexity. This assessment is based on several factors, including the number of customers, the number of high-risk customers, and the volume of transactions reported as Cash Transaction Reports (CTR) and International Fund Transfer Reports (IFTI),and also the number of customers reported as Suspicious Transaction Reports (STR) submitted to PPATK at each branch. The results of assessment serve as bases for determining branches to be visited and as key factors in monitoring customer transactions.

3. Training and Socialization

Organized online and offline training program for new and existing employees, including the AML, CTF, and CPF training for Danamon Bankers Trainee, Danamon Bankers Officer, Refreshment procedures KYC and Sanctions for BSM, Socialization to use 'On Demand Search' menu to the Legal Litigation Division, Financial Institution Team, and Consumer Lending Business Team, and monthly RTSH and ROSM meetings. As of December 2025, FCC organized 23 (twenty three) training sessions on AML, CTF, and CPF topics.

FCC created an AML, CTF, and CPF e-learning refreshment and launched it in August 2025. All employees required to take AML, CTF, and CPF e-learning (Bank-Wide) as a mandatory training. As of December 2025, 100% of Danamon management and employees had completed e-learning (Employee cut off data as of September 2025).

4. Reporting

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

The following is the number of reports and responses to requests for information from external parties that had been made up to December 2025:

Total Reporting 2025

STR	IFTI	CTR	SIPESAT	Response to External Party Letter
3,241	126,111	43,861	257,749	1,164

5. Management Information System

Danamon has enhanced its transaction and customer profile monitoring and screening application (AML System) to strengthen control and effectiveness in identifying suspicious financial transactions through regularly updated parameters, as well as improving the Customer Due Diligence (CDD) process. These enhancements include:

- Enhancement of screening effectiveness by handling titles (TAQ) information in customer names.
- Enhancement of rules / parameters to monitor remittances transactions.
- Enhancement of customer and beneficial owner (BO) risk rating calculation.

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

- Enhancement to process the late deposit transactions data for reporting.
- Enhancement of reporting process on API Remittances with correspondent bank.
- Enhancement of data processing and report generation to produce CTR & IFTI.

Beyond enhancements to the AML system and GoAML, Danamon has adopted an OCR solution to support the DTTOT data extraction, as within the list management process.

6. Auditing

At the end of October 2025, the examination of AML, CFT, CPF by the Internal Audit Working Unit (IAU) was ongoing until mid of December 2025. The audit period covers October 1, 2024 to September 30, 2025. The audit process is currently in the fieldwork stage, which is expected to conclude by mid of January 2026. The final audit report will be distributed in the end of January 2026.

INTERNAL AUDIT WORKING UNIT (IAU)

STRUCTURE AND POSITION OF IAU

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

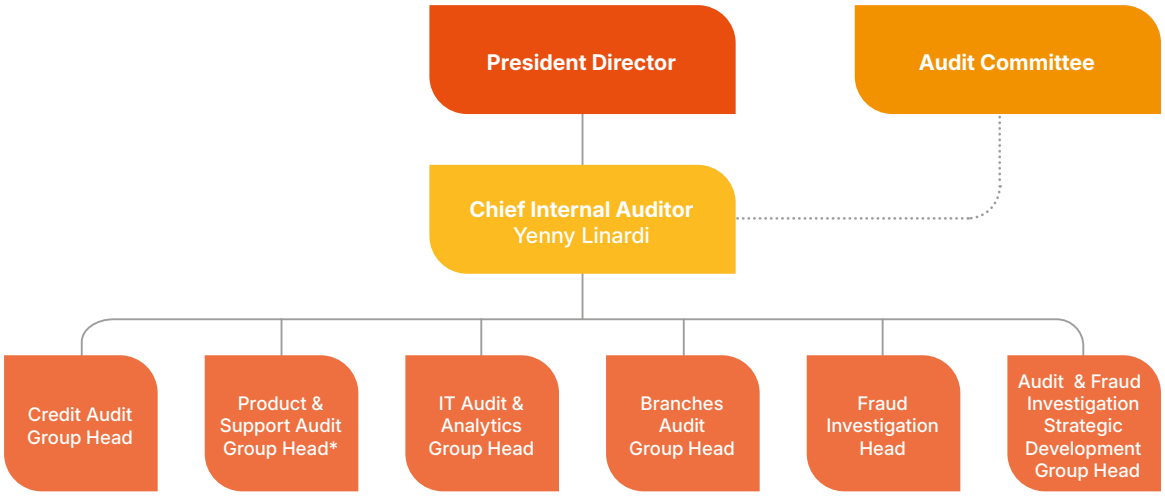
IIAU aims to be a business partner that provides added value in fostering a robust control culture to support Danamon and its Financial Conglomerate members to achieve their long-term goals by referring to Global Internal Audit Standards from The Institute of Internal Auditors (IIA), Central Bank (BI) regulation, Financial Services Authority (OJK) regulation, and Company's Code of Conduct. IIAU assists the management in accomplishing its objective by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, control, and corporate governance processes.

In accordance with the Integrated Internal Audit Charter that has been approved by the President Director and BOC, IIAU has access to all Danamon's and Financial Conglomerate members' activities, functions, data, records, property, and personnel by complying with the prevailing laws and regulations, profession confidentiality, and personal rights, and ensure the application of the anti-tipping off principle in auditing Anti-Money Laundering (AML) and Countering Financing of Terrorism (CFT).

IIAU reports audit activities and significant audit findings including recommendations for corrective action that have been submitted to the related units, to the President Director, BOC via Audit Committee, Compliance Director, Risk Management Director, and Sharia Supervisory Board (SSB).

In addition to complying with the Danamon's Code of Conduct, IIAU is also guided by the Integrated Internal Audit Charter and Auditor's Code of Conduct, which regulate the establishment and function of Integrated Internal Audit Working Unit (IIAU) and include auditor's professional standard as defined in Global Internal Audit Standards by The Institute of Internal Auditors (covering the principle of integrity, objectivity, confidentiality, due professional care, and competency.

IIAU ORGANIZATION STRUCTURE



* covering Treasury & Operations Audit

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

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

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

Head of IIAU Profile



Yenny Linardi
Head of IIAU

Obtained Bachelor's degree in Economics from Trisakti University, Jakarta. Joined Danamon as Chief Internal Auditor since August 2019. Previously, she worked at DBS Bank for almost 11 years as Chief Internal Auditor. She had worked at Danamon in 2004-2008 with the last position as Head of Branches Audit and previously at BCA (1989 – 2004) with the last position as Head of Analytical Review, Head Office Audit.

Duties and Responsibilities of IIAU

IIAU has duties and responsibilities, among others:

a. To assist the President Director and the BOC in their supervisory tasks by providing an elaboration of the operational aspects of audit planning, implementation, and monitoring of the audit results.
b. Perform the internal audit functions in accordance with provisions of applicable laws and regulation and internal audit professional standards issued by The Institute of Internal Audit (IIA) and the internal auditor code of ethics and the applicable organizational code of conducts.
c. Develop and implement a strategy for the internal audit function that supports the strategic objectives and success of the organization and aligns with the expectations of the President Director, BOC, and other stakeholders. Other than that, develop an annual audit plan, budget and resources needed using an appropriate risk-based methodology.
d. Implement the approved annual audit plan, including special tasks or projects requested by Management and the BOC via Audit Committee.
e. Maintain adequate human resources with sufficient knowledge, skills, experience, and professional certifications to carry out the audit requirements.
f. Report to Indonesia's OJK refer to applicable regulation and policy.
g. The Chief of IIAU communicates with the Indonesia OJK at least once in 1 (one) year.
h. Convey compliance of sharia principles to SSB, President Director and BOC, and appoint at least one (1) Integrated Internal Audit Unit (IIAU) member who has knowledge and/or understanding of sharia banking operations.
i. Inform the results of internal audit services, in accordance with the annual plan and inform the status of corrective actions on the audit recommendations to the President Director and BOC via Audit Committee and Compliance Director, on monthly basis Risk Management Director, including to SSB.
j. Establish a follow up process to monitor and ensure that management actions have been effectively and efficiently implemented, or that Senior Management have accepted the risk not yet mitigated.
k. Perform the investigation of suspected fraudulent activities within the Bank include coordinating investigation with other units.
l. Report the results of significant and widely impact investigation to Management and BOC via Audit Committee.
m. Develop, implement, and maintain a quality assurance and improvement program (QAIP) covering all aspects of the internal audit function, conducted both internally and externally.
n. Determine or provide advice regarding the internal audit implementation strategy and annual audit plan of the Conglomeration Members by considering the size, characteristics and complexity of the Conglomeration Members.

o. Formulate audit principles or provide advice regarding that include audit methodology and quality control implementation steps, as well as monitor and review the implementation of internal audits at the Conglomeration Members.
p. Submit integrated internal audit reports periodically to the president director, BOC via the Audit Committee and the Compliance Director.
q. Conduct regular meetings with Conglomeration Members Internal Audit to coordinate audit activities such as audit planning, audit results, status of corrective actions and others.

Duties and responsibilities are regulated in the Integrated Internal Audit Charter and Policy of Internal Audit Bank Danamon, and stated in the Integrated Governance Implementation Assessment Report.

Internal Audit Priorities in 2025

IIAU has conducted the following activities to strengthen internal audit functions in 2025:

1. Continuous monitoring on High and Moderate to High Risk Entities and also with extensive branch network, i.e. SME (including strategy of increasing quantity & quality of credit distribution in UMKM segment) and Enterprise Banking (EB), Digital Banking, Cyber Security, Branch Network, and Adira Finance Head Office.
2. Enhancement on Enterprise Banking (EB) audit to align with bank strategy, i.e. continuously align EB credit review process with MUFG methodology, performing EB portfolio quarterly monitoring, and improving capability of EB Credit audit staff through trainings according to the needs.
3. Focus on reviewing emerging risks and risk associated to new/developing bank initiatives and process, e.g. IT & Cyber Security, Sales Practice, E-Channel business initiatives, Financial Crime Compliance (including Know Your Customer/KYC monitoring), Anti-Money Laundering/AML system parameter for online gambling, and Sustainability Finance (focus on Environmental, Social, and Governance/ESG).
4. Continuous focus on regulatory requirement audits/mandatory audits, including thematic audit periodically related Personal Data Protection, Integrity of Bank Financial Reporting and Internal Capital Adequacy Assessment Process (ICAAP) (including concentration risk and stress test on credit, market & liquidity risk).
5. Continuous enhancement on IAU Data Analytics (including coordinate with related unit for development of machine learning capabilities to identify emerging risk) to improve audit quality and efficiency, continuous implementation of agile audit approach to improve audit process becoming more nimble and iterative, and fasten audit report turn-around-time.
6. Leveraging the Microsoft Copilot (Artificial Intelligence/AI) application for Danamon's internal needs to support more efficient Enterprise Banking audit activities, particularly those related to financial statement analysis.
7. Continue project life cycle review engagement for several main projects plan such as Treasury system replacement and Digital Banking development with the purpose to identify and mitigate emerging issues (before a product or system is launched).
8. Align audit coverage and methodology with MUFG; implementation of dual rating approach that segregate current rating into control effectiveness and management control awareness (MCA) perspective; and continue alignment in the areas of Sarbanes-Oxley Act (SOX), Financial Reporting Group, and Volcker Rules.
9. Continue to perform its role as FHC in MUFG Financial Conglomerate. IIAU Meetings were conducted on July 31, 2025 and October 31,2025, and for discussion of quarter IV 2025 will be conducted on January 30, 2026 (IAU Danamon and all of Financial Conglomerate members).
10. Continue to increase auditor competency through trainings, knowledge on latest regulation(s), product, and procedures, as well as risk management and audit process and professional certification. IIAU has also conducted sharing session on data analytics and cyber security audit program in order to improve auditor competency in MUFG Financial Conglomerate.

Audit Plan and Realization as of December 31, 2025

In 2025, IIAU has conducted the following internal audit engagements:

1. IAU Danamon has conducted audit in 152 entities in Danamon:

Audit Plan & Realization as of December 31, 2025

Danamon	2025 Audit Plan	2025 Audit Realization
Head Office Audit	28	28[a]
Regional Office Audit	12	12
Branches Audit	112	112[b]
Total Audit	**152**	**152[a]**

a) Not Including consultative reviews
b) Including 6 Branch Cluster entities which consist of 25 low risk branches/objects

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

Audit Plan & Realization as of December 31, 2025

ADMF	2025 Audit Plan	2025 Audit Realization
Head Office Audit	8	9[a]
Regional Office Audit	19	20[a]
Branches Audit	154	154
Total Audit	**181**	**183[a]**

a) The difference between audit realization and audit plan is due to additional 1 audit entity i.e. Sentra HCGA Jabo, and 2 unplanned entities HO i.e. Financial Literacy and SIPELAKU (regulatory audit). Offset with 1 ADMF HO entity was postponed as per user requested, i.e Disaster Recovery Center

Internal audit activities in ADMF – Harmony Integration/HI (ex Mandala Multifinance/ MFIN) were performed individually by the Internal Audit Unit of MFIN or jointly with Internal Audit Unit ADMF.

As of December 31, 2025, Internal Audit Unit MFIN and ADMF have conducted audit on 117 entities (84% of 2025 audit plan). This is due to employee turnover in Internal Audit Unit of MFIN.

Development of Human Resources

As of December 2025, the total number of personnel of IAU Danamon was 122 personnel residing in the head office and regional audit office in Jakarta and Surabaya. Moreover, the Internal Audit Unit of ADMF had 90 personnel.

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

As of December 31, 2025, the following professional certifications have been obtained by IIAU staff

International Certification	# Person
Certified Internal Auditor (CIA)	7
Certified Fraud Examiner (CFE)	1
Certified Ethical Hacker (CEH)	2
Certified Information System Auditor (CISA)	5
Certified Information System Manager (CISM)	1
Certified in Risk and Information Systems Control (CRISC)	1
Certified Anti-Money Laundering Specialist (CAMS)	1
Certified in Risk Management Assurance (CRMA)	1
Commercial Loans to Business (CLB)	17
Financial Accounting for Lenders (FAL)	22

International Certification	# Person
Minimizing Problem Loans (MPL)	1
Certified Anti-Fraud Manager (CAFM)	3
Certified Professional Management Accountant (CPMA)	1
Chartered Accountant (CA)	1
Certified ISO 27001:2013 Lead Auditor	1
Certified ISO 27001:2022 Lead Auditor	11
Certified ISO 27001:2022 Lead Implementer	2
Certified ISO 20001-1: 2018 Internal Auditor	3
Certified COBIT 2019 Foundation	1
Certified COBIT 5 Foundation	1
Certified in Cybersecurity	2
ISO/IEC 27001 Information Security Associate Issued	1
Governance, Risk and Compliance Professional (GRCP)	1
Governance Risk Compliance Auditor (GRCA)	1
Data Privacy Solutions Engineer (CDPSE)	1
IBM Certified Advanced Database Administrator	1
IBM Certified System Administrator - WebSphere Application Server Network Development V.8.5.5	1

National Certification	# Person
Qualified Internal Auditor (QIA)	36
Risk Management Certification (SMR), Level 4	2
Risk Management Certification (SMR), Level 5	20
Risk Management Certification (SMR), Level 6	1
Bank Internal Audit Certification – Auditor level	4
Bank Internal Audit Certification – Supervisor level	1
Banking Compliance Certification, Level 1	1
A to Z Sharia Banking	7
Islamic Banking: Funding & Financing	1
Basic Financing Management Certification by *Lembaga Sertifikasi Profesi Pembiayaan Indonesia* (SPPI)	7

2025 TRAINING AND WORKSHOP

No	IIAU	Person YTD December 31, 2025	#Training & Workshop	*Mandays*
1	IAU Danamon	122 staff	108	6 days
2	Internal Audit Unit ADMF	90 staff	125	13 days

COMPANY ACCOUNTANT/ **EXTERNAL AUDITOR**

Appointment of Company Accountant

The Danamon AGMS held on March 21, 2025 approved the appointment of Elisabeth Imelda as a Public Accountant (AP) and Public Accounting Firm (KAP) Liana Ramon Xenia & Rekan (member of Deloitte Southeast Asia Limited) as a KAP registered within the Ministry of Finance and Financial Services Authority (OJK) (as regulated in the Regulation of the Minister of Finance Number 186/PMK.01/2021 and the OJK Regulation Number 9 Year 2023) and also registered within the Indonesian Institute of Public Accountants (IAPI) to do the audit on Danamon's consolidated financial statements for the 2025 financial year. Pertaining to the appointment, the Bank had considered the recommendations from the Audit Committee to determine the audit fee and other prerequisites.

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

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

Other Services Than Financial Audit

During 2025, the appointed KAP Network also provided other services than audit to Company and Subsidiary amounted to Rp1,689 million.

Audit Period and Accountant Fee

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

Fiscal Year	Public Accounting Firm	Name of Accountant (Individual)	Audit Fee*)
2025	Liana Ramon Xenia & Partners (a member firm of Deloitte Southeast Asia Limited)	Elisabeth Imelda	IDR7.630 billion
2024	Liana Ramon Xenia & Partners (a member firm of Deloitte Touche Tohmatsu Limited)	Elisabeth Imelda	IDR5.950 billion
2023	Imelda & Partners (a member firm of Deloitte Touche Tohmatsu Limited)	Elisabeth Imelda	IDR5.950 billion
2022	Imelda & Partners (a member firm of Deloitte Touche Tohmatsu Limited)	Elisabeth Imelda	IDR5.730 billion
2021	Imelda & Partners (a member firm of Deloitte Touche Tohmatsu Limited)	Elisabeth Imelda	IDR4.730 billion

*) include Subsidiary's audit fee

External Audit Implementation Effectiveness

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

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

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

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

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

Relations Between Bank, Public Accountants, and Financial Services Authority

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

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

RISK **MANAGEMENT**

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

IMPLEMENTATION OF RISK MANAGEMENT

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

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

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

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

SUPERVISION OF BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

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

a. Risk Oversight Committee
   With the highest authority at the BOC level. The Risk Oversight Committee is responsible for carrying out oversight function and provide recommendations based on independent professional opinions to the BOC regarding the framework and risk management policies that are consistent with the Bank's risk appetite. Additionally, the Risk Oversight Committee conducts monitoring and evaluate the implementation of tasks of Risk Management Committee and Risk Management Working Unit in the implementation risk management, as well as provides independent professional opinion to BOC and recommendation to the BOD for considerations in strengthening the risk management framework.
b. Risk Management Committee
   At the BOD level and responsible for evaluating and providing recommendations to the President Director related to the Bank's risk management, including the risk management of the Sharia Business Unit and the fulfillment of Sharia principles in accordance with the recommendations of the SSB.

Risk Management Committee oversees 3 (three) Sub-Committees as follows:

- **Sustainability Sub-Committee**
  The main role of Sustainability Sub-Committee is to monitor the implementation of Sustainable Finance. The Chairman of the Sustainability Sub-Committee is the Sharia & Sustainability Finance Director. The members consist of several Directors and appointed executive officers.

- **Information Disclosure Sub-Committee**
  Information Disclosure Sub-Committee is established in order to comply with MUFG Bank requirement to ensure that the Sub-Committee has reviewed, deliberated and concluded the accuracy and appropriateness of financial reporting. In addition, the sub-committee need to ensure that the framework for internal control over financial reporting has been properly designed and enhanced. The Chairman of the Information Disclosure Sub-Committee is the Chief Finance Officer. The Permanent Members are several appointed Directors and officers.
- **Internal Control Over Financial Reporting (ICoFR) Sub-Committee**
  ICoFR Sub-Committee is established to fulfill Bank's requirement regarding the implementation of governance and internal control over financial reporting process according to POJK No. 15 Year 2024. ICoFR Sub-Committee is responsible for preventing fraud or manipulation in Bank's financial information and financial statements. The Chairman of ICoFR Sub-Committee is Risk Management Director, with Compliance Director as the Alternate Chairman. Other members consist of appointed officers.

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

PROVISION OF FUNDS TO **RELATED PARTIES AND LARGE EXPOSURES**

No.	Provision of Funds	Total	
		Debtor	Nominal (in IDR Million)
1	Related Parties	75 Debtor	IDR2,017,864.37
2	Core Debtors: Group	7 Group	IDR39,543,815.08

Danamon applies the prudential principle in provision of funds at a minimum by implementing the portfolio distribution or diversification of the provision of funds, including setting limits of provision of funds and large exposure to certain parties and/or business groups.

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

During 2025, there were no violations or excess of Legal Lending Limit (LLL) to Related Parties, Non-Related Parties both Individuals and Borrower Groups and State-Owned Enterprise.

The calculation of LLL refers to Financial Services Authority Regulation (POJK) No.32/POJK.03/2018 concerning Legal Lending Limit and Provision of Large Funds for Commercial Banks, POJK No.38/POJK.03/2019 concerning Amendments to POJK No.32/POJK.03/2018 concerning Legal Lending Limit and Provision of Large Funds for Commercial Banks, and POJK No.26/POJK.03/2021 regarding the Legal Financing Limit and Large Funds for Islamic Banks.

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

INTERNAL CONTROL **SYSTEM**

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

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

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

Financial and Operational Control, and Compliance with Laws and Other Regulations

Danamon implements an internal control system consisting of two aspects, namely financial control and operational control, which include compliance with laws and regulations as well as applicable best-practice guidelines.

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

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

Evaluation of Effectiveness Level on Internal Control System

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

Statement of the Board of Directors And/Or Board of Commissioners on the Adequacy of the Internal Control System

Throughout 2025, the Board of Directors and the Board of Commissioners reaffirmed that Danamon has an effective and adequate internal control system for managing the risks faced by the Bank. The risks remain within the set tolerance limits (risk appetite) to support the achievement of the Bank's objectives, which are reflected in effective and efficient operations, the accurate and reliable presentation of financial statements, the safeguarding of the Bank's assets, and compliance with applicable laws and regulations.

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

Legal issues covered civil and criminal cases faced by the Company (Danamon) and its Subsidiary (Adira Dinamika Multi Finance - ADMF) during the reporting year and have been submitted for the court process.

LEGAL CASES INVOLVING DANAMON

No.	Legal Cases	Number of Cases		Impact on the Condition of Danamon
		Civil	Criminal	
1	Valid and binding	142	15	None
2	In settlement process	112	10	None
Total		254	25	

Note:
Legal cases (civil and criminal) faced by the Company for the period of annual report which have been filed to the court or escalated into police investigation stage. Recapitulation of total cases during 2025 based on data as of December 2025.

LEGAL ISSUES INVOLVING THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS MEMBERS OF DANAMON

No.	Legal Issues Faced by Members of the Board of Commissioners and Directors of Danamon	Number of Cases		Impact on the Condition of Danamon
		Civil	Criminal	
1	Valid and binding	-	-	None
2	In settlement process	-	-	None
Total		-	-	

LEGAL ISSUES INVOLVING SUBSIDIARY (ADMF)

No.	Legal issues Involving ADMF	Number of Cases		Impacts on the Condition of ADMF
		Civil	Criminal	
1	Valid and binding	78	-	None
2	In settlement process	47	-	None
Total		125	-	

LEGAL ISSUES INVOLVING THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS MEMBERS OF ADMF

No.	Legal Issues Faced by Members of the Board of Commissioners and Directors of ADMF	Number of Cases		Impact on the Condition of ADMF
		Civil	Criminal	
1	Valid and binding	-	-	None
2	In settlement process	-	-	None
Total		-	-	

SIGNIFICANT CASES **AGAINST DANAMON**

The important cases faced by Danamon in 2025 are as follows:

Case No. 795/Pdt.G/2025/PN.Jkt.Sel
The Plaintiff is a personal guarantor for the obligations of a Danamon debtor. The Plaintiff demands the annulment of the deed of personal guarantee agreement and compensation amounting to Rp20,000,000.

Previously, the Plaintiff filed a civil lawsuit at the West Jakarta District Court. The lawsuit was declared inadmissible by the Panel of Judges.

The Plaintiff then filed a lawsuit at the South Jakarta District Court, and as of the end of December 2025, the case was still under examination

Case No. 919/Pdt.G/2024/PN.Sby
The Plaintiffs are debtors and guarantors under a credit agreement provided by Danamon. The Plaintiffs objected to the amount of debt stated by Danamon and the execution process initiated by Danamon. They demand compensation amounting to Rp178,998,787,658.30.

The case had been decided by the Surabaya District Court, where the lawsuit was declared inadmissible by the Panel of Judges.

The Plaintiffs then filed an appeal with the Surabaya High Court, which upheld the decision of the Surabaya District Court.

The Plaintiffs filed a cassation appeal with the Supreme Court. As of the end of December 2025, the case was still under examination.

Case No. 145/Pdt.G/2025/PN.Jkt.Sel
The Plaintiff is a Danamon debtor who demands the annulment of the credit agreement and security agreement signed by the debtor and Danamon. The Plaintiff demands material damages of Rp50,000,000,000 and immaterial damages of Rp10,000,000,000.

The case was decided by the South Jakarta District Court, where the lawsuit was declared inadmissible by the Panel of Judges.

The Plaintiff then filed an appeal with the Jakarta High Court, which upheld the decision of the South Jakarta District Court.

The Plaintiff filed a cassation appeal with the Supreme Court. As of the end of December 2025, the case was still under examination.

INTEGRITY OF REPORTING AND **INFORMATION TECHNOLOGY SYSTEMS**

Danamon has an integrity-driven financial reporting process to ensure the truthfulness, accuracy, and transparency of the financial information and reports produced, in accordance with the OJK regulations on the integrity of banks' financial reporting. Furthermore, the Controlling Shareholder, members of the BOD, members of the BOC, members of the SSB, Executive Officers, and affiliated parties are committed to maintaining the integrity of financial reporting by avoiding any actions that may cause financial information and/or reports to fail to reflect the Bank's actual condition. This includes, but is not limited to, manipulation of the Bank's financial information and/or reports, non-compliance with applicable financial accounting standards, and non-compliance with prevailing laws and regulations.

Danamon prepares and publishes financial and non-financial reports that are accurate, timely, and reliable, and that comply with generally accepted reporting standards, to promote transparency for all Stakeholders.

In the implementation of information technology, the Bank is guided by the OJK Regulation on the implementation of information technology by Danamon, including through the following measures:

- **Implementation of Information Technology Governance**
  The Bank has implemented a comprehensive Information Technology (IT) governance framework to ensure strategic alignment between IT initiatives and business objectives. This framework includes the definition of roles and accountabilities across various IT working units, documented decision making processes, and ongoing supervision throughout the entire information system life cycle ranging from strategic planning, development, and implementation to performance monitoring. This implementation is designed to optimize the value of IT investments, foster innovation, and ensure reliable technological support for the Bank's operational continuity and business growth.
- **Information Technology Risk Management**
  The Bank fully integrates IT risk management into the enterprise wide risk management framework through processes of identification, measurement, monitoring, and control of various IT risk exposures, including cyber security risk, operational resilience, and regulatory compliance risk. In order to build cyber resilience, mitigation measures and control mechanisms are continuously and consistently strengthened.
  The IT risk profile is reported periodically and in a structured manner to Management, the BOC, and Regulators. This reporting ensures transparency and serves as a basis for informed strategic decision-making.
- **Cyber Resilience and Security**
  Danamon is committed to consistently providing secure services to customers by enhancing its core cyber security capabilities through the use of industry-standard tools and by establishing a stronger governance framework. The IT Cyber security Division under the Information Technology and Digital Directorate independently sets and monitors cyber security standards, separate from the IT management function.
  The Information Risk Management Division under the Risk Management Directorate develops information technology and cyber risk management policies, the Operational Risk Management Division develops policies for operational risk, and the Compliance Division oversees compliance with regulatory requirements related to data security. Furthermore, the Internal Audit Unit (IAU) conducts independent assessments of the implementation of regulations related to data security.
- **IT Architecture and System Life Cycle Controls**
  The Bank establishes an IT architecture and implements controls over the planning process, business process design and information technology architecture, oversight of development, testing, implementation, and control of information systems in a well-managed manner. This is carried out by involving all relevant stakeholders and by taking into account the Bank's business complexity and risk profile, in order to maintain system consistency, reliability, and security, as well as to support the effectiveness of internal controls and data integrity in business processes and reporting.

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

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

The following are the reports and information that have been disclosed and accessible via Danamon website www. danamon.co.id:

Type of Information	Publication	Content
Financial Information		
Monthly Report	Monthly	Summary of monthly financial performance published in accordance with OJK regulations through the Bank's website.
Quarterly Report	Quarterly	Consolidated financial statements in accordance with Financial Accounting Standards in Indonesia, published through the Bank's website.
Published Financial Statement	Quarterly	Summary of financial performance published in accordance with OJK regulations through the Bank's website and newspapers.
Parent Entity Report	Semester	Summary of the Parent Company's financial performance published in accordance with OJK regulations through the Bank's website.
Investor & Analyst Presentation Report	Quarterly	Key Financial and non-Financial information.
Annual Report	Annually	Financial and non-financial information, business segments, product information, and profit.
Other Report: • Basel III Leverage Ratio Disclosure • *Laporan Publikasi Eksposur Risiko dan Permodalan* • Equidity coverage Ratio Disclosure • Net Stable Funding Ratio	Quarterly	Information related to Financial Ratios published in accordance with OJK regulations through the Bank's website.
Non-Financial Information		
Product/Service	Ad hoc	Information on products and services offerings.
Branch Network	Ad hoc	Summary of Financial Performance according to OJK.
Management and Ownership	Ad hoc	Information on the management and ownership structure.
GCG related Policies	Ad hoc	Information on corporate governance policies of Bank.
GCG Report	Annually	Information on corporate governance implementation of Bank and result of corporate governance assessment.
Base Lending Rate Publications Report	Monthly	Information related Prime Lending Rate.

REMUNERATION **POLICY**

Remuneration Policy Preparation Process

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

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

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

Scope of Remuneration Policy and Its Implementation

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

Remuneration is Associated with Risk

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

Performance measurement Associated with Remuneration

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

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

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

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

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

The following guidelines to determine employee performance bonuses:

1. Pool bonuses for employees and senior management are created based on Danamon's performance achievements against predetermined work plans:
   - The main factor in this is company performance achievement
   - The second factors include economic condition, government regulations, market, restructuring, etc.
2. The amount of bonus pool is based on company performance achievement.
3. Any increase or decrease in bonus pool with due consideration on company performance against plans set at the beginning of the year. Bonus distribution based on unit and individual performances.

Remuneration Adjustments are Linked to Performance and Risk

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

1. A portion of the annual performance bonus is deferred for at least a period of 3 years.
2. The deferred portion is divided into cash and shares/share-based instruments.

3. If Danamon executive (Director/Board of Management) is dismissed by the Company due to other matters than errors, negligence or fraud, payment for the deferred portion remains due but cannot be made any earlier.
4. The amount of the deferred portion is differentiated based on position level. The higher the position level, the larger the deferred portion. The portion size and deferral schedule are determined by the Nomination and Remuneration Committee.
5. If Danamon executive (Director/Board of Management) is proven to have committed violations such as negligence, fraud, etc. in the previous year only discovered the following year and have received a performance bonus, then the performance bonus can be withdrawn (Claw back).

Consultant Regarding Remuneration

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

Position and Number of Parties Who are Material Risk Takers

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

Remuneration of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee consists 4 members of the BOC and 1 representative of the Bank Employees.

The total remuneration paid to all members of the Nomination and Remuneration Committee during 2025 was Rp20.1 billion.

REMUNERATION OF DIRECTORS AND BOARD OF COMMISSIONERS

The remuneration packages and facilities packages received by the BOD and BOC include the remuneration structure and details of nominal amounts, as given below:

Types of Remuneration and Facility	Amount Received in 1 (one) Year							
	Board of Directors				Board of Commssioners			
	2025		2024		2025		2024	
	Person	Million IDR	Person	Million IDR	Person	Million IDR	Person	Million IDR
Salaries, bonuses, routine allowances, tantiem, and other facilities in the form of non nature	8	134,631	9	137,073	6	32,912	6	32,080
Other facilities in the form of nature (housing, health insurance, etc.) which:								
a. possessable	8	2,661	9	2,422	6	1,240	6	1,660
b. unpossessable	8	8,413	9	9,144	6	1,716	6	1,744
Total	**8**	**145,705**	**9**	**148,639**	**6**	**35,868**	**6**	**35,484**

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

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

Amount of Remuneration per Person in 1 (one) year	Number of Board of Directors		Number of Board of Commissioners	
	2025	2024	2025	2024
Above IDR2 billion	8	9	6	6
Above IDR1 billion to IDR2 billion	-	-	-	-
Above IDR500 million to IDR1 billion	-	-	-	-
IDR500 million and below	-	-	-	-

Variable Remuneration

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

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

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

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

Variable Remuneration	Amount received in 1 (one) year											
	BoD				BoC				Employees			
	2025		2024		2025		2024		2025		2024	
	Person	Million IDR	Person	Million IDR	Person	Million IDR	Person	Million IDR	Person	Million IDR	Person	Million IDR
Total	8	41,659	9	41,426	6	7,989	6	8,177	5,404	354,852	5,328	318,075

Variable Remuneration Guaranteed Without Conditions

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

Deferred variable remuneration

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

Highest to Lowest Salary Ratio

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

Salary Comparison Ratio	2025	2024
The highest to lowest employee	110.3 x	109.5 x
The highest to the lowest BOD	2.59 x	2.59 x
The highest to lowest BOC	1.30 x	1.30 x
The highest BOD to the highest employee	1.56 x	1.52 x

Stock Options

Danamon did not issued a share option program for members of its the BOD, the Board of Commissioners, or employees throughout 2025.

Termination of Employment and Total Nominal Severance Pay Paid

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

Nominal Amount of Severance Pay Paid per Person in 1 (one) Year	Total Employee	
	2025	2024
Above IDR1 billion	71	57
Above IDR500 million to IDR1 billion	94	65
IDR500 million and below	511	470

Details of the amount of Remuneration given in 1 (one) year

1. Fixed Remuneration and Variable Remuneration;
2. Deferred and non-deferred remuneration; and
3. Form of Remuneration given in cash and/or shares or share-based instruments issued by the Danamon, as given in the table below:

A. Fixed Remuneration *)	
1. Cash	IDR79,316
2. Share-based instruments issued by the Danamon	N/A

B. Variable Remuneration *)	Not Deferred	Deferred
1. Cash	IDR55,198	IDR7,242
2. Shares/share-based instruments issued by the Danamon	N/A	1,808,000 (shares)

Notes: *) only for MRT and expressed in million Rupiah

Quantitative Information

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

Types of Variable Remuneration	Still Deferred*	Total Deductions during the Reporting Period		
		Due to Adjusment Explicit (A)	Due to Adjusment Implisit (B)	Total (A) + (B)
1. Cash (in million rupiah)	IDR13,945	-	-	-
2. Shares/share-based instruments issued by the Danamon (in shares and with a nominal value of millions of Rupiah which is a conversion of the shares)	3,314,233 shares	-	-	-

Note: *) only for MRT and expressed in million Rupiah

BANK'S SHARES BUY BACK **AND BOND BUY BACK**

There was no buyback of either shares or bonds in 2025.

INSIDER TRADING **POLICY**

The Company has a Personal Securities Trading Management (PEP) policy and a Material Non-Public Information (IMNP) policy to achieve the highest standards in business conduct and operations. These policies are designed to ensure that the Company complies with laws and regulations governing securities trading and insider activities, thereby maintaining and enhancing the Company's reputation for integrity and ethical conduct.

DISCLOSURE POLICY ON SHARE OWNERSHIP TRADING **OF THE BOARD OF COMMISSIONERS AND DIRECTORS**

As a company listed on the Indonesia Stock Exchange, the Company is required to comply with OJK Regulation No. 4 of 2024 concerning Reports on Ownership or Any Changes in Ownership of Shares of Public Companies and Reports on the Activity of Pledging Shares of Public Companies.

Article 2 of this OJK regulation states that members of the Board of Directors (BOD) or Board of Commissioners (BOC) who own shares with voting rights, either directly or indirectly, are required to submit a report on the ownership of voting rights over shares and any changes in ownership of voting rights over shares of the Public Company to the OJK. The report must be submitted immediately, no later than 5 (five) working days after the acquisition of voting rights over shares or any change in ownership of voting rights over shares of the Public Company.

The share ownership of the BOD and BOC has been disclosed in the Share Ownership table in the Board of Commissioners and Directors section of this Corporate Governance report.

TRANSACTIONS WITH **CONFLICTS OF INTEREST**

No conflict of interest transaction was reported during 2025.

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

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

*) Not in accordance with the prevailing systems and procedures.

POLITICAL DONATION

Danamon has a strict policy that prohibits any involvement, either personally or on behalf of the Company, in political activities.

This includes providing anything of value in the form of gifts, business hospitality, donations and sponsorship in any form for political purposes. In 2025, Danamon did not provide any funds or any kind of supports for political activities.

SOCIAL DONATION

Danamon's social donation during 2025 are presented in detail in the Corporate Social Responsibility section of this Annual Report.

BANK'S **STRATEGIC PLAN**

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

IMPLEMENTATION OF **SUSTAINABLE FINANCE**

Sustainable Finance Danamon implementation in Bank refers to Financial Services Authority Regulation (POJK) No. 51/2017 regarding Sustainable Finance Implementation for Financial Institutions, Issuers, and Public Companies and is reflected in the Sustainable Finance Action Plan (SFAP). The Bank continues the five priority programs in SFAP through Governance and Process, Awareness and Internal Capacity Building, Sustainable Financing, Responsible Workplace Management, and Corporate Social Responsibility (CSR). To support the SFAP implementation, The Bank allocates a budget for social and environmental responsibility activities.

In its sustainable finance implementation, Bank strives to runs the business and executes investment strategies by weighing, implementing, and integrating environmental, social, and governance values to support a sustainable business ecosystem; product development; transactions; financing services for sustainable activities and financing the transition towards sustainable economic growth; development of sustainable finance programs and implementation of environmentally sound Bank operations; and social and community empowerment.

The Bank has outlined the roles and responsibilities of its Board of Directors, Board of Commissioners, and work units for managing climate-related risks based on its organizational structure and coordination mechanisms. Bank has gradually started establishing steps to incorporate climate risks into its internal control framework through three lines of defense to ensure an effective identification, measurement, and mitigation of these risks. In addition, the Bank has implemented OJK's Climate Risk Management & Banking Scenario Analysis (CRMS) in accordance with the guidelines from the Regulator to assess the Bank's resilience in facing climate change.

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

COMPANY INFORMATION **ACCESS**

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

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

The public can also contact:

Unit	Phone Number	E-mail
Corporate Secretary	(021) 80645000	corporate.secretary@danamon.co.id
Investor Relations	(021) 80645000	investor.relations@danamon.co.id
Corporate Communications	(021) 80645000	corporate.communications@danamon.co.id

INVESTOR **RELATIONS** [IDX G-08]

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

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

Throughout 2025, the Investor Relations Unit has conducted several meetings and conference calls with investors and analysts (including Investor & Analyst Briefing Event), reaffirming our commitment to open and proactive dialogue.

CORPORATE **COMMUNICATIONS**

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

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

SOCIAL MEDIA

Danamon's official social media and website are:

- X : @danamon, @HelloDanamon (customer service)
- Facebook : Bank Danamon
- Instagram : @mydanamon dan @lifeasdanamoners
- Tiktok : @bankdanamon
- LinkedIn : PT Bank Danamon Indonesia, Tbk.
- YouTube : Bank Danamon
- Situs web : www.danamon.co.id

DELIVERING AN EXCELLENT **CUSTOMER EXPERIENCE AND INTEGRATED SOLUTIONS**

Realizing a Seamless Banking Experience

In 2025, Danamon strengthened service quality and ensured a consistent customer experience across all channels through enhanced frontline capabilities, process alignment, and digital service optimization. This report summarizes key achievements, cross-channel service improvements, and the utilization of technology and customer insights as the foundation for defining future strategic priorities reflecting our commitment to delivering reliable and sustainable service.

Driving Service and Experience Consistency Across All Channels

Danamon implemented various initiatives to ensure consistent service delivery across all branches by strengthening service standards, frontline behavior, and the clarity of operational guidelines. These efforts were reinforced through monitoring programs, branch self-assessments, and the provision of digital service guidance to promote consistent service quality and greater accountability in every customer interaction.

In line with strengthening cross-channel service delivery, Danamon also accelerated digital adoption through a series of D-Bank PRO activation and education programs held during National Customer Day. The program enhanced frontline readiness to educate and activate customers to use D-Bank PRO more actively, contributing to a 30.5% increase in the number of forex transactions (NoT) in October, and a significant improvement in the D-Bank PRO rating on the Play Store from 3.3 to 4.2.

Accelerating Customer Experience Through Technology Enablement

Danamon has implemented a Consumer Protection Policy in accordance with regulatory requirements, supported by transparent product and service information—including benefits, fees, and risks—presented in a clear and easily understood manner. These efforts are further strengthened through compliance monitoring, financial literacy education, and continuous improvements to service standards across all channels.

In line with this commitment, Danamon also enhances transaction security through comprehensive risk mitigation measures, including strengthening digital systems, improving internal controls, and ensuring complaint handling is conducted promptly and accurately. These initiatives support the delivery of secure and trustworthy banking services while upholding strong customer protection principles.

To deliver a more responsive customer experience, Danamon leverages technology and data-driven insights as key enablers of continuous improvement. Through the management of AI powered Voice of Customer capabilities, strengthened close-loop and service recovery mechanisms, and survey automation, Danamon is able to identify customer needs more quickly, generate real-time insights, and follow up on feedback in a structured and measurable manner.

The consistent implementation of these initiatives is also reflected in the recognition and awards received by Danamon throughout 2025, as summarized below.

No	Award Organizer	Award Title	Award Category	Placement
1	Marketing Research Indonesia & Infobank	Satisfaction Loyalty and Engagement Award 2025	The Best KBMI 3 Bank in Satisfaction, Loyalty, Engagement 2025	1
			The Best KBMI 3 Bank in Customer Satisfaction	1
			The Best KBMI 3 Bank in Customer Loyalty	1
			The Best KBMI 3 Bank in Customer Engagement	1
			The Most Satisfying KBMI 3 Bank in Customer Service	1
			The Most Satisfying KBMI 3 Bank in Branch Office	1
			The Most Satisfying KBMI 3 Bank in ATM Service	1
			The Second Best KBMI 3 Bank In Marketing Engagement Index	2
			The Second Best KBMI 3 Bank in Brand Interactivity Index	2
			The Second Most Satisfying KBMI 3 Bank in Services	2
			The Third Best KBMI 3 Bank in Net Promoter Score	3
			The Third Best KBMI 3 Bank in Customer Centricity Index	3
			The Third Best KBMI 3 Bank in Customer Resilience Level	3
			The Third Most Satisfying KBMI 3 Bank in Teller Service	3
			The Third Most Satisfying KBMI 3 Bank in Mobile Banking	3
2	Marketing Research Indonesia & Infobank	Banking Service Excellence Award 2025	The Best Conventional Bank in Service Excellence For 20 Consecutive Years (2006-2024)	Diamond
			The Best Conventional Bank in Excellence Digital Channel For 5 Consecutive Years (2020-2024)	Gold
			The Best Conventional Bank in Excellence Website Opening Account	1
			The Best Conventional Bank in Excellence Branch ATM	1
			The 2nd Best Conventional Bank in Excellence Teller Service	2

Strengthening Frontliners' Role through Capability, Culture, and Recognition

To further strengthen frontliners' role, Danamon continues to focus on capability development, service culture reinforcement, and structured performance recognition. This initiative embeds the I-STAR service behavior (Initiative, Service-Oriented, Trusty, Accountable, Reliable) as the foundation for delivering consistent, reliable, and customer-centric service.

Building on the service behavior reinforcement previously focused on branch frontliners, in 2025 the implementation was expanded to the Contact Center team Hello Danamon through the I-STAR Bootcamp. The program serves as both a recognition platform and a continuous reinforcement effort through a series of motivational activities, learning sessions, and team-building initiatives, ensuring that I-STAR behaviors are increasingly internalized in every customer interaction.

In addition, Danamon introduced the King or Queen of Service program as a form of appreciation while further strengthening a customer-oriented service culture. Through this program, top-performing branch frontliners are selected and prepared to become role models who bring service excellence values to life, inspire teams at both branch and regional levels, and contribute to the sustained consistency of service standards.

Customer Collaboration as a Driver of Innovation and Service Improvement

As part of its commitment to deliver more relevant services and solutions, Danamon actively engages customers as partners in service development and enhancement. Through a collaborative approach, Danamon creates space for dialogue and piloting to gather direct insights, ensuring that every innovation is rooted in customers' real needs and experiences.

Customer voice serves as Danamon's compass for change across all channels, guided by the "4D" framework (Discover, Define, Develop, Deliver) in decision-making and execution. One significant collaboration in 2025 was the joint development with PT Adira Dinamika Multi Finance Tbk of a feature that enables customers to activate D-Bank PRO using only an e-KTP, eliminating the need to visit a branch during the activation process.

In addition, Danamon leverages AI to strengthen frontliners' capabilities, enabling more needs-based customer conversations. This initiative is supported through a chatbot that helps map customers' financial needs to the most suitable Danamon solutions, alongside fundamental improvements such as enhanced transaction notification content, simplified application forms, strengthened transaction authentication and authorization at branches, and the provision of Fit Banknotes.

Integrated Services for Faster Response and Accurate Resolution

As a customer service center operating 24/7, Hello Danamon supports customers' information needs and interactions through multiple channels, including telephone (1-500-090), X (@HelloDanamon), e-mail (hellodanamon@danamon.co.id), and WhatsApp (08581 1500 090).

As one of the primary channels for customers to obtain product and service information and submit inquiries or complaints, Danamon continuously enhances its systems to maintain operational stability and service reliability. Improvements to the Interactive Voice Response (IVR) flow, along with the use of AI to support Hello Danamon agents in assisting customers, have also been implemented to deliver a service experience that is more seamless, faster, and more efficient.

In addition, Video Banking via D-Bank PRO continues to be strengthened through the introduction of Face Recognition and Liveness Detection features, as well as a multiproduct capability to support online account opening. This service also assists existing customers with Registration, Reactivation, Activation, and Forgot Password needs, while reinforcing fraud prevention efforts through proactive monitoring of suspicious fund transfers. This commitment has been acknowledged by the Financial Services Authority (OJK) through the IASC (Indonesia Anti Scam Center) report, where Danamon was ranked first as the fastest bank in follow-up actions.

In line with this commitment, throughout 2025 Danamon recorded 40,565 customer complaints, with 97.28% successfully resolved in accordance with established standard procedures.

No	Financial Transaction Type	Resolved		In Progress		Total Complaints
		Total	Percentage	Total	Percentage	
1	Fund Mobilization (Deposit)	8,987	22.15%	26	0.06%	9,013
2	Loan Disbursement	1,007	2.48%	5	0.01%	1,012
3	Partner Products	312	0.77%	4	0.01%	316
4	Other Products	13	0.03%	1	0.00%	14
5	Payment Systems	29,141	71.84%	1,069	2.64%	30,210
	Total	**39,460**	**97.28%**	**1,105**	**2.72%**	**40,565**

Year	Total Complaints	Complaints Resolved	Resolution Rate
2025	40,565	39,460	97.28%

CORPORATE **CULTURE**

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

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

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

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

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

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

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

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

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

4. **Wellness & Wellbeing (Reach Prosperity)**
   Danamon genuinely cares for my wellness and well-being whereby as part of the Danamon's family and take care of our social communities in a responsible manners.

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

CODE OF **CONDUCT** [IDX G-07]

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

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

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

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

SANCTIONS IMPOSED DURING 2025

Type of Sanctions	Number of Sanctions
Termination of Employment	77
Warning Letter I	476
Warning Letter II	186
Warning Letter III	114
Reprimand letter	63
Total	**916**

ANTI-BRIBERY AND **ANTI-CORRUPTION POLICY**

[GRI 3-3] [IDX G-07]

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

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

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

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

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

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

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

ANTI-FRAUD **POLICY**

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

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

PROCUREMENT **POLICY**

Danamon has established and implemented policies governing the procurement of goods and/or services and conducts periodic reviews and updates. The Procurement Policy is designed to uphold the principals of Good Corporate Governance, including the avoidance of conflicts interest and ensure clear separation of functions and authorities throughout the procurement process, thereby minimizing the risk of fraud.

The main points of the Procurement Policy can be accessed on Danamon's website under the Governance Related Policies section on the Danamon website (www.danamon.co.id)

INTERNAL **FRAUD**

Internal fraud is the fraud carried out by the management, permanent employees, and non-permanent employees (honorary and outsourced personnel) related to work processes and operational activities. The table below is the number of internal fraud cases with financial impact of more than Rp100,000,000,- (one hundred million Rupiah):

Internal Fraud in 1 Year	The number of cases carried out by					
	Members of Board of Directors, Board of Commissioners, and Sharia Supervisory Board		Permanent Employees		Non Permanent Employees and Outsourced Employees	
	Previous Year	Current Year	Previous Year	Current Year	Previous Year	Current Year
Total Fraud	-	-	9	16	-	-
Completed	-	-	4	4	-	-
In the Process of Internal Resolution within the Bank	-	-	3	10	-	-
Pending Process	-	-	-	-	-	-
Followed up through Legal Action	-	-	2*	2**	-	-

* have been completed
** in process

WHISTLEBLOWING **SYSTEM**

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

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

The Whistleblowing System is a communication channel that facilitates whistleblowers to report events or allegations related to fraud, policy violations, bribery/borrowing money with customers, sexual harassment, theft/embezzlement, financial statement fraud, illegal activities and other violations of the code of ethics involving Danamon employees and/or related parties while maintaining the confidentiality of the whistleblower's identity.

Whistleblowing Policy

Danamon has a whistleblowing policy that is socialized to all employees through various media such as: e-mail blasts, Danamon Portal, and Bank's website (www.danamon.co.id).

Procedure for Submitting Violation Reports

Reporting facilities are easily accessible through several communication channels, as follows:

- E-mail address: danamon-wbs.info@kpmg.com.sg
- Website: https://danamon-wbs.info/
- SMS/Whatsapp: 0811-825-2662
- Postal Address: KPMG Siddharta Advisory – EthicsLine BDI Menara Astra Lantai 21, Jl. Jend. Sudirman 5-6, Jakarta 10220

Protection for Whistleblowers

Danamon guarantees to maintain the confidentiality of Whistleblowers who report fraud and provide legal protection to the Whistleblower for all possible actions that can harm or harm the Whistleblower from the reported party or other third parties whose implementation is regulated in internal regulations.

Handling Complaint, Parties Managing Complaints, and Imposing Sanctions

Danamon appoints an independent third party to manage Danamon's WBS, including the management of complaint follow-up and administration. The third party WBS manager will forward the reports received to the Danamon's WBS team to be evaluated whether to be processed further to the investigation stage or forwarded to the appropriate parties.

Investigation of potential violations is conducted by an independent Internal Investigation Team, based on the presumption of innocence and objectivity. The results of the investigation become the basis for decisions to take action and/or impose sanctions on the parties or perpetrators proven to have committed violations in accordance with applicable laws and regulations and/or in accordance with internal regulations.

A summary of fraud cases with potential losses exceeding a nominal value of Rp100,000,000,- will be reported to the Bank's Management periodically. [SASB FN-CB-510a.1]

COMPLAINT HANDLING RESULT IN 2025 [GRI 205-3]

Total complaints received	Report Status			
	Total Settled	Settled		Under Process
		Proven as fraud/violation of Procedures/ Code of Conduct	Not proven as Fraud/ Violation of Procedures/ Code of Conduct	
22	19	9	10	3

IMPLEMENTATION OF GCG **GUIDELINES FOR PUBLIC COMPANIES**

The Bank continues to implement the Public Company Governance Guidelines, as regulated in POJK No.21/POJK.04/2015 concerning The Implementation of Public Company Governance Guidelines and SEOJK No.32/SEOJK.04/2015 concerning Public Company Governance Guidelines which includes 5 (five) aspects, 8 (eight) principles and 25 (twenty five) recommendations for the implementation of good corporate governance aspects and principles as follows:

IMPLEMENTATION OF 25 RECOMMENDATIONS FOR PUBLIC COMPANY GOVERNANCE GUIDELINES				
No	**Principle**	**Recommendation**		**Explanation**
A	**Public Company–Shareholder Relations in Ensuring Shareholders' Rights.**			
1	**Increasing the Value of holding a General Meeting of Shareholders (GMS)**	1.1	The Public Company has a method or technical procedure for collecting votes, both openly and privately, that promotes independence and shareholder interests.	The Company has in place GMS Rules and Regulations that govern the convention of GMS including voting mechanism, decision making and vote counting that prioritize independency and the interests of shareholders. All GMS procedures and rules are available and can be accessed via the Company website (www.danamon.co.id). Status: comply
		1.2	All members of the Board of Directors and members of the Board of Commissioners of The Public Company attend the Annual GMS (AGMS).	The AGMS held on March 21, 2025 complied with applicable guidelines and procedures. The AGMS was attended by members of the Board of Directors and Board of Commissioners who attended online and offline. Status: comply
		1.3	A summary of the minutes of the GMS is available on the Public Company Website for at least 1 (one) year.	The Company uploaded the Summary of the GMS Minutes on the 2nd (second) working day after the GMS was held. A summary of the previous year's GMS Minutes is available on the Company's website, both in Indonesian and English. Status: comply
2	**Improving Public Company Communication Quality with Shareholders or Investors**	2.1	The Public Company should have a communication policy with shareholders or investors.	The Company has a communication policy with shareholders that regulates the Bank in providing information to shareholders and the investment community in a reasonable and timely manner, so that it can make a correct assessment of the Company's strategy, development, operations, and financial performance, as well as enabling shareholders and the investment community to be actively involved with the Company. Status: comply
		2.2	The Public Company should disclose their communication policy with shareholders or investors on the Website	The Communication Policy with Shareholders is available which can be accessed via the Company's website. Status: comply

IMPLEMENTATION OF 25 RECOMMENDATIONS FOR PUBLIC COMPANY GOVERNANCE GUIDELINES				
No	**Principle**	**Recommendation**		**Explanation**
B	**Functions and Roles of the Board of Commissioners**			
3	**Strengthening the Membership and Composition of the Board of Commissioners**	3.1	Determination of the number of members of the Board of Commissioners considering the state of the Public Company.	The number, composition and structure of the Board of Commissioners have met the provisions and are in accordance with the size and complexity of Company business with due consideration on the provisions of POJK No.33/POJK.04/2014 concerning Directors and Board of Commissioners of Issuers or Public Companies and POJK No.34/POJK.04/2014 concerning Nomination and Remuneration Committees for Issuers or Public Companies. As of December 31, 2025, Danamon's Board of Commissioners had of 6 (six) members with 50% of the Board of Commissioners being Independent Commissioners. The number of members of the Board of Commissioners did not exceed the number of members of the Board of Directors, which was 8 (eight). Status: comply
		3.2	The diversity of skills, knowledge, and experience required is considered when determining the composition of the Board of Commissioners.	The Company has a diversity composition policy for members of its Board of Commissioners. The composition and structure of the Company Board of Commissioners have been set with due consideration on the diversity of knowledge, expertise and experience required to optimize the implementation of the Board of Commissioners' oversight function. Status: comply
4	**Improving the Quality of the Implementation of Duties and Responsibilities of the Board of Commissioners**	4.1	The Board of Commissioners should have a self-assessment policy to assess the performance of the Board of Commissioners.	The Company has a Policy on Performance Assessment that offers guidance for assessing the Board of Commissioners in carrying out its duties and responsibilities. Status: comply
		4.2	The self-assessment policy to assess the performance of the Board of Commissioners is disclosed in the Public Company Annual Report.	The Company has a policy for performance assessment of the Board of Commissioners. The performance appraisal policy is disclosed in the Annual Report and made available on the Company website. Status: comply
		4.3	The Board of Commissioners should have a policy for the resignation of its members if they are involved in financial crimes.	Members of the Company Board of Commissioners who are involved in financial crimes shall resign from their positions. This obligation to resign is governed in the Board of Commissioners' Charter. Status: comply
		4.4	The Board of Commissioners or the Committee that carries out the Nomination and Remuneration function should develop a succession policy in the process of nominating members of the Board of Directors.	The Company of Board of Commissioners has a Nomination and Remuneration Committee who assist it in carrying out its duties related to the nomination and remuneration of members of the Board of Commissioners and members of the Board of Directors of the Company. The Company has a Directors Succession Policy to maintain leadership succession in the future. Status: comply

IMPLEMENTATION OF 25 RECOMMENDATIONS FOR PUBLIC COMPANY GOVERNANCE GUIDELINES				
No	**Principle**	**Recommendation**		**Explanation**
C	**Functions and Roles of the Board of Directors**			
5	**Strengthening the Membership and Composition of the Board of Directors**	5.1	The determination of the number of members of the Board of Directors considers the condition of the Public Company and the effectiveness of the decision-making process.	The number, composition and structure of the Board of Directors has met the provisions and are in accordance with the size and complexity of the Company business. As of December 31, 2025, The Company of Board of Directors had 8 (eight) members. The number of members of the Board of Directors is greater than the number of members of the Board of Commissioners. Status: comply
		5.2	The diversity of skills, knowledge, and experience required is taken into consideration when determining the composition of the Board of Directors.	The Company has a diversity policy for members of the Board of Directors. The composition and structure of the members of the Board of Directors have been determined with due consideration on the knowledge, expertise and experience in accordance with the Company's needs to optimize decision making and improve performance. Status: comply
		5.3	Members of the Board of Directors who are in charge of accounting or finance should have expertise and/or knowledge in accounting.	The oversight of the Company's Finance function falls under the responsibility of the President Director, who ensures that financial management is carried out transparently, accountably, and in compliance with applicable regulations. Status: comply
6	**Improving the Quality of the Implementation of Duties and Responsibilities of Board of Directors**	6.1	The Board of Directors should have a self-assessment policy to assess its own performance.	The Company has a performance assessment policy for the Board of Directors as a guideline for assessing the effectiveness of the implementation of its duties and responsibilities. Status: comply
		6.2	The self-assessment policy to assess the performance of the Board of Directors is disclosed in the Public Company's annual report.	The Company has a Policy on Performance Assessment of the Board of Directors. The performance assessment policy is disclosed in the Annual Report and available on the Company website. Status: comply
		6.3	The Board of Directors should have a policy for the resignation of members of its Board of Directors if they are involved in financial crimes.	Members of the Board of Directors who are involved in financial crimes are required to resign. This obligation to resign is govern in the Board of Directors Charter. Status: comply

IMPLEMENTATION OF 25 RECOMMENDATIONS FOR PUBLIC COMPANY GOVERNANCE GUIDELINES				
No	**Principle**	**Recommendation**		**Explanation**
D	**Stakeholder Participation**			
7	**Improving Corporate Governance Aspects through Stakeholder Participation**	7.1	The Public Company should have policy for insider trading prevention.	In an effort to prevent Insider Trading from occurring, the Company has a Private Securities Trading Management (PEP) and Material Non-Public Information (IMNP) Policy. Status: comply
		7.2	The Public Company should have anti-corruption and anti-fraud policies.	The Company has a Code of Ethics and an Anti-Bribery and Corruption Policy which prohibits Management and Employees from committing bribery and corruption in any form. This policy is always reviewed periodically and updated. The Company also has an Anti-Fraud Management Policy and Framework which sets out fraud risk management strategies. Status: comply
		7.3	The Public Company should have a policy for the selection and capacity building of suppliers or vendors.	The Company has a Procurement Policy which governs restrictions and ethics in dealing with business partners or vendors in the procurement of goods and services. This policy is available and disclosed on the Company website. Status: comply
		7.4	The Public Company should have a policy for fulfilling creditor rights.	The fulfillment of the rights of creditors in the form of depositors (customers who have their fund invested in the Company) is regulated through customer protection policy and customer service code of conduct which govern: • the customer's right to receive product information that is clear, accurate, easily accessible, and free from any potential to mislead. • the customer's right to receive financial education. • the customer's right to receive returns/ interest in an amount determined in accordance with applicable laws and regulations. • the Bank's obligation to provide equal access to every customer. • the Bank's obligation to maintain the confidentiality and security of customer data and/or information in accordance with applicable regulations. • the procedures for the handling and resolution of customer complaints. Status: comply
		7.5	The Public Company should have a policy for whistleblowing system.	The Company has an Anti-Fraud Management Policy and Framework as well as a Fraud Handling Policy which govern the whistleblowing system. The Company whistleblowing system is managed by a trustworthy third party to ensure independency in its implementation. Status: comply
		7.6	The Public Company should have a policy for the provision of long-term incentives for its Board of Directors and employees.	The Company has a Remuneration Policy. Details on the Remuneration policy are disclosed in this Annual Report. Status: comply

IMPLEMENTATION OF 25 RECOMMENDATIONS FOR PUBLIC COMPANY GOVERNANCE GUIDELINES				
No	**Principle**	**Recommendation**		**Explanation**
E	**Information Disclosure**			
8	**Improving the Implementation of Information Disclosure**	8.1	Aside from the Website as a medium for information disclosure, public companies benefit from the broader use of information technology.	The Company continues to improve information disclosure media, including on the website, to provide opportunities for shareholders and other stakeholders to easily access information about Company. Status: comply
		8.2	The Public Company Annual Report discloses the ultimate beneficial owner in public company share ownership of at least 5% (five percent), other than disclosure of the ultimate beneficial owner in public Company share ownership through a major or controlling shareholder.	The Annual Report discloses the main and controlling shareholders, the 20 largest shareholders, as well as the profile of shareholder groups with more than 5% (five percent). Status: comply

STATEMENT OF IMPLEMENTATION OF GOOD GOVERNANCE PRINCIPLES

In conducting its business activities, the Company has implemented the principles of good corporate governance and is committed to continue implementing good corporate governance practices in transparent manner, accountability, responsibility, independence, attention to equality and fairness, and sustainable to achieve the Bank's business plan. During 2025, there were no material violations of applicable laws and regulations.



INTEGRATED CORPORATE **GOVERNANCE**

INTEGRATED CORPORATE **GOVERNANCE IMPLEMENTATION REPORT**

The implementation of the Danamon's Integrated Corporate Governance (ICG) refers to POJK No. 18/POJK.03/2014 and SEOJK No. 15/SEOJK.03/2015 on the Implementation of Integrated Corporate Governance for Financial Conglomerates and POJK No. 30 Year 2024 on Financial Conglomerates and Financial Holding Companies. These provisions regulate the establishment of FC, the appointment of the FHC in the FC, the appointment of Director who carries out the function or unit responsible for managing the MUFG FC, and the implementation of Integrated Corporate Governance in a comprehensive and effective manner, also the mandatory preparation of the Corporate Governance Charter by the FHC and submit it to OJK.

Danamon has obtained approval from the OJK to act as the Operational FHC of the MUFG FC, effective as of 24 June 2025. The MUFG FC structure, as follow:

1. Danamon as the Operational FHC,
2. PT Adira Dinamika Multi Finance Tbk (ADMF), PT Home Credit Indonesia (HCI), and PT Mandala Multifinance Tbk (MFIN) as Members.

Furthermore, effective October 01, 2025, a merger between ADMF, as the surviving entity, and MFIN, as the merging entity, became legally effective. In connection with this merger, Danamon, in its capacity as the Operational FHC, submitted a report on the change in membership of the MUFG FC to the OJK.

Based on the OJK letter dated October 21, 2025, the OJK notified that the report on the change in membership of the MUFG FC has been duly recorded in the OJK's supervisory administration. Accordingly, the composition of the MUFG FC is as follows:

1. Danamon as the Operational FHC;
2. ADMF and HCI as Members.

PRINCIPLES OF INTEGRATED CORPORATE GOVERNANCE OF IMPLEMENTATION OF THE MUFG FINANCIAL CONGLOMERATION

Transparency Principle

a. FSIs within MUFG FC shall disclose adequate, clear, accurate and timely information, as well as easily comparable and accessible to Shareholders and Stakeholders.
b. The transparency principle adopted by MUFG FC does not lessen the obligation to comply with confidential provisions of Bank and/or Company in accordance with the prevailing laws and regulations, professional secrecy, and personal rights.

Principle of Accountability

a. FSIs within MUFG FC must determine clear responsibilities for each organ in the organization in line with the vision, mission, business objectives and corporate strategy, as well as ensure that all members of the organs in the organization of the MUFG FC have competencies in line with their responsibilities and understanding of their roles in the implementation of GCG.
b. FSIs within the MUFG FC must ensure the availability of check and balance system in the management of Company. Having performance measure from all levels of the MUFG FC based on the agreed measures consistent with the corporate values, business objective and corporate strategy.

Principle of Responsibility

a. To maintain the continuity of its business, the MUFG FC must adhere to prudential principles and ensure compliance with laws and regulations as well as internal policies.
b. FSIs within the MUFG FC shall act as good corporate citizens, care for the environment and implement social responsibility.

Principle of Independency

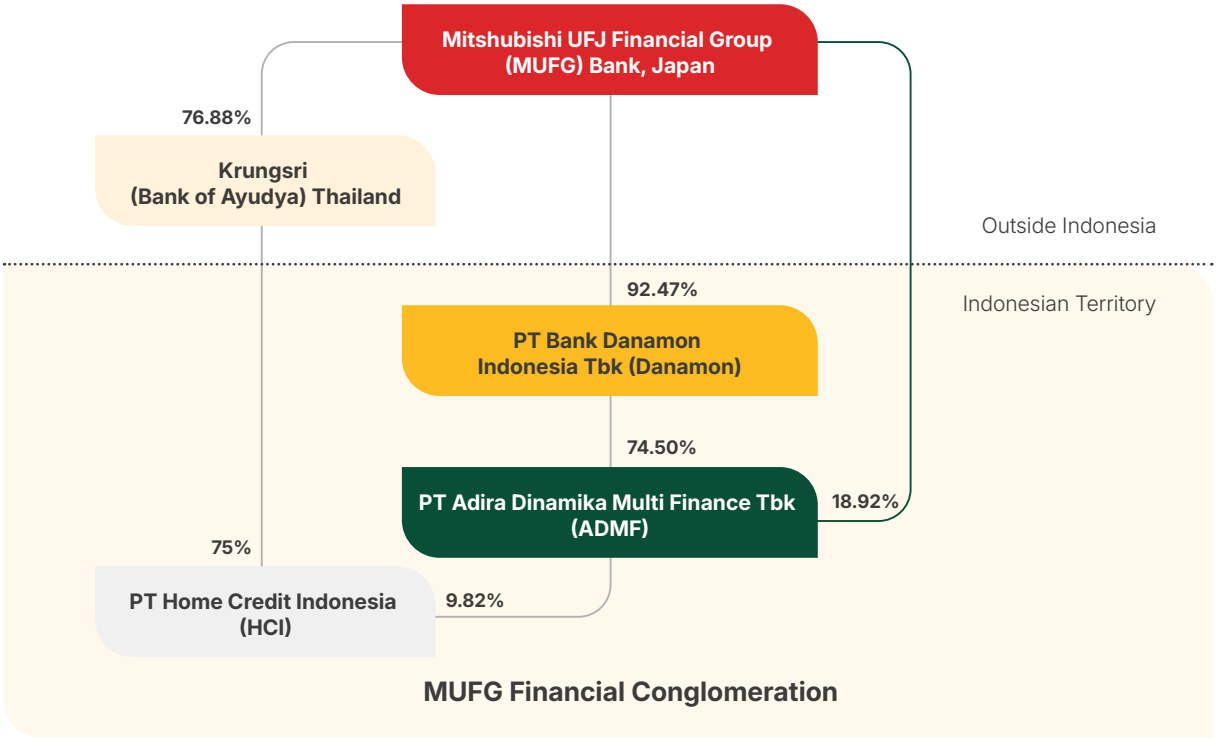
a. MUFG FC must avoid uncommon domination by any Stakeholders, be not affected by the unilateral interests and free from conflicts of interests. [IDX G-09]
b. Decisions must be taken objectively and free from any parties' pressures and committed to conduct businesses with professionalism.

Fairness Principle

a. FSIs within the MUFG FC must always consider the interests of all Stakeholders based on the principles of equality and fairness (equal treatment).

b. The MUFG FC must provide an opportunity to all Stakeholders to provide inputs and opinions in the interests of the Company as well as provide access to information in accordance with the principle of transparency.

STRUCTURE OF THE MUFG FINANCIAL CONGLOMERATION

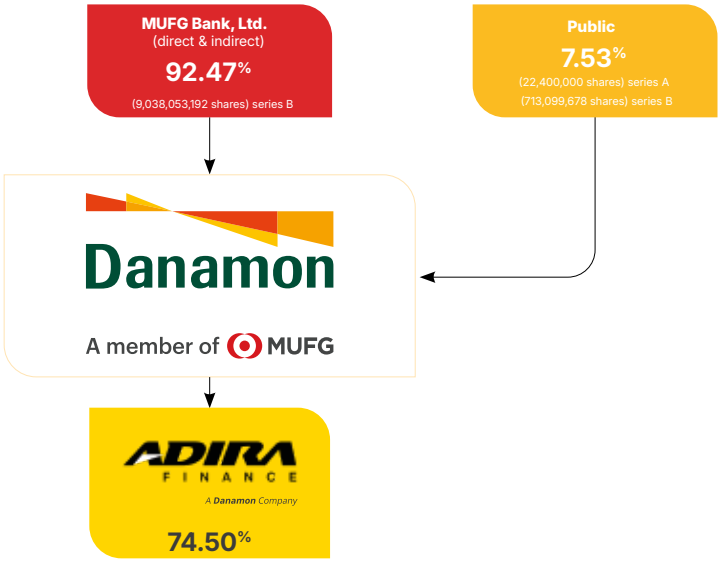


MEMBERSHIP COMPOSITION OF THE MUFG FINANCIAL CONGLOMERATION

No.	Company	Type of Business	Position of FC members
1	PT Bank Danamon Indonesia Tbk	Bank	Operational FHC
2	PT Adira Dinamika Multi Finance Tbk	Financing Company	Member
3	PT Home Credit Indonesia	Financing Company	Member

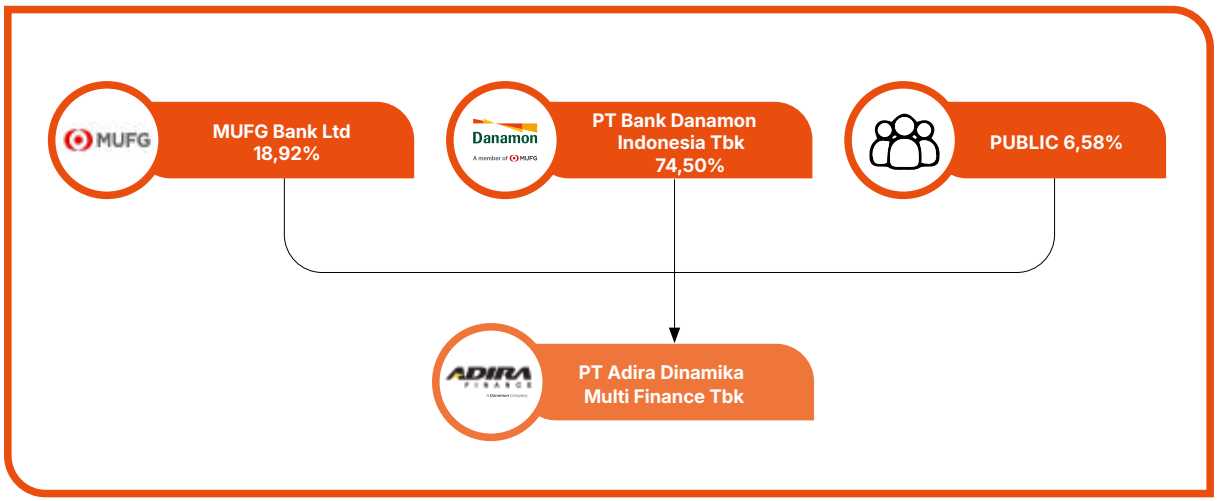
OWNERSHIP STRUCTURE OF THE MUFG FINANCIAL CONGLOMERATION

Operational FHC – PT Bank Danamon Indonesia Tbk



Details of the shareholder composition are listed in the Company Profile section of this Annual Report.

FC Member – PT Adira Dinamika Multi Finance Tbk



FC Member – PT Home Credit Indonesia

PT Home Credit Indonesia (HCI) is a technology-based financing Company. HCI became a member of the MUFG FC as MUFG Bank Ltd has acquired 75.01% of HCI shares through Bank of Ayudha (Kungsri) and 9.82% of HCI shares through ADMF.

MANAGEMENT STRUCTURE OF THE MUFG GROUP FINANCIAL CONGLOMERATION

Operational FHC Management Structure - PT Bank Danamon Indonesia Tbk

Board of Commissioners

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

Board of Directors

No	Name	Position
1	Daisuke Ejima	President Director
2	Honggo Widjojo Kangmasto	Vice President Director
3	Herry Hykmanto	Director
4	Rita Mirasari	Director
5	Dadi Budiana	Director
6	Thomas Sudarma	Director
7	Jin Yoshida**)	Director
8	Yenny Siswanto*)	Director

*) Effective since June 5, 2025.
**) The Director who carries out the function or unit responsible for managing the MUFG FC, effective June 24, 2025.

The composition of the BOC, SSB and the BOD of Danamon as the Operational FHC is as stated in the Company Profile Chapter of this Annual Report.

Management Structure of FSIS in the MUFG FC

PT Adira Dinamika Multi Finance Tbk

Board of Commissioners

No	Name	Position
1	Daisuke Ejima	President Commissioner
2	Krisna Wijaya	Independent Commissioner
3	Manggi Taruna Habir	Independent Commissioner
4	Congsin Congcar	Commissioner
5	Honggo Widjojo Kangmasto	Commissioner

Board of Directors

No	Name	Position
1	I Dewa Made Susila	President Director
2	Swandajani Gunadi	Director
3	Niko Kurniawan Bonggowarsito	Director
4	Harry Latif*)	Director
5	Denny Riza Farib	Director
6	Sylvanus Gani Kukuh Mendrofa	Director
7	Sigit Hendra Gunawan	Director
8	Ricky Gunawan**)	Director

*) Submitted resignation on October 31, 2025.
**) Effective since June 30, 2025.

PT Home Credit Indonesia

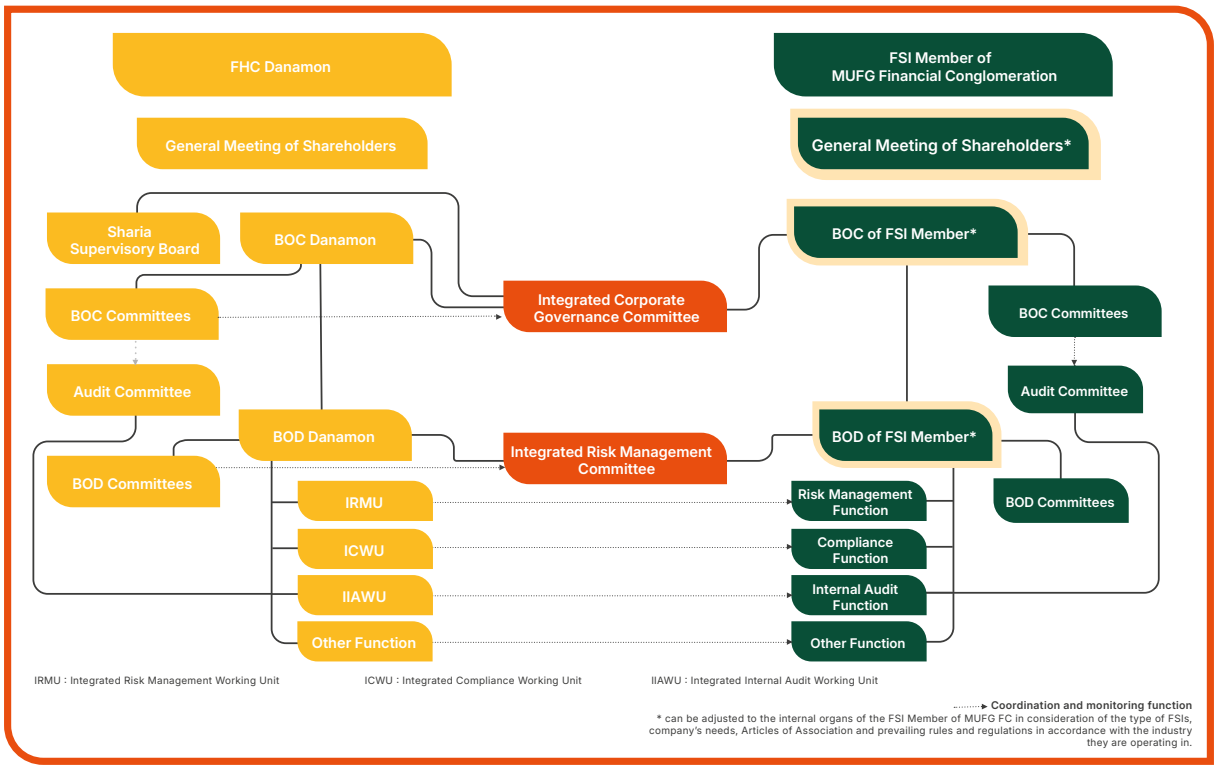
Board of Commissioners

No	Name	Position
1	Chandrashekar Subramanian Krishoolndmangalam	President Commissioner
2	Dan Harsono	Commissioner
3	I Dewa Made Susila	Commissioner
4	I Nyoman Tjager	Independent Commissioner

Board of Directors

No	Name	Position
1	Animesh Narang	President Director
2	Aditya Kesuma	Director
3	Yusron Anas	Director
4	Manu Pal	Director
5	Epivania Caroline Galag	Director
6	Sylvia Lazuarni	Director
7	Dolly Susanto	Director
8	Cahyadi Poernomo	Director
9	Ghayatri Shima	Director
10	Lenz Tan	Director*)

*) Subject to acknowledgment from Ministry of Law (Dirjen AHU)



The corporate governance implementation of each FSI within the MUFG FC, including the BOC and BOD Committees, is disclosed in each FSI's annual report.

INTEGRATED CORPORATE GOVERNANCE POLICY

As the Operational FHC, Danamon has established and updated the Bank's corporate governance policy, which has been approved by the Danamon Board of Directors and has obtained recommendations from the BOC and the Danamon Corporate Governance Committee.

The MUFG FC has established and updated the Integrated Corporate Governance Policy, which has been approved by the BOC and BOD of the Operational FHC, and has obtained recommendations from the Integrated Corporate Governance Committee.

Both policies serve as the Governance Framework for the implementation of corporate governance by the Operational FHC and the members of the MUFG FC.

DUTIES AND RESPONSIBILITIES OF THE BOC AND THE BOD OF THE OPERATIONAL FHC MUFG FC

1. **The Duties and responsibilities of the Operational FHC's Board of Commissioners**
   a. Overseeing the implementation of Integrated Corporate Governance with duties and responsibilities of at least:
      1) overseeing the implementation of Corporate Governance at each FSI to ensure that it is in accordance with the Integrated Corporate Governance Policy;
      2) overseeing the duties and responsibilities of the BOD of the FHC as well as providing

guidance or advice to the BOD of the FHC on the implementation of Integrated Corporate Governance Policy; and
3) Evaluating the Integrated Corporate Governance Policy and providing recommendations for improvements.

b. Establish an Integrated Corporate Governance Committee in order to support the effectiveness of the implementation of its duties.
c. Hold periodic meetings at least 1 (one) time per semester with the following provisions:
1) The FHC's BOC meetings may be held via video conference;
2) The FHC's BOC meetings are recorded in the minutes of meetings and are well documented.
d. Dissenting opinions that occur in the meetings of the BOC of the FHC are noted clearly in the minutes of the meeting along with the reasons for dissent.

2. **The Duties and responsibilities of the Operational FHC's Board of Directors**
a. Ensuring the implementation of Integrated Corporate Governance in the MUFG FC with the following duties and responsibilities:
1) prepare the Integrated Corporate Governance Policy;
2) direct, monitor and evaluate implementation of Integrated Corporate Governance Policy; and
3) follow up on the recommendations or advice from BOC of the FHC to enhance the Integrated Corporate Governance Policy.
b. Ensuring that the audit findings and recommendations of Integrated Internal Audit Working Unit, External Auditor, and supervisory results of the OJK and/or other authority bodies have been followed up by the FSI in the FC.
c. The Director of FHC who oversees the functions or management units of the FC shall perform supervisory functions over the FSI within the FC.

DUTIES AND RESPONSIBILITIES OF THE OPERATIONAL FHC'S SHARIA SUPERVISORY BOARD

1. Ensuring that the implementation of integrated corporate governance does not conflict with Sharia principles.
2. Overseeing the activities of financial service institutions to keep them in adherence to Sharia principles.

IMPLEMENTATION OF DUTIES AND RESPONSIBILITIES IN 2025

1. **Implementation of Duties and responsibilities of the Operational FHC'S Board of Commissioners**
The execution of the duties of the BOC of the Operational FHC in supervising the implementation of Integrated Corporate Governance is supported by the ICG Committee. The ICG Committee is responsible for evaluating the implementation of Integrated Corporate Governance, and for reporting the results of such evaluations to the BOC of the Operational FHC.

During 2025, the BOC of the Operational FHC held 6 (six) internal meetings and 3 (three) meetings joint meetings the BoD of the Operational FHC. There were 3 (three) Operational FHC of BOC meetings with agenda to discuss the report of the ICG Committee.

2. **Implementation of Duties and responsibilities of the Operational FHC's Board of Directors**
The BOD of the Operational FHC with input, recommendations and direction from the BOC and the ICG Committee updated the Integrated Corporate Governance Policy MUFG FC. The BOD of the Operational FHC carried out its supervisory function over FSIs within the MUFG FC through reports and meetings held throughout 2025.

The BOD, through reports and meetings held, also ensured follow-ups on and improvements to audit findings and recommendations from the Integrated Internal Audit Working Unit, External Auditors, and results of oversight by the OJK and/or other Authorities.

In May 2025, an examination was conducted by the OJK FC Supervisor on the MUFG FC. Based on the results of such examination, several commitments were established, with the latest completion deadline set for September 30, 2026.

As of December 31, 2025, the fulfilment status of follow-up commitments arising from the 2024 OJK FC examination has reached 90%, with the latest deadline set for March 31, 2026.

Throughout 2025, there were no regulatory audit follow-up obligations that exceeded the deadlines agreed with the Regulator.

To support the effectiveness of its oversight duties, the BOD of the Operational FC also sit as members of the BOC in subsidiaries, as given below:

Name	Position in Operasional FHC (Danamon)	Position in Subsidiary of FC's member
Daisuke Ejima	President Director	President Commissioner of PT Adira Dinamika Multi Finance Tbk
Honggo Widjojo Kangmasto	Vice President Director	Commissioner of PT Adira Dinamika Multi Finance Tbk

INTEGRATED CORPORATE GOVERNANCE COMMITTEE

In accordance with POJK No. 18/POJK.03/2014 and SEOJK No. 15/SEOJK.03/2015 on the Implementation of Integrated Corporate Governance for Financial Conglomerates and POJK No. 30 Year 2024 on Financial Conglomerates and Financial Holding Companies, Danamon as the Operational FHC has established an ICG Committee. The ICG Committee was established to support the effectiveness of the duties of the BOC of the Operational FHC and to assist the BOC of the Operational FHC in its supervisory function related to the implementation of integrated corporate governance within the MUFG FC.

Further details on the Integrated Corporate Governance Committee's Charter, Duties, Responsibilities, Authority, Structure, Membership, Expertise and Legal Basis for Appointment, Member Independency, Term of Office, Policies and Convention of Integrated Corporate Governance Committee Meetings, and Implementation of Duties of the Integrated Corporate Governance Committee in 2025 can be seen in the Corporate Governance Implementation Report in the Integrated Corporate Governance Committee section.

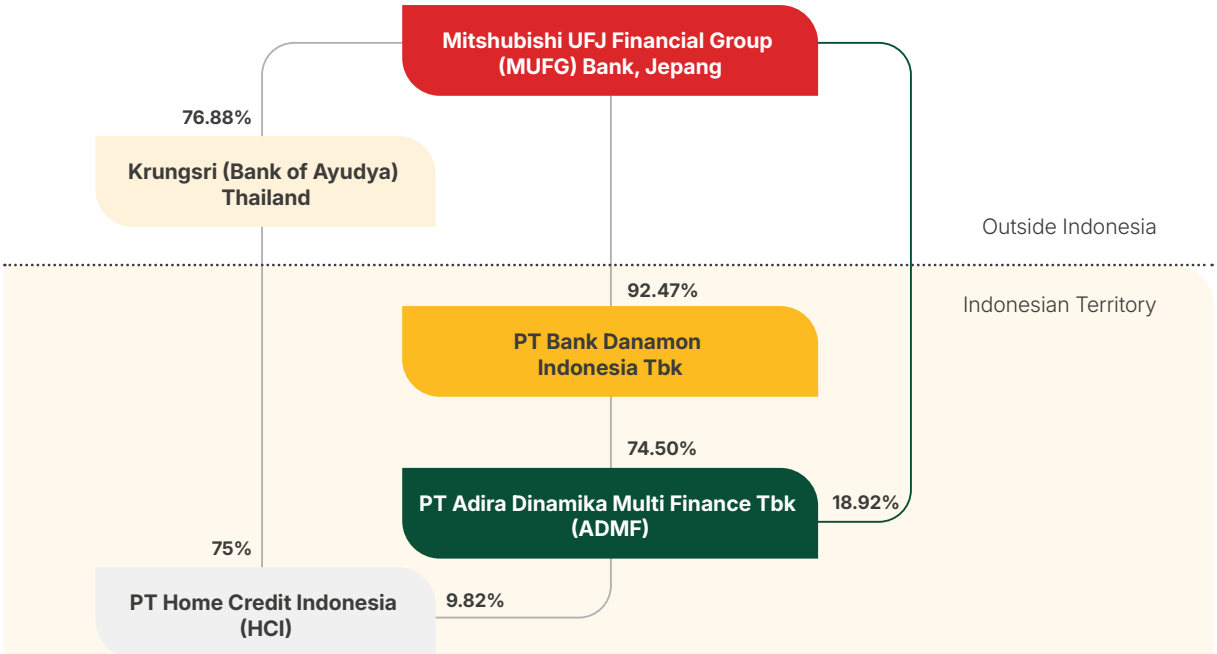
CORPORATE CHARTER

Danamon, in its capacity as the Operational FHC, has established the MUFG FC Corporate Charter as mandated under POJK No. 30 Year 2024 on Financial Conglomerates and Financial Holding Companies. The Corporate Charter was issued in December 2025 and has been duly submitted to OJK FC Supervisor.

INTEGRATED
COMPLIANCE WORKING UNIT

Based on POJK No. 18/POJK.03/2014 on the Implementation of Integrated Corporate Governance for Financial Conglomerates and POJK No. 30 Year 2024 on the Financial Conglomerate and Financial Holding Company, Danamon's CWU also acts as an Integrated Compliance Working Unit (ICWU) that oversees the implementation of the compliance function in the MUFG FC through regular and intensive coordination with the CWU of FC's members. Danamon's CWU is an independent working unit or separate from the operational working unit at the FHC.

The structure of the MUFG FC, effective December 31, 2025 is as follows:



MUFG Financial Conglomeration

MEMBERSHIP STRUCTURE

The membership composition of the MUFG FC, effective December 31, 2025 is as follows:

No.	Company	Business	Position of Financial Conglomeration Members
1	PT Bank Danamon Indonesia Tbk	Bank	Operational FHC
2	PT Adira Dinamika Multi Finance Tbk	Financing Company	Member
3	PT Home Credit Indonesia	Financing Company	Member

INTEGRATED COMPLIANCE WORKING UNIT DUTIES AND RESPONSIBILITIES

Duties and Responsibilities of the ICWU is a follows:

1. Monitor and evaluate the implementation of the compliance function at each FSI in the MUFG FC;
2. Coordinate within each CWU of MUFG FC members in accordance with their functions;
3. Monitor corrective actions on compliance issues submitted by each member of the MUFG FC, including the fulfillment of follow-up on Regulatory audit findings; and
4. Conduct self-assessment on the implementation of integrated compliance risk management in accordance with regulations and internal methodologies.

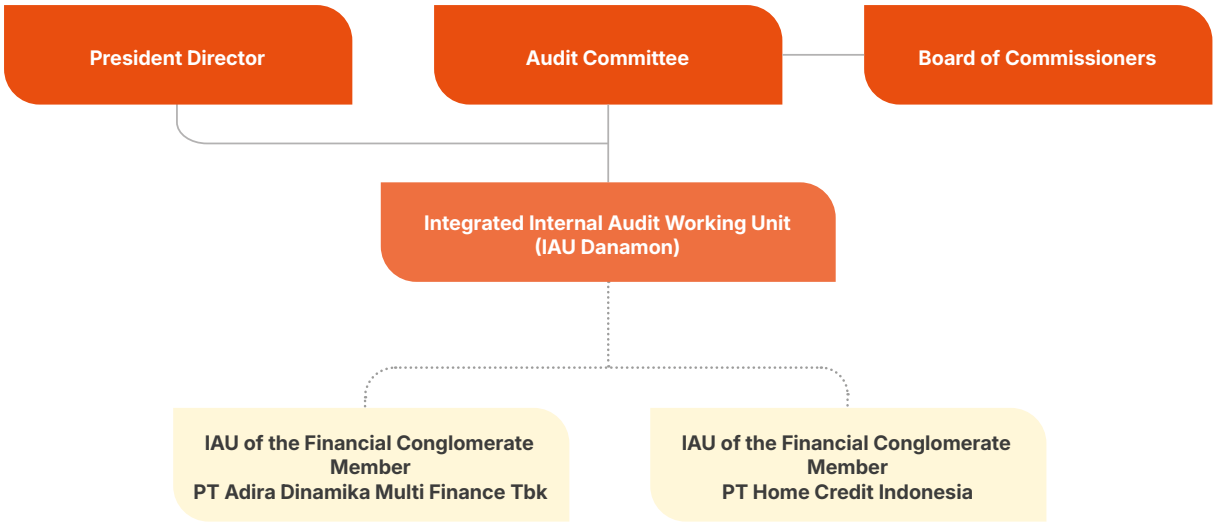
IMPLEMENTATION OF INTEGRATED COMPLIANCE WORKING UNIT DUTIES AND RESPONSIBILITIES IN 2025

The ICWU has carried out its duties and responsibilities, among others:

1. Prepared the corporate charter in relation to the Danamon's approval as the Operational FHC and submitting it to the OJK FC Supervisor.
2. Updated the integrated corporate governance policy in connection with the Bank's approval as an Operational FHC and the issuance of POJK No. 30 Year 2024.
3. Ensured that the compliance function in each FSIs in the MUFG FC had been set independently and supported by adequate compliance policies or guidelines.
4. Coordinated and monitored the implementation of Subsidiaries' compliance function, including serving as consultative function on compliance.
5. Periodically ensured the Subsidiaries' compliance with regulatory parameters.
6. Reviewed reports on the implementation of compliance functions submitted by Subsidiaries on a quarterly basis.
7. Coordinated and reported changes in FC members to the OJK.
8. Informed all new relevant regulations to Subsidiaries.
9. Monitoring the implementation of the compliance function of FC members based on reports submitted to the Bank's CWU on a regular basis.
10. Monitored follow-up/commitment to improve the results of audit conducted by the OJK.
11. Conducted an integrated compliance risk assessment and prepared an integrated compliance risk profile report.
12. Coordinated assessments and compiled the results of integrated corporate governance self-assessments on a semi-annual basis.

INTEGRATED INTERNAL AUDIT **WORKING UNIT**

Structure and Position of Integrated Internal Audit Working Unit (IIAU)



Danamon as Financial Conglomerates Holding Company (FHC) in MUFG Financial Conglomeration has an Integrated Internal Audit Working Unit (IIAU), an independent unit from other operating units, which the implementation of its duties and responsibilities carried out by IIAU Danamon. IIAU reports to Danamon President Director and Board of Commissioner via Audit Committee, and monitors the implementation of internal audit of IAU Financial Conglomerate members.

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

Further details of IIAU including duties and responsibilities, 2025 internal audit priorities as well as plans and realization of audits as of December 31, 2025 can be seen in the Corporate Governance Report regarding Internal Audit Unit (IAU).

IMPLEMENTATION OF **INTEGRATED RISK MANAGEMENT**

MUFG FINANCIAL CONGOMERATION INTEGRATED RISK MANAGEMENT POLICY AND ITS IMPLEMENTATION

Danamon, as the Financial Holding Company (FHC), has an Integrated Risk Management Policy for the MUFG Financial Conglomeration (FC), which has been prepared and reviewed periodically based on the applicable provisions of the FSA. Integrated Risk Management policy of MUFG FC serves as the umbrella policy covering a risk management framework and as a guideline for integrated risk management within the MUFG FC. Danamon's Risk Management Directorate is responsible for developing an overall risk management strategy that includes policies, methodologies, frameworks, limits, procedures and controls on a regular basis. In 2025, a review of this Integrated Risk Management policy of MUFG FC has been conducted.

Implementation of Integrated Risk Management is carried out as follows:

a. Active Supervision of FHC's Board of Directors, Board of Commissioners, and Sharia Supervisory Board
   Implementation of Integrated Risk Management involves active supervision and oversight from the FHC's BOD, BOC, and Sharia Supervisory Board. In supporting the effective integrated risk management implementation, FHC's BOD, BOC, and Sharia Supervisory Board should understand the risks in the FC, develop a risk culture, and ensure each FSI in MUFG FC implements the risk management. In its implementation, an Integrated Risk Management Committee was established.

b. Integrated Risk Management Organization
   In order to have a more comprehensive and effective Integrated Risk Management, the FHC has set up an Integrated Risk Management Committee and an Integrated Risk Management Working Unit.
   1. Integrated Risk Management Committee (IRMC)
      The membership of the MUFG FC Integrated Risk Management Committee consists of the FHC's Risk Management Director, Director in charge of FC, FHC's Compliance Director, FHC's SME Credit Director, appointed Directors from FC member, and appointed relevant FHC's Executive Officers. The Chairman of the Committee is the FHC's Risk Management Director.

      The IRMC holds meetings periodically and at least once every 6 months. Each member as an individual or group can request other meetings to discuss very important topics/ issues with a 1×24 hour prior notice to the committee. The IRMC meeting shall be chaired by the Chairman of the Committee. Should the Chairman be unable to attend, then the meeting shall be chaired by an Alternate Chairman.
   2. Integrated Risk Management Working Unit (IRMWU)
      Danamon as the FHC formed Risk Management Directorate which has role and responsibility as IRMWU in the implementation of integrated risk management within MUFG FC.

The Risk Management Directorate is a separate and independent working unit from risk taking unit and the internal control working unit.

In carrying out its function as an IRMWU, the Danamon's Risk Management Directorate coordinates with the risk management working unit in each FSI in the MUFG FC, with the following authorities and responsibilities:

a. Give the input to FHC's Board of Directors and IRMC in the preparation and improvement of Integrated Risk Management Policy.
b. Monitor the implementation of Integrated Risk Management Policy including to develop the procedures and tools for risk identification, measurement, monitoring, and control.
c. Conduct the risk monitoring on FC by monitoring the risk profile of each FSI within FC, both individually and integrated, including the risk level of each type of risk in an integrated manner.
d. Conducts stress testing on a consolidated basis with FC members in accordance with applicable accounting standards. FC members whose financial statements have not been consolidated

with FHC's financial statements, will conduct stress testing on their entities and inform FHC of the results of the stress testing conducted to be integrated into the FC's stress testing.

e. Conduct periodically review on the risk measurement methods, adequacy of management information system, and accuracy of the risk policies, procedures, and limit in an integrated manner.
f. Review the proposals of new line of business that are strategic and significantly affect FC's risk exposures. New line of business can be in the form of an entity that is part of FC enter in a new market segment that can increase the risk exposure of FC.
g. Provide the information to IRMC regarding the matters that need to be followed up related to the evaluation of Integrated Risk Management implementation.
h. Prepare and deliver the integrated risk profile report regularly to Risk Management Director and IRMC.

Further details on the Implementation of Risk Management can be seen in the chapter Operational Review with Sub chapter Risk Management in this Annual Report.

INTRA-GROUP TRANSACTION POLICY

Intra-Group Transaction Risk is the risk due to the dependence of an entity either directly or indirectly to other entities in FC in order to fulfill a contractual obligation of written or unwritten agreement which followed by either transfer the funds or not.

Intra-Group Transaction Risk Management is implemented with due consideration of transactions between entities within the MUFG FC. Danamon, as the FHC, has governed the implementation of intra-group transaction risk management in the Intra-Group Transaction Guideline and reviews it periodically. Intra-group transaction limits are set through coordination between Danamon as the FHC and FC Members of the MUFG FC.

The implementation of Intra-Group Transaction Risk Management involves identifying, measuring, monitoring and controlling risks, and management information systems. Intra-Group Transaction Risk can arise from, among others:

- Cross-ownership between entities within the FC.
- Centralization of short-term liquidity management.
- The guarantee, loans, and commitments provided or obtained by an entity from other entities within the FC.
- Exposure to major shareholders, including loan and off-balance sheet exposures such as guarantees and commitments.
- Purchase or sale of assets to other entities within a FC.
- Transfer of risk through reinsurance.
- Transactions to shift third-party's risk exposure between entities within a FC.

SELF-ASSESSMENT OF THE **IMPLEMENTATION OF INTEGRATED CORPORATE GOVERNANCE IN 2025**

Based on SEOJK No.15/SEOJK.03/2015 on the Implementation of Integrated Corporate Governance for Financial Conglomerates, self-assessment of the implementation of Integrated Corporate Governance (ICG) is carried out every semester which includes an assessment of 3 (three) aspects of ICG, namely:

1. ICG Structure
   Assessment of the ICG structure aims to assess the adequacy of the structure and infrastructure so that the ICG implementation process produces outcome in accordance with the expectations of Stakeholders.
2. ICG Process
   Assessment of the ICG process aims to assess the effectiveness of the ICG implementation process supported by the adequacy of structures and infrastructure that produce outcome in accordance with Stakeholder expectations.
3. ICG Outcome
   Assessment of ICG outcomes aims to assess the quality that meets Stakeholder expectations.

SELF-ASSESSMENT CRITERIA

7 (seven) assessment factors of ICG implementation, namely:

1. The implementation of the duties and responsibilities of the FHC's BOD.
2. The implementation of the duties and responsibilities of the FHC's BOC.
3. The duties and responsibilities of the ICG Committee.
4. The duties and responsibilities of the ICWU.
5. The duties and responsibilities of the IIAU.
6. The implementation of Integrated Risk Management.
7. The preparation and implementation of Integrated Corporate Governance Guidelines.

PARTIES CONDUCTING SELF-ASSESSMENT

The process of self-assessment of the implementation of ICG was conducted by members of the ICG Committee by evaluating the adequacy of the structure, process, and outcome of ICG in each assessment factor and considering other information that is significant and relevant in the implementation of ICG.

RESULTS OF SELF-ASSESSMENT OF THE IMPLEMENTATION OF INTEGRATED CORPORATE GOVERNANCE IN 2025

The following are the results of the self-assessment of ICG implementation in the 1st and 2nd semesters of 2025:

Rating	Rating Definition
2	The Financial Conglomeration was assessed to have implemented Integrated Corporate Governance which was generally Good. This was reflected in the adequate fulfillment of the implementation of Integrated Coporate Governance principles. If there were weaknesses in the implementation of Integrated Corporate Governance, in general the weaknesses were less significant and could be resolved with normal actions by the FHC and/or FSI.

Based on the assessment results of 7 (seven) assessment factors of the implementation of ICG, MUFG FC has adequate governance structure and infrastructure that supports the effectiveness of the process of implementing good ICG principles and the quality of the implementation of ICG principles that can meet the expectations of Stakeholders, resulting in generally good ICG implementation results in MUFG FC.

IMPLEMENTATION OF THE *ASEAN CORPORATE GOVERNANCE SCORECARD (ACGS)*

ASEAN CAPITAL MARKETS FORUM
REVISED OCTOBER 2023 | VER. 2 MARCH 2024
https://www.theacmf.org/images/downloads/pdf/ACGS%20version%202_revised0324%20(200324).pdf

No.	Principles and Recommendations	Pages
A.	**Rights of Shareholders**	
A.1	Basic shareholder rights	
A.1.1	Does the company pay (interim and final/annual) dividends in an equitable and timely manner; that is, all shareholders are treated equally and paid within 30 days after being (i) declared for interim dividends and (ii) approved by shareholders at general meetings for final dividends? In case the company has offered Scrip dividend, did the company paid the dividend within 60 days.	135
A.2	Right to participate effectively in and vote in general shareholder meetings and should be informed of the rules, including voting procedures, that govern general shareholder meetings.	
A.2.1	Do shareholders have the opportunity, evidenced by an agenda item, to approve remuneration (fees, allowances, benefit-in-kind and other emoluments) or any increases in remuneration for the non-executive directors/commissioners?	295,298,314-315,352-353
A.2.2	Does the company provide non-controlling shareholders a right to nominate candidates for board of directors/commissioners?	295,299
A.2.3	Does the company allow shareholders to elect directors/commissioners individually?	295
A.2.4	Does the company disclose the voting procedures used before the start of meeting?	295, 295-296 https://www.danamon.co.id/tentang-danamon/Informasi-Investor/RUPS (2025 - AGMS Rule of Conduct)
A.2.5	Do the minutes of the most recent AGM record that the shareholders were given the opportunity to ask questions and the questions raised by shareholders and answers given recorded?	295,296-297 https://www.danamon.co.id/tentang-danamon/Informasi-Investor/RUPS (Announcement of Meeting's Resolution)
A.2.6	Does the company disclose the voting results including approving, dissenting, and abstaining votes for all resolutions/each agenda item for the most recent AGM?	297-299
A.2.7	Does the company disclose the list of board members who attended the most recent AGM?	296-297
A.2.8	Does the company disclose that all board members and the CEO (if he is not a board member) attended the most recent AGM?	296-297
A.2.9	Does the company allow voting in absentia?	295-296 https://www.danamon.co.id/tentang-danamon/Informasi-Investor/RUPS (2025 - AGMS Rule of Conduct)
A.2.10	Did the company vote by poll (as opposed to by show of hands) for all resolutions at the most recent AGM?	295-296
A.2.11	Does the company disclose that it has appointed an independent party (scrutineers/inspectors) to count and/or validate the votes at the AGM?	296
A.2.12	Does the company make publicly available by the next working day the result of the votes taken during the most recent AGM/EGM for all resolutions?	297 https://www.danamon.co.id/tentang-danamon/Informasi-Investor/RUPS (Announcement of Meeting's Resolution)
A.2.13	Does the company provide at least 21 days notice for all AGMs and EGMs?	297 https://www.danamon.co.id/tentang-danamon/Informasi-Investor/RUPS (Announcement of Meeting's Resolution)
A.2.14	Does the company provide the rationale and explanation for each agenda item which require shareholders' approval in the notice of AGM/circulars and/or the accompanying statement?	295, 295-296
A.2.15	Does the company give the opportunity for shareholders to place item/s on the agenda of general meetings and/or to request for general meetings subject to a certain percentage?	295, 295-296

No.	Principles and Recommendations	Pages
A.3	Markets for corporate control should be allowed to function in an efficient and transparent manner.	
A.3.1	In cases of mergers, acquisitions and/or takeovers requiring shareholders' approval, does the board of directors/commissioners of the company appoint an independent party to evaluate the fairness of the transaction price?	Yes. However, Danamon did not carry out any acquisition process in 2025.
A.4	The exercise of ownership rights by all shareholders, including institutional investors, should be facilitated.	
A.4.1	Does the company disclose its practices to encourage shareholders to engage with the company beyond general meetings?	295,404,412
A.5	Shares and voting rights	
A.5.1	Where the company has more than one class of shares, does the company publicise the voting rights attached to each class of shares (e.g. through the company website / reports/ the stock exchange/ the regulator's website)?	294, 295 https://www.danamon.co.id/tentang-danamon/Informasi-Investor/RUPS (2025 - AGMS Rule of Conduct)
A.6	Notice of AGM	
A.6.1	Does each of the resolutions tabled at the most recent annual general meeting deal with only one item, i.e., there is no bundling of several items into the same resolution?	297-299
A.6.2	Are the company's notice of the most recent AGM/circulars fully translated into English and published on the same date as the local-language version?	297 https://www.danamon.co.id/tentang-danamon/Informasi-Investor/RUPS (2025 - AGMS Rule of Conduct)
	Does the notice of AGM/circulars have the following details:	
A.6.3	Are the profiles of directors/commissioners (at least age, academic qualification, date of first appointment, experience, and directorships in other listed companies) in seeking election/ re-election included?	297 https://www.danamon.co.id/tentang-danamon/Informasi-Investor/RUPS (2025 - Invitation) https://www.danamon.co.id/tentang-danamon/Informasi-Investor/RUPS (2025 - Profile the Candidate of the Board of Director's Member)
A.6.4	Are the auditors seeking appointment/re-appointment clearly identified?	297 https://www.danamon.co.id/tentang-danamon/Informasi-Investor/RUPS (2025 - Announcement) https://www.danamon.co.id/tentang-danamon/Informasi-Investor/RUPS (2025 - Profile of the Public Accountant and Public Accountant Firm)
A.6.5	Were the proxy documents made easily available?	https://www.danamon.co.id/tentang-danamon/Informasi-Investor/RUPS (2025 - Power of Attorney to Attend - Legal Entity Shareholders) https://www.danamon.co.id/tentang-danamon/Informasi-Investor/RUPS (2025 - Power of Attorney to Attend - Custodian) https://www.danamon.co.id/tentang-danamon/Informasi-Investor/RUPS (2025 - Power of Attorney to Attend - Individual)
A.7	Insider trading and abusive self-dealing should be prohibited.	
A.7.1	Are the directors/commissioners required to report their dealings in company shares within 3 business days?	306,314,346,352,409
A.8	Related party transactions by directors and key executives.	
A.8.1	Does the company have a policy requiring a committee of independent directors/ commissioners to review material RPTs to determine whether they are in the best interests of the company and shareholders?	327 Yes, the company has an established policy related to this matter.
A.8.2	Does the company have a policy requiring board members (directors/commissioners) to abstain from participating in the board discussion on a particular agenda when they are conflicted?	305-306, 344-346, 376
A.8.3	Does the company have policies on loans to directors and commissioners either forbidding this practice or ensuring that they are being conducted at arm's length basis and at market rates?	399 Yes, the company has an established policy related to this matter.
A.9	Protecting minority shareholders from abusive actions	
A.9.1	Does the company disclose that RPTs are conducted in such a way to ensure that they are fair and at arms' length?	399
A.9.2	In case of related party transactions requiring shareholders' approval, is the decision made by disinterested shareholders?	Yes

No.	Principles and Recommendations	Pages
B.	**Sustainability and Resilience**	
B.1	Sustainability-related disclosure should be consistent, comparable and reliable, and include retrospective and forward-looking material information that a reasonable investor would consider important in making an investment or voting decision.	
	Material Sustainability-related information should be specified.	
B.1.1	Does the company identify/report ESG topics that are material to the organization's strategy?	483
B.1.2	Does the company identify climate change as an issue?	483
B.1.3	Does the company adopt an internationally recognized reporting framework or standard for sustainability (i.e. GRI, Integrated Reporting, SASB, IFRS Sustainability Disclosure Standards)?	515
	If a company publicly sets a sustainability-related goal or target, the disclosure framework should provide that reliable metrics are regularly disclosed in an easily accessible form.	
B.1.4	Does the company disclose quantitative sustainability target?	480,487
B.1.5	Does the company disclose sustainability-related performance progress in relation to its previously set targets?	487
B.1.6	Does the company confirm that its Sustainability Report/Reporting is reviewed and/or approved by the Board or Board Committee?	38-39
B.2	Corporate governance frameworks should allow for dialogue between a company, its shareholders and stakeholders to exchange views on sustainability matters.	
B.2.1	Does the company engage internal stakeholders to exchange views and gather feedback on sustainability matters that are material to the business of the company?	482,516
B.2.2	Does the company engage external stakeholders to exchange views and gather feedback on sustainability matters that are material to the business of the company?	482,554-556
B.3	The corporate governance framework should ensure that boards adequately consider material sustainability risks and opportunities when fulfilling their key functions in reviewing, monitoring and guiding governance practices, disclosure, strategy, risk management and internal control systems, including with respect to climate-related physical and transition risks.	
	Boards should assess whether the company's capital structure is compatible with its strategic goals and its associated risk appetite to ensure it is resilient to different scenarios.	
B.3.1	Does the company disclose that the board reviews on an annual basis that the company's capital and debt structure is compatible with its strategic goals and its associated risk appetite?	133,317,368-369
B.4	The corporate governance framework should recognise the rights of stakeholders established by law or through mutual agreements and encourage active co-operation between corporations and stakeholders in creating wealth, jobs, and the sustainability of financially sound enterprises.	
	Does the company disclose a policy and practices that address:	
B.4.1	The existence and scope of the company's efforts to address customers' welfare?	483. Note: Financial inclusion and community development are material issues in BDI's Sustainability Report (SR), categorized under the Responsible Workplace Management pillar.
B.4.2	Supplier/contractor selection procedures?	479
B.4.3	The company's efforts to ensure that its value chain is environmentally friendly or is consistent with promoting sustainable development?	479
B.4.4	The company's efforts to interact with the communities in which they operate?	500-503
B.4.5	The company's anti-corruption programmes and procedures?	419
B.4.6	How creditors' rights are safeguarded?	426
B.4.7	Does the company have a separate report/section that discusses its efforts on environment/ economy and social issues?	472-516
B.5	Where stakeholder interests are protected by law, stakeholders should have the opportunity to obtain effective redress for violation of their rights.	
B.5.1	Does the company provide contact details via the company's website or Annual Report which stakeholders (e.g. customers, suppliers, general public etc.) can use to voice their concerns and/or complaints for possible violation of their rights?	411,422,503,514
B.6	Mechanisms for employee participation should be permitted to develop.	
B.6.1	Does the company explicitly disclose the policies and practices on health, safety and welfare for its employees?	272,273,508
B.6.2	Does the company explicitly disclose the policies and practices on training and development programmes for its employees?	504
B.6.3	Does the company have a reward/compensation policy that accounts for the performance of the company beyond short-term financial measures?	275,505

No.	Principles and Recommendations	Pages
B.7	Stakeholders including individual employee and their representative bodies, should be able to freely communicate their concerns about illegal or unethical practices to the board and their rights should not be compromised for doing this.	
B.7.1	Does the company have a whistle blowing policy which includes procedures for complaints by employees and other stakeholders concerning alleged illegal and unethical behaviour and provide contact details via the company's website or annual report?	422
B.7.2	Does the company have a policy or procedures to protect an employee/person who reveals alleged illegal/unethical behaviour from retaliation?	422
C.	**Disclosure and Transparency**	
C.1	Transparent ownership structure	
C.1.1	Does the information on shareholdings reveal the identity of beneficial owners, holding 5% shareholding or more?	86,87,294
C.1.2	Does the company disclose the direct and indirect (deemed) shareholdings of major and/or substantial shareholders?	86,90,430
C.1.3	Does the company disclose the direct and indirect (deemed) shareholdings of directors (commissioners)?	86,314,352,409
C.1.4	Does the company disclose the direct and indirect (deemed) shareholdings of senior management?	86
C.1.5	Does the company disclose details of the parent/holding company, subsidiaries, associates, joint ventures and special purpose enterprises/vehicles (SPEs)/(SPVs)?	90-92
C.2	Quality of Annual Report	
	Does the company's annual report disclose the following items:	
C.2.1	Corporate objectives	47
C.2.2	Financial performance indicators	8-10
C.2.3	Non-financial performance indicators	104
C.2.4	Dividend policy	135
C.2.5	Biographical details (at least age, academic qualifications, date of first appointment, relevant experience, and any other directorships of listed companies) of all directors/commissioners	62-67,68-75
	Corporate Governance Confirmation Statement	
C.2.6	Does the Annual Report contain a statement confirming the company's full compliance with the code of corporate governance and where there is non-compliance, identify and explain reasons for each such issue?	289-293,385,401
C.3	Remuneration of Members of the Board and Key Executives	
C.3.1	Is there disclosure of the fee structure for non-executive directors/commissioners?	314-315,352-353,406-408
C.3.2	Does the company publicly disclose [i.e. annual report or other publicly disclosed documents] details of remuneration of each non-executive director/commissioner?	314-315,352-353,406-408
C.3.3	Does the company disclose its remuneration (fees, allowances, benefit-in-kind and other emoluments) policy/practices (i.e. the use of short term and long term incentives and performance measures) for its executive directors and CEO?	352-353,405-408
C.3.4	Does the company publicly disclose [i.e. annual report or other publicly disclosed documents] the details of remuneration of each of the executive directors and CEO [if he/she is not a member of the Board]?	352-353,405-408
C.4	Disclosure of related party transactions (RPT)	
C.4.1	Does the company disclose its policy covering the review and approval of material RPTs?	135,4 10
C.4.2	Does the company disclose the name, relationship, nature and value for each material RPTs?	135,410
C.5	Directors and commissioners dealings in shares of the company	
C.5.1	Does the company disclose trading in the company's shares by insiders?	409,420
C.6	External auditor and auditor report	
	Where the same audit firm is engaged for both audit and non-audit services	
C.6.1	Are the audit and non-audit fees disclosed?	395-396
C.6.2	Does the non-audit fee exceed the audit fees?	395-396
C.7	Medium of communications	
	Does the company use the following modes of communication?	
C.7.1	Quarterly reporting	379,404
C.7.2	Company website	45,411,413
C.7.3	Analyst's briefing	404,411,412
C.7.4	Media briefings/press conferences	45,411,412,413
C.8	Timely filing/release of annual/financial reports	
C.8.1	Are the audited annual financial report / statement released within 120 days from the financial year end?	560-573
C.8.2	Is the annual report released within 120 days from the financial year end?	38-39
C.8.3	Is the true and fairness/fair representation of the annual financial statement/reports affirmed by the board of directors/commissioners and/or the relevant officers of the company?	38-39

No.	Principles and Recommendations	Pages
C.9	Company website	
	Does the company have a website disclosing up-to-date information on the following:	
C.9.1	Financial statements/reports (latest quarterly)	https://www.danamon.co.id/tentang-danamon/Informasi-Investor/Financial-Information (Quarterly Published Reports)
C.9.2	Materials provided in briefings to analysts and media	https://www.danamon.co.id/tentang-danamon/Informasi-Investor (Analyst Briefing FY25 Financial Result)
C.9.3	Downloadable annual report	https://www.danamon.co.id/tentang-danamon/Informasi-Investor/Annual-and-Sustainability-Reports
C.9.4	Notice of AGM and/or EGM	https://www.danamon.co.id/tentang-danamon/Informasi-Investor/RUPS (2025 - Announcement and Invitation)
C.9.5	Minutes of AGM and/or EGM	https://www.danamon.co.id/tentang-danamon/Informasi-Investor/RUPS (2025 - Announcement of Meeting's Resolution)
C.9.6	Company's constitution (company's by-laws, memorandum and articles of association)	https://www.danamon.co.id/-/media/ALL%20CONTENT%20ABOUT%20DANAMON/RUPS/2025/11042025/Summary%20Akta%20No%20122%20tanggal%2021%20Maret%202025%20_bilingual%20(1).pdf
C.10	Investor relations	
C.10.1	Does the company disclose the contact details (e.g. telephone, fax, and email) of the officer / office responsible for investor relations?	45,411
D	**Responsibilities of the Board**	
D.1	Board Duties and Responsibilities	
	Clearly defined board responsibilities and corporate governance policy	
D.1.1	Does the company disclose its corporate governance policy / board charter?	287,303,342 https://www.danamon.co.id/tentang-danamon/tata-kelola/Pedoman-Tata-Kelola-Perusahaan https://www.danamon.co.id/tentang-danamon/tata-kelola/Pedoman-Kerja-Pelatihan-Dewan-Komisaris-dan-Direksi
D.1.2	Are the types of decisions requiring board of directors/commissioners' approval disclosed?	306-308,346-348
D.1.3	Are the roles and responsibilities of the board of directors/commissioners clearly stated?	306-308,346-348
	Corporate Vision/Mission	
D.1.4	Does the company have an updated vision and mission statement?	47
D.1.5	Does the board of directors play a leading role in the process of developing and reviewing the company's strategy at least annually?	31-33,346-348,358
D.1.6	Does the board of directors have a process to review, monitor and oversee the implementation of the corporate strategy?	31-33
D.2	Board structure	
	Code of Ethics or Conduct	
D.2.1	Are the details of the code of ethics or conduct disclosed?	418 https://www.danamon.co.id/tentang-danamon/tata-kelola/Kode-Etik
D.2.2	Are all directors/commissioners, senior management and employees required to comply with the code/s?	418
D.2.3	Does the company have a process to implement and monitor compliance with the code/s of ethics or conduct?	418
	Board Structure & Composition	
D.2.4	Do independent directors/commissioners make up at least 50% of the board of directors/ commissioners?	309,350
D.2.5	Does the company have a term limit of nine years or less or 2 terms of five years1 each for its independent directors/ commissioners? 1) The five years term must be required by legislation which pre-existed the introduction of the ASEAN Corporate Governance Scorecard in 2011	309, 350-351
D.2.6	Has the company set a limit of five board seats that an individual independent/non-executive director/commissioner may hold simultaneously?	313,352
D.2.7	Does the company have any executive directors who serve on more than two boards of listed companies outside of the group?	313,352

No.	Principles and Recommendations	Pages
	Nominating Committee	
D.2.8	Does the company have a Nominating Committee?	333-336
D.2.9	Is the Nominating Committee comprised of a majority of independent directors/commissioners?	333,334
D.2.10	Is the chairman of the Nominating Committee an independent director/commissioner?	335
D.2.11	Does the company disclose the terms of reference/ governance structure/charter of the Nominating Committee?	333 https://www.danamon.co.id/tentang-danamon/tata-kelola/Keanggotaan-Pedoman-dan-Tata-Tertib-Komite (Nomination & Remuneration Committee Charter (2025))
D.2.12	Is the meeting attendance of the Nominating Committee disclosed and if so, did the Nominating Committee meet at least twice during the year?	335
	Remuneration Committee / Compensation Committee	
D.2.13	Does the company have a Remuneration Committee?	333-336
D.2.14	Is the Remuneration Committee comprised entirely of non-executive directors/commissioners with a majority of independent directors/commissioners?	333,334
D.2.15	Is the chairman of the Remuneration Committee an independent director/commissioner?	335
D.2.16	Does the company disclose the terms of reference/ governance structure/charter of the Remuneration Committee?	333 https://www.danamon.co.id/tentang-danamon/tata-kelola/Keanggotaan-Pedoman-dan-Tata-Tertib-Komite (Nomination & Remuneration Committee Charter (2025))
D.2.17	Is the meeting attendance of the Remuneration Committee disclosed and, if so, did the Remuneration Committee meet at least twice during the year?	335
	Audit Committee	
D.2.18	Does the company have an Audit Committee?	325-328
D.2.19	Is the Audit Committee comprised entirely of non-executive directors/commissioners with a majority of independent directors/commissioners?	325,327
D.2.20	Is the chairman of the Audit Committee an independent director/commissioner?	327
D.2.21	Does the company disclose the terms of reference/governance structure/charter of the Audit Committee?	325 https://www.danamon.co.id/tentang-danamon/tata-kelola/Keanggotaan-Pedoman-dan-Tata-Tertib-Komite (Audit Committee Charter (2025))
D.2.22	Does at least one of the independent directors/commissioners of the committee have accounting expertise (accounting qualification or experience)?	325,327
D.2.23	Is the meeting attendance of the Audit Committee disclosed and, if so, did the Audit Committee meet at least four times during the year?	328
D.2.24	Does the Audit Committee have primary responsibility for recommendation on the appointment, and removal of the external auditor?	325,327
D.3	Board Processes	
	Board meetings and attendance	
D.3.1	Are the board of directors meeting scheduled before the start of financial year?	315,318,353,358
D.3.2	Does the board of directors/commissioners meet at least six times during the year?	315-316,353-354
D.3.3	Has each of the directors/commissioners attended at least 75% of all the board meetings held during the year?	318,357
D.3.4	Does the company require a minimum quorum of at least 2/3 for board decisions?	315-316,353-354
D.3.5	Did the non-executive directors/commissioners of the company meet separately at least once during the year without any executives present?	316,354
	Access to information	
D.3.6	Are board papers for board of directors/commissioners meetings provided to the board at least five business days in advance of the board meeting?	315-316, 353-354 https://www.danamon.co.id/tentang-danamon/tata-kelola/Pedoman-Kerja-Pelatihan-Dewan-Komisaris-dan-Direksi
D.3.7	Does the company secretary play a significant role in supporting the board in discharging its responsibilities?	377,379
D.3.8	Is the company secretary trained in legal, accountancy or company secretarial practices and has kept abreast on relevant developments?	377,378
	Board Appointments and Re-Election	
D.3.9	Does the company disclose the criteria used in selecting new directors/commissioners?	303-305,310-312,342-344,349
D.3.10	Did the company describe the process followed in appointing new directors/commissioners?	303-305,333-334,342-344,349

No.	Principles and Recommendations	Pages
D.3.11	Are all directors/commissioners subject to re-election every 3 years; or 5 years for listed companies in countries whose legislation prescribes a term of 5 years2 each? 2) The five years term must be required by legislation which pre-existed the introduction of the ASEAN Corporate Governance Scorecard in 2011	309,350-351
	Remuneration Matters	
D.3.12	Do the shareholders or the Board of Directors approve the remuneration of the executive directors and/or the senior executives?	298,314-315,352-353, 405-408
D.3.13	Does the company have measurable standards to align the performance-based remuneration of the executive directors and senior executives with long-term interests of the company, such as claw back provision and deferred bonuses?	314-315,352-353,405-408
	Internal Audit	
D.3.14	Does the company have a separate internal audit function?	390-394
D.3.15	Is the head of internal audit identified or, if outsourced, is the name of the external firm disclosed?	390-394
D.3.16	Does the appointment and removal of the internal auditor require the approval of the Audit Committee?	390-394
	Risk Oversight	
D.3.17	Does the company establish a sound internal control procedures/risk management framework and periodically review the effectiveness of that framework?	397,400
D.3.18	Does the Annual Report/Annual CG Report disclose that the board of directors/commissioners has conducted a review of the company's material controls (including operational, financial and compliance controls) and risk management systems?	397,400
D.3.19	Does the company disclose the key risks to which the company is materially exposed to (i.e. financial, operational including IT, environmental, social, economic)?	397,400
D.3.20	Does the Annual Report/Annual CG Report contain a statement from the board of directors/ commissioners or Audit Committee commenting on the adequacy of the company's internal controls/risk management systems?	397,400
D.4	People on the Board	
	Board Chairman	
D.4.1	Do different persons assume the roles of chairman and CEO?	62,68,309,350
D.4.2	Is the chairman an independent director/commissioner?	309
D.4.3	Is any of the directors a former CEO of the company in the past 2 years?	68-75
D.4.4	Are the roles and responsibilities of the chairman disclosed?	308,346-348
D.4.5	If the Chairman is not independent, has the Board appointed a Lead/Senior Independent Director and has his/her role been defined?	309-312
	Skills and Competencies	
D.4.6	Does at least one non-executive director/commissioner have prior working experience in the major sector that the company is operating in?	62-67
D.5	Board Performance	
	Directors Development	
D.5.1	Does the company have orientation programmes for new directors/commissioners?	318,358
D.5.2	Does the company have a policy and actual practice and programs that encourages directors/ commissioners to attend on-going or continuous professional education programmes?	318,358
	CEO/Executive Management Appointments and Performance	
D.5.3	Does the company disclose the process on how the board of directors/commissioners plans for the succession of the CEO/Managing Director/President and key management?	349
D.5.4	Does the board of directors/commissioners conduct an annual performance assessment of the CEO/Managing Director/President?	318,358
D.5.5	Did the company conduct an annual performance assessment of the board of directors/ commissioners and disclose the criteria and process followed for the assessment?	318,358
	Director Appraisal	
D.5.6	Did the company conduct an annual performance assessment of the individual directors/ commissioners and disclose the criteria and process followed for the assessment?	318,358
	Committee Appraisal	
D.5.7	Did the company conduct an annual performance assessment of the board committees and disclose the criteria and process followed for the assessment?	320,364

LEVEL 2 – BONUS ITEMS

No.	Principles and Recommendations	Pages
(B)A.	**Rights and Equitable Treatment of Shareholders**	
(B)A.1	Did the company conduct an annual performance assessment of the board committees and disclose the criteria and process followed for the assessment?	320,364
(B)A.1.1	Does the company practice real time secure electronic voting in absentia at general meetings of shareholders?	295-297
(B)A.2	Equitable treatment of shareholders	
(B)A.2	Notice of AGM	
(B)A.2.1	Does the company release its notice of AGM (with detailed agendas and explanatory circulars), as announced to the Exchange, at least 28 days before the date of the meeting?	297 https://www.danamon.co.id/tentang-danamon/Informasi-Investor/RUPS
(B)B	**Sustainability and Resilience**	
(B)B.1.1	Does the company disclose how it manages climate-related risks and opportunities?	490-491
(B)B.1.2	Does the company disclose that its Sustainability Report/Sustainability Reporting is externally assured?	516, 554-556
(B)B.1.3	Does the company disclose the engagement channel with stakeholder groups and how the company responds to stakeholders' ESG concerns?	482
(B)B.1.4	Does the company have a unit / division / committee who is specifically responsible to manage the sustainability matters?	478-479
(B)B.1.5	Does the company disclose board of directors/commissioners' oversight of sustainability-related risks and opportunities?	478-479
(B)B.1.6	Does the company disclose the linkage between executive directors and senior management remuneration and sustainability performance for the previous year?	314-315,352-353,405-408,505
(B)B.1.7	Is the company's Whistleblowing System managed by independent parties/institutions?	422
(B)C	**Disclosure and transparency**	
(B)C.1	Quality of Annual Report	
(B)C.1.1	Are the audited annual financial report /statement released within 60 days from the financial year end?	297,559-573
(B)D	**Responsibilities of the Board**	
(B)D.1	Board Competencies and Diversity	
(B)D.1.1	Does the company have at least one female independent director/commissioner?	67,71,309,350
(B)D.1.2	Does the company have a policy and disclose measurable objectives for implementing its board diversity and report on progress in achieving its objectives?	314,349
(B)D.2	Board Structure	
(B)D.2.1	Is the Nominating Committee comprise entirely of independent directors/commissioners?	335
(B)D.2.2	Does the Nominating Committee undertake the process of identifying the quality of directors aligned with the company's strategic directions?	333-334
(B).D.3	Board Appointments and Re-Election	
(B)D.3.1	Does the company use professional search firms or other external sources of candidates (such as director databases set up by director or shareholder bodies) when searching for candidates to the board of directors/commissioners?	333,349
(B).D.4	Board Structure & Composition	
(B)D.4.1	Do independent non-executive directors/commissioners make up more than 50% of the board of directors/commissioners for a company with independent chairman?	309,350
(B).D.5	Risk Oversight	
(B)D.5.1	Does the company disclose that its Board identified key risk in relation to information technology including disruption, cyber security, and disaster recovery, to ensure that such risks are managed and integrated into the overall risk management framework?	154-155,158-160,370-371,397-398
(B).D.6	Board Performance	
(B)D.6.1	Does the company have a separate board level Risk Committee?	329-332.365-366,372-373,397

LEVEL 2 – PENALTY

No.	Principles and Recommendations	Pages
(P)A.	**Rights and Equitable Treatment of Shareholders**	
(P)A.1	Basic shareholder rights	
(P)A.1.1	Did the company fail or neglect to offer equal treatment for share repurchases to all shareholders?	409
(P)A.2	Shareholders, including institutional shareholders, should be allowed to consult with each other on issues concerning their basic shareholder rights as defined in the Principles, subject to exceptions to prevent abuse.	
(P)A.2.1	Is there evidence of barriers that prevent shareholders from communicating or consulting with other shareholders?	No
(P)A.3	Right to participate effectively in and vote in general shareholders meeting and should be informed of the rules, including voting procedures, that govern general shareholders meeting.	
(P)A.3.1	Did the company include any additional and unannounced agenda item into the notice of AGM/EGM?	No. The Company will include additional agenda items (if any) after first providing notification to the OJK.
(P)A.3.2	Was the Chairman of the Board and the Chairmen of all Board Committees and the CEO absent from the most recent General Meeting?	296
(P)A.4	Capital structures and arrangements that enable certain shareholders to obtain a degree of control disproportionate to their equity ownership should be disclosed.	
	Did the company fail to disclose the existence of:	
(P)A.4.1	Shareholders agreement?	No
(P)A.4.2	Voting cap?	No
(P)A.4.3	Multiple voting rights?	No
(P)A.5	Capital structures and arrangements that enable certain shareholders to obtain a degree of control disproportionate to their equity ownership should be disclosed.	
(P)A.5.1	Is a pyramid ownership structure and/or cross holding structure apparent?	90
(P)A.6	Insider trading and abusive self-dealing should be prohibited.	
(P)A.6.1	Has there been any conviction of insider trading involving directors/commissioners, management and employees in the past three years?	No, 385
(P)A.7	Protecting minority shareholders from abusive action	
(P)A.7.1	Has there been any cases of non compliance with the laws, rules and regulations pertaining to material related party transactions in the past three years?	No, 401-402
(P)A.7.2	Were there any RPTs that can be classified as financial assistance (i.e not conducted at arms length) to entities other than wholly-owned subsidiary companies?	No,135
(P)B	**Role of Stakeholders**	
(P)B.1	The rights of stakeholders that are established by law or through mutual agreements are to be respected.	
(P)B.1.1	Have there been any violations of any laws pertaining to labour/employment/ consumer/ insolvency/commercial/competition or environmental issues?	401-402
(P)B.2	Where stakeholders participate in the corporate governance process, they should have access to relevant, sufficient and reliable information on a timely and regular basis.	
(P)B.2.1	Has the company faced any sanctions by regulators for failure to make announcements within the requisite time period for material events?	No, 385
(P)B.2.2	Is there any evidence that the company is engaging in greenwashing activities?	No
(P)C	**Disclosure and transparency**	
(P)C.1	Sanctions from regulator on financial reports	
(P)C.1.1	Did the company receive a "qualified opinion" in its external audit report?	563
(P)C.1.2	Did the company receive an "adverse opinion" in its external audit report?	563
(P)C.1.3	Did the company receive a "disclaimer opinion" in its external audit report?	563
(P)C.1.4	Has the company in the past year revised its financial statements for reasons other than changes in accounting policies?	No

No.	Principles and Recommendations	Pages
(P)D	**Responsibilities of the Board**	
(P)D.1	Compliance with listing rules, regulations and applicable laws	
(P)D.1.1	Is there any evidence that the company has not complied with any listing rules and regulations apart from disclosure rules over the past year?	No, 385,401-402
(P)D.1.2	Have there been any instances where non-executive directors/commissioner have resigned and raised any issues of governance-related concerns?	No
(P)D.2	Board structure	
(P)D.2.1	Does the Company have any independent directors/commissioners who have served for more than nine years or two terms of five years each (which ever is higher) in the same capacity? 1) The five years term must be required by legislation which pre-existed before the introduction of the ASEAN Corporate Governance Scorecard in 2011	309-310,351-352
(P)D.2.2	Did the company fail to correctly identify the description of all their directors as independent, non-executive, and executive?	309-310,351-352
(P)D.2.3	Does the company have any independent directors/non-executive/commissioners who serve on a total of more than five boards of publicly-listed companies?	313,352
(P)D.3	External Audit	
(P)D.3.1	Is any of the directors or senior management a former employee or partner of the current external auditor (in the past 2 years)?	No, 68-75
(P)D.4	Board structure and composition	
(P)D.4.1	Has the chairman been the company CEO in the last three years?	309-310
(P)D.4.2	Do non-executive directors/commissioners receive options, performance shares or bonuses?	405-408

APPENDIX

No.	Principles and Recommendations	Pages
	Do shareholders have the right to participate in:	
A.2.1	Amendments to the company's constitution?	294-296
A.2.2	The authorisation of additional shares?	294-296
A.2.3	The transfer of all or substantially all assets, which in effect results in the sale of the company?	294-296
B.1.1	Does the company's ordinary or common shares have one vote for one share?	294
B.3.1	Does the company have policies and/or rules prohibiting directors/commissioners and employees to benefit from knowledge which is not generally available to the market?	409
B.4.1	Does the company have a policy requiring directors/commissioners to disclose their interest in transactions and any other conflicts of interest?	376
D.2.6	Attendance details of each director/commissioner in all directors/commissoners meetings held during the year.	317,354-357

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SHARIA BUSINESS UNIT (UUS) **GOVERNANCE**

SHARIA BUSINESS UNIT (UUS) **GOVERNANCE**

INTRODUCTION

The implementation of Corporate Governance in PT Bank Danamon Indonesia Tbk - Sharia Business Unit (Danamon UUS) is based on 5 (five) basic principles of Good Corporate Governance (GCG), as follows:

1. Transparency, namely openness in the decision-making process and openness in disclosing and providing relevant and easily accessible information to stakeholders.
2. Accountability, namely clarity of function and implementation of responsibilities.
3. Responsibility, namely compliance with statutory provisions and regulations, ethical values, standards, principles, and practices.
4. Independence, namely a state of being managed independently and professionally, free from conflicts of interest and influence or pressure from any party that is inconsistent with statutory provisions and ethical values, standards, principles, and practices.
5. Fairness, namely equality, balance, and justice in fulfilling stakeholder rights arising from agreements, statutory provisions, and ethical values, standards, principles, and practices.

Implementing the above GCG principles is a pledged commitment of all corporate governance bodies that help the Company improve performance while safeguarding stakeholders' interests, paying due attention to adherence to Sharia principles (Sharia Compliance) in running the business.

The Company's consistency in implementing GCG is reflected in its regulatory compliance, sound risk management, improved internal control across work units, and optimum performance of its UUS.

DANAMON UUS INITIATIVES

Danamon UUS continues to strengthen its performance and business growth through the implementation of a leverage strategy by optimizing the utilization of its parent Bank's infrastructure and office channeling network. This approach aligns with the parent Bank's strategy and commitment, as well as the Financial Services Authority (OJK) directives to encourage aggressive and high-quality growth in the Islamic banking industry.

Several important steps taken since 2025 and continuing into 2026 are as follows:

a. Strengthening cooperation with the parent Bank and the MUFG group, including through strategic collaboration and synergy in product and service development, including information and data sharing.
b. A more customer-centric sales and distribution model, rather than solely product-centric.
c. A strengthened funding structure through the development of community-based granular funding by establishing strategic partnerships with Islamic communities.
d. Focus on strengthening the dissemination of UUS Danamon's flagship products, including Sharia Leasing financing, Hajj & Umrah services, ZISWAF services, and Wealth Management services.
e. Improving Wealth Management services through the development of Sharia Mutual Funds and Bancassurance products. Improving Hajj services through the provision of Special Hajj financing, pocket money card facilities, and digital Hajj registration services.
f. Banking services continue to be optimized through office network transformation and digital service development, with a focus on improving the end-to-end customer experience.
g. Aligning information technology and operational functions with the parent bank continues to improve process efficiency and Digital Banking capabilities, including digital development to enhance customer convenience and comfort.
h. Productivity optimization continues to be enhanced through the implementation of agile methodologies, process automation, AI utilization, and data analytics.
i. Risk management and corporate governance are continuously strengthened through policy refinements, supported by systems, and enhanced human resource capabilities, including the development of new products and activities.

j. Human resource development and productivity improvement are carried out by strengthening understanding and enhancing competency in Islamic banking through various training, outreach, and mentoring activities. Danamon UUS also supports the Danamon Bankers Trainee (DBT) program to prepare more skilled sharia officers.

k. To maintain asset quality, the Bank applies prudent principles through prudent financing management, strict monitoring and collection, and restructuring in accordance with internal and regulatory provisions.

In order to provide education to improve sharia financial literacy to consumers and the public, during the 2025 period, Danamon UUS has organized as many as 48 programs, both online and offline, in support of sharia financial literacy and inclusion. Details of schedules and programs can be seen in Appendix 1.

1. SHARIAH SUPERVISORY BOARD

1.1 Number, Composition, and Concurrent Positions of the Sharia Supervisory Board (SSB)

In 2025, the number, composition, and concurrent positions of the SSB have complied with the provisions of Financial Services Authority Circular Letter (SEOJK) No. 14/SEOJK.03/2025 on the Implementation of Governance for Comemrcial Banks, Financial Services Authority Regulation (POJK) No. 2 of 2025 concerning the Implementation of Sharia Governance for Sharia Commercial Bank (BUS) and UUS, Financial Services Authority Circular Letter (SEOJK) No. 15/SEOJK.03/2024 on the Implementation of Sharia Governance for BUS and UUS, Financial Services Authority Regulation (POJK) No. 12 of 2023 concerning Sharia Business Units, as well as the SSB Charter, including the following:

a) The number of SSB members in Danamon UUS consists of 3 (three) individuals, one of whom is appointed as the Chairman of the SSB.
b) All members of the SSB have passed the Fit and Proper Test by the Financial Services Authority (OJK).
c) The term of office of SSB members is from the date of appointment at the GMS and ends until the closing of the third Annual GMS following the date of appointment, for one term. Dismissal or replacement of SSB members may be carried out before the end of their term of office, subject to the Bank's Articles of Association and applicable laws and regulations.
d) SSB members may hold no more than one concurrent position at another bank and two financial institutions other than banks.

Name	Position at Other Company	Name of Company
Prof. Dr. M. Din Syamsuddin (Chairman)	-	-
Prof. Dr. KH. Hasanudin, M.Ag (Member)	Chairman of SSB Chairman of SSB Chairman of SSB	Bank Syariah Indonesia (BSI) Toyota Astra Finance Services Syariah PT Sarana Multigriya Finansial (UUS)
Dr. Asep Supyadillah, M.Ag. (Member)	Member of SSB Chairman of SSB Member of SSB	PT Bank Permata (UUS) PT Asuransi Jiwa Generali Indonesia (UUS) PT Fintek Karya Nusantara (UUS Link Aja Syariah)

1.2 SSB Work Program 2025

In 2025, SSB of Danamon UUS executed its work program, generally summarized in the following items:

a) Held at least 12 (twelve) routine SSB meetings a year to discuss sharia principle issues, submit new products, or request opinions on several conditions that occur in the field.
b) Held at least 1 (one) quarterly SSB meeting with the Board of Directors (BOD), whose objective is, among other things, to oversee or provide instructions and/or direction to the Board of Directors regarding the implementation of Sharia Principles.
c) Held at least 1 (one) quarterly meeting with the Board of Commissioners (BOC), to coordinate oversight on the implementation of Sharia Principles, including alleged violations of Sharia Principles that might cause a situation or have the potential to cause a situation that can jeopardize the Bank's business sustainability.
d) It was mandatory for SSB to direct, monitor, and evaluate the implementation of Sharia Governance, including the implementation of sharia risk management, sharia compliance, integrated sharia

internal audits, and the Bank's strategic policies related to the implementation of Sharia Principles, in accordance with the provisions of laws and regulations, articles of association, and/or decisions of the GMS.

e) SSB evaluated the Risk Management policies and procedures related to the fulfillment of Sharia Principles at least 1 (once) a year or at any time in the event of changes that significantly affected business activities or at any time in the event of changes that significantly affect business activities in accordance with the provisions of the SEOJK concerning the implementation of BUS and UUS risk management.
f) SSB evaluated the accountability of the Board of Directors and gave direction for improvements to the implementation of Risk Management policies related to the fulfillment of Sharia Principles at least quarterly in accordance with the provisions of the SEOJK concerning the implementation of BUS and iB Unit risk management.
g) Conducting periodic reviews including oversight over the fulfillment of sharia principles for the mechanism of fund collection and distribution as well as UUS service by means of random testing (sampling) of several customers, both funding and financing customers.
h) Examining and requesting explanations from its authorized officials regarding matters considered as needing explanations.
i) Making SSB Supervision Reports (LHP) every 6 (six) months for the periods ended in June and December to be submitted to OJK no later than 2 (two) months after the semester period ended.
j) Adding information/knowledge about sharia and banking by continuously optimizing SSB potential through various training and workshops for the development and progress of the Danamon UUS.
k) Providing advice and recommendations to the Danamon's UUS Director in particular and Danamon management in general in order to improve, fulfill sharia principles and develop and grow the Danamon UUS.

1.3 Implementation of Duties, Responsibilities, and Authority of the Sharia Supervisory Board in 2025

a) Throughout 2025, the SSB regularly held routine meetings at least once and once a month, as well as joint meetings with the Board of Directors and the Board of Commissioners at least once every four months. During 2025, the SSB held 15 routine meetings, both in-person and virtually, with three in-person meetings per year.

Details of the time, place, and agenda of the meeting can be seen in appendix 2. The level of attendance of SSB members is as follows:

Name	SSB Meeting		SSB Meeting with BOC		SSB Meeting with BOD	
	Frequency of Attendance	Level of Attendance	Frequency of Attendance	Level of Attendance	Frequency of Attendance	Level of Attendance
1. Prof. Dr. M. Din Syamsuddin	15/15	100%	3/3	100%	3/3	100%
2. Prof. Dr. KH. Hasanudin, M.Ag	15/15	100%	3/3	100%	3/3	100%
3. Dr. Asep Supyadillah, M.Ag.	15/15	100%	3/3	100%	3/3	100%

All the SSB meeting conventions during 2025 complied with POJK. Decisions in SSB meetings were made based on consensus. The results of the meeting decisions have been recorded in the Minutes of the Meeting, fully documented, and submitted to the Director and/or Bank management for implementation.

b) Report the results of SSB evaluation of risk management policies and procedures for 10 (ten) types of risks related to the fulfillment of sharia principles at least 1 (one) time in 1 (one) year to OJK. Which will be submitted in February 2026.
c) Report the results of the SSB evaluation of the Board of Directors' accountability and provide direction for improving the implementation of risk management policies for 10 (ten) types of risks related to the fulfillment of sharia principles at least quarterly to OJK for the period of:
   - 1st quarter submitted in April 2025
   - 2nd quarter submitted in July 2025
   - 3rd quarter submitted in October 2025
   - 4th quarter submitted in January 2026

d) In order to evaluate the fulfillment of sharia principles periodically during 2025, SSB has conducted a sampling of 140 customers, both funding and financing customers, with the following customer criteria:

Sampling of Customer Data
• 70 Funding Customers; • Financing; • 3 Employee Cooperative Customers; • 15 SME Customers; • 1 BPRS Customer • 8 Enterprise Banking (EB) Customers • 11 Consumer Customers • 32 Adira Join Financing (JF) Customers

e) During 2025, SSB coordinated with Syariah Assurance of the Danamon's UUS to support its oversight function, for instance, with the issuance of 54 SSB opinions, the details of which are provided in Appendix 3.

f) Submit the SSB LHP period:
   - The first semester of 2025 will be submitted in August 2025.
   - Second semester of 2025 will be submitted in February 2026.

   A copy of the SSB LHP was submitted to the DSN-MUI, Board of Commissioners, Danamon's UUS Director, Internal Audit Working Unit (SKAI), and Compliance Division. The LHP consists of:
   - Financial reports, branch or office networks, bank business activities, human resources, and routine meetings with the management of the Danamon UUS.
   - Worksheet on the development of new bank products
   - Worksheet on oversight over the bank activities, including SSB opinions.

g) In 2025, the SSB of Danamon UUS participated in training/workshops to develop/optimize its potential as a SSB, as given in the following table:

No	TRAINING/WORKSHOP
1	Socialization of the Implementation of Sharia Principles in Sharia Banking to Sharia Branches and Medan OCs on May 28, 2025
2	Pre-Ijtima' Sanawi Workshop (Annual Meeting) of the 10th Sharia Commercial Banks and Sharia Business Units on September 8, 2025, at the Millennium Hotel Sirih Jakarta, Jl. H. Fachrudin No. 3, Tanah Abang, Jakarta 10250
3	Ijtima' Sanawi (Annual Meeting) of the 21st Sharia 2025 on September 26-27, 2025 at Grand Mercure Kemayoran Jl. H. Benyamin Sueb Kav. BC Superblock Mega Kemayoran, Jakarta 10610
4	Invitation from the Financial Services Authority (OJK) regarding the 2025 Indonesia Islamic Finance Summit and the 2025 Annual Meeting of Islamic Banking at the Westin Hotel Ballroom in Surabaya, November 3-4, 2025
5	Socialization of the Implementation of Sharia Principles in Islamic Banking to Sharia Branches and Islamic Banking Operation Centers in Surabaya, November 7, 2025

h) Advice and recommendations to the Danamon's UUS Director were given during the monthly SSB meetings or on certain occasions in order to improve, fulfill sharia principles and develop and grow the Danamon UUS.

1.4 SSB Guidelines and Work Rules

SSB has specific guidelines and work rules that are reviewed periodically. Danamon UUS always aligns the SSB Guidelines and Work Rules with regulatory changes and development.

1.5 SSB Remuneration

Remuneration and other facilities for SSB members of the Danamon UUS are proposed by the Danamon Remuneration Committee and decided at the Danamon General Meeting of Shareholders. The amount of remuneration and other facilities for 2025 are as follows:

Tabel I. Remuneration and Facilities Package Received by SSB

Remuneration and Facilities Type	Total Amount Received in 1 (one) Year	
	People	Million (Rp)
Salary, bonuses, routine allowances, bonuses, and other non-kind benefits	3	2.036
Other facilities in kind (housing, health insurance, etc.) that:		
a. can be owned; and/or	0	0
b. cannot be owned	3	249
Total	**3**	**2.285**

Tabel II. Remuneration Package Classified Based on the Level of Income Received by SSB in 1 (one) Year

Total Remuneration Each People in 1 (one) Year*)	Number of SSB Member
Above Rp2,000,000,000.00	0
Above Rp1,000,000,000.00 up to Rp2,000,000,000.00	1
Above Rp500,000,000,00 up to Rp1,000,000,000.00	2
Less than or equal to Rp500,000,000.00	0

Note: *) receive in cash

Tabel III. Number of SSB and Employee Who Received Variable Remuneration in 1 (one) Year and the Total Nominal Amount of Variable Remuneration Received

Variable Remuneration	Total Amount Received in 1 (one) Year	
	SSB	
	People	Million (Rp)
Total	**3**	**523**

1.6 Share Ownership of SSB Members

All members of the SSB do not hold shares amounting to 5% (five percent) or more in Danamon or any other company.

1.7 Financial Relationships and/or Family Relationships

All members of the SSB do not have any financial relationship and/or family relationship up to the second degree with members of the Board of Directors, members of the Board of Commissioners, other SSB members, and/or the Bank's controlling shareholders.

Name	Position	Family Relation with								Financial Relation with							
		Board of Commissioners		Board od Directors		Sharia Supervisory Boards		Controlling Shareholder		Board of Commissioners		Board od Directors		Sharia Supervisory Boards		Controlling Shareholder	
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Din Syamsuddin	Chairman of SSB	-	√	-	√	-	√	-	√	-	√	-	√	-	√	-	√
Hasanudin	Member of SSB	-	√	-	√	-	√	-	√	-	√	-	√	-	√	-	√
Asep Supyadillah	Member of SSB	-	√	-	√	-	√	-	√	-	√	-	√	-	√	-	√

1.8 Sharia Governance Function

The implementation of sharia compliance, sharia risk management, and sharia internal audit functions is referred to in the Annual Report Corporate Governance Chapter.

2. DIRECTOR OF DANAMON UUS

Director of Danamon UUS has carried out the following to implement GCG:

a) Communicate with all levels of the organization within the Danamon UUS to do all recommendations or input from the SSB from the results of routine meetings and the SSB Supervision Report.
b) Coordinating with all levels of directorates in the Parent Bank for the development and improvement of the Danamon's UUS, including operational coordination and marketing of sharia products through Sharia Services at the parent Bank's branches.
c) Ensuring that the health level of the Danamon UUS complies with OJK regulations.
d) Conduct communication with Bank Indonesia and Financial Services Authority (OJK).
e) Serve as a member of the Risk Management Committee.
f) Provide accurate, relevant, and timely data and information to SSB to support its duties.
g) Ensure the availability and adequacy of internal reporting supported by an adequate management information system to support SSB duties.
h) Provide adequate facilities and infrastructure to support the process of SSB duties.

3. LIST OF CONSULTANTS AND LEGAL ADVISORS

Consultant	Services
NURHASANAH, S.H	Legal Consultation regarding Armuzna Financing
SAKTI LO, S.H	Legal Consultation regarding Armuzna Financing
DR. K. ANRIZ NAZARUDDIN HALIM, S.H M.H M.KN	Legal Consultation regarding Armuzna Financing

4. INTERNAL FRAUD

In 2025 there were Internal Fraud Cases in Danamon UUS, however Danamon has followed up on two internal cases with firm steps in accordance with applicable regulations.

Internal Fraud in 1 Year	Number of Case					
	BOD, BOC, and SSB		Regular Employee		Irregular Employee	
	2024	2025	2024	2025	2024	2025
Total Fraud	Nil	Nil	Nil	2	Nil	Nil
Resolved	Nil	Nil	Nil	2	Nil	Nil
In the process of being resolved internally within the Bank	Nil	Nil	Nil	Nil	Nil	Nil
Resolution has not been attempted	Nil	Nil	Nil	Nil	Nil	Nil
Legal action has been taken	Nil	Nil	Nil	1	Nil	Nil

5. LEGAL ISSUES

Given below is the status of legal cases in 2025:

Legal Case	Total	
	Civil	Criminal
Settled with legal power	Nil	Nil
In settlement process	Nil	Nil
Total	**Nil**	**Nil**

6. MANAGEMENT OF CONFLICTS OF INTEREST

The SSB Charter regulates conflicts of interest, referring to Financial Services Authority Circular Letter (SEOJK) No. 14/SEOJK.03/2025 concerning the Implementation of Governance for Commercial Banks, Financial Services Authority Regulation (POJK) No. 2 of 2024 concerning the Implementation of Sharia Governance for Sharia Commercial Banks (BUS) and Sharia Business Units (UUS). In the event of a conflict of interest, the relevant party is required to disclose the situation and is not permitted to be involved in the decision-making process.

They are also prohibited from abusing their authority or profiting from the Company's business activities for personal gain.

Throughout 2025, all members of the SSB will have no conflicts of interest or potential conflicts of interest with the Bank. SSB members consistently position themselves to avoid potential conflicts of interest under any circumstances and are committed to avoiding potential conflicts of interest, as stated in the SSB Charter.

Transactions Containing Conflicts of Interest

No	Names and Positions that Contribute to Conflict of Interest	Name and Position of Decision Maker	Transaction Type	Transaction Value (Millions of Rupiah)	Description
NIHIL					

7. IMPLEMENTATION OF EXTERNAL AUDIT FUNCTIONS

The implementation of external audit functions refers to the applicable POJK and SEOJK provisions.

8. ACTIVITIES OF DANAMON UUS

Danamon UUS has 2 (two) types of activities, on is the distribution of charity funds for social activities and the other is its achievements in Indonesian banking. Here is the explanation.

8.1 Distribution of Charity Funds for Social Activities

Referring to Law Number 21 of 2008 concerning Sharia Banking Chapter II that governs Principles, Objectives and Functions. Sharia banks also carry out social functions as stated in Article 4 paragraph 2 which reads: "Sharia Banks and UUS shall carry out social functions in the form of baitul mal institutions where they can receive funds from zakat, infaq, alms, grants, or other social funds and distribute them to zakat management organizations." And DSN MUI Fatwa Number 123/DSN-MUI/XI/2018 concerning the Use of Funds that May Not Be Recognized as Income for Sharia Financial Institutions, Sharia Business Institutions, and Sharia Economic Institutions. Pertaining to this function, during 2025, the Danamon UUS has made as many as 98 distributions to institutions, foundations, mosques/prayer rooms, and entitled individuals with a total of Rp1,895,471,238,00. The details of these activities can be seen in appendix 4.

8.2 Achievements of Danamon UUS

The following are some of the awards received by Danamon UUS in 2025:

- Top Sharia Business Unit at the 2025 Sharia Excellent Awards held by The Iconomics.
- Best Sharia business unit in excellent service for 10 years (2015-2024).
- Best Sharia Business Unit in Excellence Teller Service - Indonesia Syariah Excellent Awards 2025.
- 2nd Best Sharia Business Unit in Service Excellence – 22nd Info Bank – MRI Banking Service Excellence Awards 2025.
- 2nd Best Sharia Business Unit in Excellence Walk-in Channel – 22nd Info Bank – MRI Banking Service Excellence Awards 2025.
- 2nd Best Sharia Business Unit in Excellence Customer Service – 22nd Info Bank – MRI Banking Service Excellence Awards 2025.
- 2nd Best Sharia Business Unit in Excellence Security Guard – 22nd Info Bank – MRI Banking Service Excellence Awards 2025.
- 3 – The Best of Hajj Registration Target Achievement Bank 2025 from BPKH.

9. NON-HALAL INCOME AND ITS USE

For the period of 2025, Danamon UUS did not generate any non-halal income.

10. RESULTS OF GCG SELF-ASSESSMENT OF DANAMON UUS 2025

Self-Assessment of Danamon UUS Governance for Semester II 2025

In accordance with Financial Services Authority Regulation (POJK) No. 2 of 2024 concerning the Implementation of Sharia Governance for Sharia Commercial Banks (BUS) and Sharia Business Units (UUS), Financial Services Authority Circular Letter (SEOJK) No. 15/SEOJK.03/2024 concerning the Implementation of Sharia Governance for BUS and UUS, and SEOJK No. 14/SEOJK.03/2025 concerning the Implementation of Governance for Commercial Banks, the following are the conclusions of the self-assessment of Danamon UUS's Governance implementation for Semester II 2025 based on the governance implementation assessment factors, namely the implementation of the duties, responsibilities, and authorities of the Sharia Supervisory Board (SSB), the implementation of the external audit function, and the Bank's strategic plan.

Based on the Bank's internal self-assessment, Danamon UUS Management has implemented generally **good** governance. This is reflected in the adequate fulfillment of governance principles. In the event of weaknesses in governance implementation, these weaknesses are generally minor and can be resolved through normal actions by Danamon UUS management.

Analysis:
In general, the implementation of Danamon UUS's Sharia Governance as of December 2025 is considered **effective, adequate, and in accordance with regulations**. The governance structure, supervisory process, and implementation results demonstrate consistent effectiveness and compliance with the Financial Services Authority Regulation (POJK) and the OJK Circular Letter (SEOJK) on Sharia Governance, as well as alignment with the OJK Circular Letter (SEOJK) on General Bank Governance.

This is demonstrated by the appropriate composition of the Sharia Supervisory Board (SSB), maintained independence, adequate competence, and the availability of effective support functions. The governance process is well-functioning through regular meeting mechanisms, oversight of UUS policies and activities, and regular follow-up monitoring of internal and external audit findings. The results of governance implementation demonstrate complete meeting documentation, submission of opinions and reports in accordance with applicable regulations, and effective Sharia supervision, which does not reveal any material findings. Identified areas for improvement include the failure to conduct external reviews and the need to update internal mechanisms/procedures to optimize SSB support. However, these are entirely administrative in nature and do not have a material impact on governance effectiveness. The Bank is committed to making improvements to strengthen governance implementation going forward.

Therefore, overall, the implementation of Danamon UUS's Governance during the reporting period was deemed effective, adequate, and in accordance with applicable regulations.

PT Bank Danamon Indonesia Tbk
Shariah Business Unit



Herry Hykmanto
Sharia Director

APPENDIX 1

Table of Details of the 2025 Sharia Financial Literacy & Inclusion Schedule and Program

No.	Implementation Schedule	Name of Literacy Activitiy	Form of Implementation	Objective	Material	Target	Number of Participants	Implementation Area	Activity Initiation
1	25-Jan-25	Sharia financial literacy during the Parenting Seminar "Raising Children in the Golden Age"	Face-to-Face (requires physical presence)	Improving Sharia financial literacy for parents of students	General banking products and/or services, both conventional and based on Sharia principles	General public	30	DKI Jakarta	PUJK
2	15-Feb-25	Sharia financial literacy during the Annual Membership Meeting of the PT Bridgestone Employees' Cooperative	Face-to-Face (requires physical presence)	Improving Islamic financial literacy for cooperative member employees	General banking products and/or services, both conventional and based on Sharia principles	General public	45	West Java	PUJK
3	15-Feb-25	Sharia financial literacy during the Annual Membership Meeting of the PT Hino Employees' Cooperative	Face-to-Face (requires physical presence)	Improving Islamic financial literacy for cooperative	General banking products and/or services, both conventional and based on Sharia principles	General public	25	West Java	PUJK
4	19-Feb-25	Sharia financial literacy during the Annual Membership Meeting of the PT Sumi Rubber Employees' Cooperative	Face-to-Face (requires physical presence)	Improving Islamic financial literacy for cooperative member employees	General banking products and/or services, both conventional and based on Sharia principles	General public	25	West Java	PUJK
5	20-Feb-25	Sharia financial literacy during the Annual Membership Meeting of the Wilmar Employees' Cooperative	Face-to-Face (requires physical presence)	Improving Islamic financial literacy for cooperative member employees	General banking products and/or services, both conventional and based on Sharia principles	General public	30	East Java	PUJK
6	26-Feb-25	Sharia financial literacy during the Annual Membership Meeting of the PT Kayaba Employees' Cooperative	Face-to-Face (requires physical presence)	Improving Islamic financial literacy for cooperative member employees	General banking products and/or services, both conventional and based on Sharia principles.	General public	30	West Java	PUJK
7	26-Feb-25	Sharia financial literacy during the Annual Membership Meeting of the Tunas Harapan Employee Cooperative of PT Bentoel Malang	Face-to-Face (requires physical presence)	Improving Islamic financial literacy for cooperative member employees	General banking products and/or services, both conventional and based on Sharia principles	General public	35	East Java	PUJK

No.	Implementation Schedule	Name of Literacy Activitiy	Form of Implementation	Objective	Material	Target	Number of Participants	Implementation Area	Activity Initiation
8	27-Feb-25	Sharia financial literacy during the Annual Membership Meeting of the Tunas Harapan Employee Cooperative of PT Semen Tonasa	Face-to-Face (requires physical presence)	Improving Islamic financial literacy for cooperative member employees	General banking products and/or services, both conventional and based on Sharia principles.	General public	50	South Sumatra	PUJK
9	6-Mar-25	Sharia financial literacy during Iftar with the HIMPUH	Face-to-Face (requires physical presence)	Sharia financial literacy refresher for HIMPUH travel association members	General banking products and/or services, both conventional and based on Sharia principles	General public	50	DKI Jakarta	PUJK
10	10-Mar-25	Association Financial literacy for the management of the SAPUHI Hajj and Umrah travel association	Face-to-Face (requires physical presence)	Sharia financial literacy for employee cooperative managers throughout East Java	General banking products and/or services, both conventional and based on Sharia principles	General public	25	DKI Jakarta	PUJK
11	11-Mar-25	Sharia financial literacy during the East Java Employee Cooperative Gathering	Face-to-Face (requires physical presence)	Sharia financial literacy for employee cooperative managers throughout East Java	General banking products and/or services, both conventional and based on Sharia principles	General public	100	East Java	PUJK
12	13-Mar-25	Financial literacy for the management of the KBB Hajj and Umrah travel association	Face-to-Face (requires physical presence)	Sharia financial literacy for employee cooperative managers throughout East Java	General banking products and/or services, both conventional and based on Sharia principles	General public	35	DKI Jakarta	PUJK
13	13-Mar-25	Sharia financial literacy during the Ramadan Fair Expo at the Menara Bank Danamon	Face-to-Face (requires physical presence)	Sharia financial literacy refresher for PT Bank Danamon Indonesia Tbk employees	General banking products and/or services, both conventional and based on Sharia principles	General public	300	DKI Jakarta	PUJK
14	14-Mar-25	Sharia financial literacy during a gathering of Makassar Sharia branch customers	Face-to-Face (requires physical presence)	Increasing Islamic financial literacy in the community	General banking products and/or services, both conventional and based on Sharia principles.	General public	25	DKI Jakarta	PUJK
15	18-Mar-25	Financial literacy for the management of the AMPHURI Hajj and Umrah Travel Association	Face-to-Face (requires physical presence)	Sharia financial literacy for employee cooperative managers throughout East Java	General banking products and/or services, both conventional and based on Sharia principles	General public	30	DKI Jakarta	PUJK

No.	Implementation Schedule	Name of Literacy Activitiy	Form of Implementation	Objective	Material	Target	Number of Participants	Implementation Area	Activity Initiation
16	18-Apr-25	Sharia financial literacy for Academic Staff and Students at the University of Muhammadiyah Mataram and the Muhammadiyah Regional Leadership of West Nusa Tenggara	Face-to-Face (requires physical presence)	Introduction to Islamic financial solutions	General banking products and/or services, both conventional and based on Sharia principles	Students, Lecturers, General Public	50	West Nusa Tenggara	PUJK
17	2-Jun-25	Financial literacy for Academic Staff and Students at the University of Muhammadiyah Sidoarjo, East Java, June 2, 2025	Face-to-Face (requires physical presence)	Introduction to Islamic financial solutions	General banking products and/or services, both conventional and based on Sharia principles	Students, Lecturers, General Public	50	East Java	PUJK
18	2-Jun-25	Sharia financial literacy for the Muhammadiyah Regional Leadership of East Java and their staff, in Sidoarjo, East Java, June 1, 2025	Face-to-Face (requires physical presence)	Introduction to Islamic financial solutions	General banking products and/or services, both conventional and based on Sharia principles	Students, Lecturers, General Public	50	East Java	PUJK
19	23-Jun-25	Sharia financial literacy for Civil Servants in the City/Regency of Sukabumi, West Java, June 23, 2025	Face-to-Face (requires physical presence)	Introduction to Islamic financial solutions	General banking products and/or services, both conventional and based on Sharia principles	Students, Lecturers, General Public	1500	West Java	PUJK
20	30-Jul-25	Sharia financial literacy regarding Cash Waqf-Linked Deposits at the University of Muhammadiyah East Kalimantan	Face-to-Face (requires physical presence)	Introduction to Islamic banking products and services	General banking products and/or services, both conventional and based on Sharia principles	General public	50	East Kalimantan	PUJK
21	1-Aug-25	Sharia Financial Literacy during the Product Refresh and Socialization of Sharia Mortgages and Danamon BISA Hajj Programs for Bank Danamon Mortgage & CDM Staff at the Suniaraja BDI Bandung Branch	Face-to-Face (requires physical presence)	Introduction to Islamic banking products and services	General banking products and/or services, both conventional and based on Sharia principles	General public	30	West Java	PUJK
22	20-Aug-25	Sharia Financial Literacy during the Socialization of Danamon BISA Hajj Programs for Study Group Members at the Abdul Muis Danamon Branch	Face-to-Face (requires physical presence)	Introduction to Islamic banking products and services	General banking products and/or services, both conventional and based on Sharia principles	General public	20	DKI Jakarta	PUJK

No.	Implementation Schedule	Name of Literacy Activitiy	Form of Implementation	Objective	Material	Target	Number of Participants	Implementation Area	Activity Initiation
23	22-Aug-25	Sharia Financial Literacy during the Socialization of Sharia Mortgages and Danamon BISA Hajj Programs at the Matraman Branch of Bank Danamon	Face-to-Face (requires physical presence)	Introduction to Islamic banking products and services	General banking products and/or services, both conventional and based on Sharia principles	General public	30	DKI Jakarta	PUJK
24	23-Aug-25	Sharia Financial Literacy during the Financial Literacy Workshop and Sharia Cooperative Management Training	Face-to-Face (requires physical presence)	Introduction to Islamic banking products and services	General banking products and/or services, both conventional and based on Sharia principles	General public	60	DKI Jakarta	PUJK
25	7-Sep-25	Sharia Financial Literacy during the Daarut Tauhid Rahmatan Lil Alamin Foundation Anniversary Event at the Daarut Tauhid Ecopesantren, Bandung	Face-to-Face (requires physical presence)	Introduction to Islamic banking products and services	General banking products and/or services, both conventional and based on Sharia principles	Students	60	West Java	PUJK
26	12-Sep-25	Sharia Financial Literacy during the Muhammadiyah Jogja Expo at the Jogja Expo Center, September 12-14, 2025	Face-to-Face (requires physical presence)	Introduction to Islamic banking products and services	General banking products and/or services, both conventional and based on Sharia principles	General public	100	DI Yogyakarta	PUJK
27	13-Sep-25	Sharia Financial Literacy for BPR Bank Boyolali Customers, Central Java	Face-to-Face (requires physical presence)	Introduction to Islamic banking products and services	General banking products and/or services, both conventional and based on Sharia principles	Employee	500	Central Java	PUJK
28	19-Sep-25	Sharia Financial Literacy for Fath Indah Travel Hajj Pilgrims	Face-to-Face (requires physical presence)	Introduction to Islamic banking products and services	General banking products and/or services, both conventional and based on Sharia principles	General public	50	Central Java	PUJK
29	3-Oct-25	Sharia financial literacy during the “Syariah Financial Fair” Islamic banking expo at Lombok Epicentrum Mall, Mataram City	Face-to-Face (requires physical presence)	Introduction to Islamic banking products and services	General banking products and/or services, both conventional and based on Sharia principles	Youth, Professionals: Students, Employees, MSMEs/ Traders, General Public	200	West Nusa Tenggara	Government /Authority
30	4-Oct-25	Sharia financial literacy during the East Java Sharia Employee Cooperative Management Training	Face-to-Face (requires physical presence)	Introduction to Islamic banking products and services	General banking products and/or services, both conventional and based on Sharia principles	Employee	50	East Java	PUJK

No.	Implementation Schedule	Name of Literacy Activitiy	Form of Implementation	Objective	Material	Target	Number of Participants	Implementation Area	Activity Initiation
31	12-Oct-25	Islamic financial literacy for the "Islamic Women's Association" community organization in West Nusa Tenggara	Face-to-Face (requires physical presence)	Introduction to Islamic banking products and services	General banking products and/or services, both conventional and based on Sharia principles	Community	30	West Nusa Tenggara	PUJK
32	7-Nov-25	Islamic financial literacy and Hajj financing at the Financial Services Authority's EKSIS Event	Face-to-Face (requires physical presence)	Introduction to Islamic banking products and services	General banking products and/or services, both conventional and based on Sharia principles	General public	300	DKI Jakarta	Government /Authority
33	7-Nov-25	Islamic financial literacy at the NRA Expo	Face-to-Face (requires physical presence)	Introduction to Islamic banking products and services	General banking products and/or services, both conventional and based on Sharia principles	Community	50	DKI Jakarta	PUJK
34	17-Nov-25	Islamic financial literacy for the public during the KESTHURI Association National Conference Expo	Face-to-Face (requires physical presence)	Introduction to Islamic banking products and services	General banking products and/or services, both conventional and based on Sharia principles	Community	50	DKI Jakarta	PUJK
35	18-Nov-25	Islamic financial literacy for the general public during the 113th Muhammadiyah Anniversary Expo	Face-to-Face (requires physical presence)	Introduction to Islamic banking products and services	General banking products and/or services, both conventional and based on Sharia principles	Professionals: Employees, MSMEs/ Traders, Students, Youth, Communities, General Public	200	West Java	PUJK
36	28-Nov-25	Islamic financial literacy for the Muhammadiyah Anniversary Commemoration at the Bojongsari PCM Depok	Face-to-Face (requires physical presence)	Introduction to Islamic banking products and services	General banking products and/or services, both conventional and based on Sharia principles	Community	100	West Java	PUJK
37	30-Nov-25	Islamic financial literacy for the BPKH Hajj Fest	Face-to-Face (requires physical presence)	Introduction to Islamic banking products and services	General banking products and/or services, both conventional and based on Sharia principles	General public	150	DKI Jakarta	Government /Authority
38	14-Dec-25	Islamic financial literacy for the Hajj Mini Expo at the Meenara Bank Danamon Lobby, December 14-17, 2025	Face-to-Face (requires physical presence)	Introduction to Islamic banking products and services	General banking products and/or services, both conventional and based on Sharia principles	Employee	100	DKI Jakarta	PUJK

No.	Implementation Schedule	Name of Literacy Activitiy	Form of Implementation	Objective	Material	Target	Number of Participants	Implementation Area	Activity Initiation
39	16-Dec-25	Islamic financial literacy for members of the Muhammadiyah Bantul City Branch, Central Java	Face-to-Face (requires physical presence)	Introduction to Islamic banking products and services	General banking products and/or services, both conventional and based on Sharia principles	Community	30	Central Java	PUJK
40	28-Dec-25	Sharia financial literacy in commemoration of Muhammadiyah's anniversary at PDM Garut	Face-to-Face (requires physical presence)	Introduction to Islamic banking products and services	General banking products and/or services, both conventional and based on Sharia principles	Community	50	West Java	PUJK

No.	Implementation Schedule	Name of Inclusion Activitiy	Form of Implementation	Objective	Material	Target	Number of Participants	Implementation Area	Activity Initiation
1	13-Mar-25	Sharia Financial Inclusion as part of the "Ramadan Fair 2025" Exhibition	Physical	Provision of Products and/or Services	Development of products and/ or services:	Danamon Bank Employees	500	Jakarta	PUJK
2	23-Jun-25	Financial Inclusion for Civil Servants in Sukabumi City/ Regency, West Java	Physical	Provision of Products and/or Services	Development of products and/ or services:	Civil Servant (ASN)	1106	West Java	Government /Authority
3	7-Sep-25	Sharia Financial Inclusion in celebration of the Daarut Tauhid Rahmatan Lil Alamin Foundation's anniversary at the Daarut Tauhid Eco-Pesantren in Bandung	Physical	Provision of Products and/or Services	Development of products and/ or services:	Student	60	West Java	PUJK
4	12-Sep-25	Sharia Financial Inclusion in celebration of the Muhammadiyah Jogja Expo at the Jogja Expo Center, September 12-14, 2025	Physical	Provision of Products and/or Services	Development of products and/ or services:	General Public	100	DI Yogyakarta	PUJK
5	20-Sep-25	Sharia Financial Inclusion at the 2025 Adira People's Market Festival in Banda Aceh	Physical	Provision of Products and/or Services	Development of products and/ or services:	General Public	50	Nanggroe Aceh Darussalam	PUJK

No.	Implementation Schedule	Name of Inclusion Activitiy	Form of Implementation	Objective	Material	Target	Number of Participants	Implementation Area	Activity Initiation
6	7-Nov-25	Sharia financial literacy and Hajj financing at the Financial Services Authority's EKSIS Event	Physical	Provision of Products and/or Services	Development of products and/ or services:	General Public	300	West Java	Government /Authority
7	18-Nov-25	Sharia Financial Literacy for the General Public in the 113th Muhammadiyah Anniversary Expo	Physical	Provision of Products and/or Services	Development of products and/ or services:	General Public	200	West Java	PUJK
8	14-Dec-25	Sharia financial literacy during the Hajj Mini Expo at the Danamon Bank Tower Lobby, December 14-17, 2025	Physical	Provision of Products and/or Services	Development of products and/ or services:	Employee	100	DKI Jakarta	PUJK

APPENDIX 2

Table Of Agenda For The 2025 SSB Meeting

No	Date & Venue	Regular Meeting Agenda
1	Tuesday, January 7, 2025 Virtual Meeting by MS Teams	1. Planned Launch of New Sharia Bancassurance Products 2. Request for Opinion on the Growth Balance Program for Muhammadiyah Institutions 3. Danamon's 2025 Prize-Line Program 4. Salam Financing 5. Financing for Company Purchases/Share Ownership 6. Bancassurance Cooperation and Other Life Insurance Companies
2	Thursday, February 20, 2025 Menara Bank Danamon, 7th Floor	1. Merging E-Statements for Sharia products into a single combined statement file (Sharia and Conventional Products) 2. Administration fees (account maintenance fees) for Danamon LEBIH (DL) PRO iB Products (Wadi'ah Contract)
3	Tuesday, February 25, 2025 Menara Bank Danamon, 7th Floor	1. New Standard Operating Procedure (SOP) for Sharia Savings Plans (Hajj, Umrah, & Qurban) 2. DMQS Display at Sharia branches 3. Sampling Test for Semester II 2024
4	Tuesday, March 25, 2025 Virtual Meeting by MS Teams	Top It Up Program (TIUP)
5	Friday, April 11, 2025 Virtual Meeting by MS Teams	1. International Factoring Product Scheme 2. Sharia Current Account Financing (PRKS) 3. Financing for Employee Cooperatives (Kopkar) with Parent Companies in the Cigarette Sector
6	Friday, May 9, 2025 Virtual Meeting by MS Teams	1. Salam Financing Products 2. Review of Program Product Extensions and/or Financing SOPs
7	Wednesday, May 21, 2025 Virtual Meeting by MS Teams	Corporate Group Insurance Utilization
8	Friday, 13 Juni 2025 Virtual Meeting by MS Teams	1. Journalization of Program Reward Return Costs 2. Renewal/Extension of the Generic Trade Finance & Services Syariah (TFS Syariah) Product Program (PP) 2025-2027
9	Friday, July 25, 2025 Menara Bank Danamon, 7th Floor	Financial Update and Results of the SSB Visit
10	Friday, August 29, 2025 Virtual Meeting by MS Teams	Opinion of the Charity Fund
11	Tuesday, September 9, 2025 Virtual Meeting by MS Teams	Proposal for Employee Zakat Administration Through Payroll
12	Monday, September 22 2025 Virtual Meeting by MS Teams	Product Opinion Bank programs and policies
13	Wednesday, October 15, 2025 Virtual Meeting by MS Teams	Opinion on Home Ownership Financing and Charity Fund SOP
14	Friday, November 21, 2025 Virtual Meeting by MS Teams	Opinion on Sharia Financing Schemes and Contracts and Bank Policy Updates

No	Date & Venue	Regular Meeting Agenda
15	Friday, December 5, 2025 Virtual Meeting by MS Teams	Sharia Opinion on the Profit Sharing Method for Third Party Funds (DPK)

No	Date & Venue	Meeting Agenda with the BOD
1	Thursday, April 24, 2025 Hybrid Meeting by MS Teams & 12th Floor BOC Meeting Room	1. SSB Evaluation Working Paper Q1 2025 2.Update on Collaboration with Muhammadiyah and the Hajj and Umrah Ecosystem
2	Monday, August 25, 2025 Hybrid Meeting by MS Teams & 12th Floor BOC Meeting Room	1. SSB Supervision of Sharia Business Unit (UUS) Activities on the Implementation of Sharia Principles 2. SSB Recommendations
3	Tuesday, December 9, 2025 Hybrid Meeting by MS Teams & 12th Floor BOC Meeting Room	1. SSB Supervision of Sharia Business Unit (UUS) Activities on the Application of Sharia Principles 2. DS Discussion on UUS Business Improvement

No	Date & Venue	Meeting Agenda with the BOC
1	Monday, April 28, 2025 Hybrid Meeting by MS Teams & Raja Ampat Meeting Room, 15th Floor	1. SSB Evaluation Working Paper 2. UUS Business Cooperation Update
2	Tuesday, August 26, 2025 Hybrid Meeting by MS Teams & BOC Meeting Room, 12th Floor	1. SSB Supervision of Sharia Business Unit (UUS) Activities on the Implementation of Sharia Principles 2. SSB Recommendations
3	Tuesday, December 23, 2025 Hybrid Meeting by MS Teams & BOC Meeting Room, 12th Floor	1. SSB Supervision of Sharia Business Unit (UUS) Activities on the Application of Sharia Principles 2. SSB Discussion on UUS Business Improvement

APPENDIX 3

TABLE OF SSB OPINION IN 2025

No	ISSUES/TOPICS
1	1st Amendment to the 2024 Conventional and Sharia Mortgage Credit/Financing Guidelines
2	2022 FI Credit Guideline Amendment Memo regarding Due Diligence & Sanction Screenings, Negative List, EDD, and Temporary Extension Provisions
3	Sharia Products/Services in Bank Danamon's Mobile Banking Service (D-Bank PRO 2.0)
4	Integrated Risk Management Policy (IRMP) 2025 - MUFG Group
5	International Factoring Product Scheme
6	Internal Audit Policy and Charter
7	Sharia Bancassurance Product Proteksi Prima Berkah (PPB)
8	Cash *Waqf* Linked Deposit (CWLD)
9	Renewal/Extension of Sharia Financial Supply Chain (FSC) PP in 2025
10	Renewal/Extension of Sharia Generic Product Financing PP in 2025
11	Renewal/Extension of Employee Cooperative (Kopkar) PP in 2025
12	Renewal/Extension of BPRS PP in 2025 2025
13	Reference Cooperation with a Sharia Insurance Company
14	Use of one Customer Information File (CIF)
15	Draft Renewal Product Program (PP) Unsecured Personal Loan (UPL) Channeling Hajj Financing 2025
16	Return Fee of Program Prize
17	Renewal/Extension of the Generic Trade Finance and Services Sharia Product Program (PP) 2025
18	Integrated Risk Management Policy 2025
19	Addition to Danamon LEBIH PRO Convent and Sharia Opening Account
20	KAO Danamon Privilege and Optimal Services
21	Salam Financing and Realization Contracts Based on the Wakalah Principle (Salam Financing) & Realization Contract Based on Salam Principles
22	Memo on Amendments to the EB CG 2022 regarding Reallocation Approval
23	Memo on Updating TBO Document Provisions in Enterprise Banking (EB)
24	Use of Non-Sharia Insurance
25	Amendment of Digital Applications Standard Operating Procedure (SOP)

No	ISSUES/TOPICS
26	Addendum of Charity Funds Standard Operating Procedure (SOP)
27	Financing to Institution
28	Program Product (PP) Employee Cooperative (Kopkar)
29	Renewal/Extension of Financial Institution (FI) Credit Guidelines (CG)
30	FI Credit Guidelines 2025 (Part III to Part XI)
31	Program Product Document (PP) Multi-Currency Current Account (MCA)/MCA Ib Current Account
32	Integrated Risk Management Policy (IRMP) Document 2025
33	SME CG Amendment 2024 regarding Original Financial Statements and Verification of Photocopies of Credit/Financing Documents with Original Documents
34	Expected Credit Loss (ECL) Policy Dh. Allowance for Impairment Losses (CKPN)
35	Second Amendment to SME CG 2024
36	Update of the 2025 Standard Product Program and Credit Guidelines (Standard PP & CG)
37	Recovery Plan 2025-2026
38	Resolution Plan Policy 2025
39	Leasing Limit (BMPK) and Large Fund Provision Guidelines Document June 2025
40	TIUP Group Hold Program
41	Renewal of Danamon iB Hajj Savings PP Document 2024-2027
42	Integrated Capital Management Policy of MUFG Financial Conglomerate
43	Market & Liquidity Risk Policy 2025
44	Renewal of EB Credit Guidelines 2025
45	MMQ Product for Home Ownership Financing Danamon LEBIH Sharia (New)
46	Sharia-compliant Super Flex Mortgage
47	Changes to the *Waqf* Program for the Procurement of Medical Equipment for Hospitals
48	Renewal of the 2025 Sharia Funding Product PP
49	Business Focus Evaluation & Strengthening of Danamon UUS Business Plan (RBB) 2026–2028
50	Implementation of the Code of Ethics regarding Time Discipline
51	Renewal of the 2025 ECL Policy
52	Super Flex Sharia and MMQ Sharia Financing Agreement
53	Enterprise Banking (EB) segment documents
54	Risk Management Policy November 2025

APPENDIX 4

Table of Distribution of Danamon UUS Charity Funds in 2025

No	Date	Name of Recipient of Benevelent Fund	Purpose	Nominal (in Rupiah)
1	14-Jan-2025	Masjid Raya Al Ihsan Darul Hikam	Mosque toilet renovation funds	10,000,000
2	14-Jan-2025	Masjid Jamie Nurul Huda	Mosque expansion construction assistance Phase 2	5,000,000
3	15-Jan-2025	PT Quanta Asmaul Husna	Quran purchase assistance for students at the MDA Al Maaidah Foundation	20,000,000
4	30-Jan-2025	Semen Gresik Residents' Consumer Cooperative (KWSG)	Food assistance for the *Dhu'afa* and orphans	10,000,000
5	12-Feb-2025	PT Sahabat Hijrah Indonesia	Assistance for the construction of the Ash Shidiq Mosque	7,500,000
6	17-Feb-2025	KL Lazismu Baitul Maal Khairu Ummah	Economic Empowerment Program Assistance (Entrepreneurship Training)	5,000,000

No	Date	Name of Recipient of Benevelent Fund	Purpose	Nominal (in Rupiah)
7	17-Feb-2025	KL Lazismu Baitul Maal Khairu Ummah	Scholarship Program Assistance for students from *Dhu'afa* families	5,000,000
8	17-Feb-2025	Mesjid Al Hikmah	Mosque carpet purchase assistance	16,560,000
9	27-Feb-2025	Musholla Al Barokah	Lecturer Fees for Tahsin and Taklim Activities	51,900,000
10	6-Mar-2025	BDS Lapangan Ros	Distribution of Basic Food Supplies to the *Dhu'afa*	17,000,000
11	13-Mar-2025	Majelis Pembinaan Kesehatan Umum PWM Jawa Tengah	Sharia Financial Literacy Funding Assistance	10,000,000
12	13-Mar-2025	Perkumpulan Organisasi Pengelola Zakat (POROZ)	Zakat Optimization Literacy Funding Assistance for Community Development	20,000,000
13	13-Mar-2025	BDS Ciracas	Distribution of Basic Food Supplies to the *Dhu'afa*	17,000,000
14	14-Mar-2025	Yayasan Al Banna Berkah Sejahtera	Assistance for orphans *Dhu'afa*	10,000,000
15	18-Mar-2025	Komunitas Pecinta Kemakmuran Masjid (KOTAMMAS)	Assistance for orphans	5,000,000
16	19-Mar-2025	SMAN 61 Jakarta	Assistance for financial management literacy activities Sharia	15,000,000
17	20-Mar-2025	Musholla Nurul Huda	Assistance for the Construction of the Nurul Huda Mosque	20,000,000
18	20-Mar-2025	Masjid Al Ikhlas Bank Danamon Gubernur Suryo Surabaya	Financial Assistance for Ta'jil and Iftar Meals for Ramadan 1446 H	15,200,000
19	20-Mar-2025	Yayasan Amal Saya Peduli	Food Package Assistance for Orphans	10,000,000
20	20-Mar-2025	KL Lazismu Baitul Maal Khairu Ummah	Assistance for Orphans	10,000,000
21	20-Mar-2025	Universitas Muhammadiyah Sumatera Utara (UMSU)	Assistance in Learning Facilities for the Development of an Operational System Mini Bank for Sharia Finance Laboratories	25,000,000
22	21-Mar-2025	Universitas Muhammadiyah Riau (UMRI)	Assistance for the *Dhu'afa* and the underprivileged	20,000,000
23	21-Mar-2025	Yayasan Al Fath Qiroatun Najwa	Assistance for Orphans and the *Dhu'afa*	15,000,000
24	25-Mar-2025	Asosiasi Kebersamaan Pengusaha Travel Haji Umroh (BERSATHU)	Assistance for Sharia Financial Literacy	10,000,000
25	25-Mar-2025	Yayasan Darul Hikam	Construction of a Mosque in Palestine	10,000,000
26	25-Mar-2025	Yayasan Daarut Tauhiid Rahmatan Lil Aalamiin	Funding Assistance for Free Health Check-ups	10,000,000
27	25-Mar-2025	DKM Baitussalam PT Bridgestone Tire Indonesia	Assistance for Orphans	5,000,000
28	25-Mar-2025	Lazis Muhammadiyah Sumatera Utara	Assistance for Orphans	5,000,000
29	25-Mar-2025	Lazis Muhammadiyah Jawa Tengah	Assistance for Orphans	5,000,000
30	26-Mar-2025	Yayasan Daarut Tauhiid Peduli	*Dhu'afa* Compensation Assistance	5,000,000
31	26-Mar-2025	Lazis Muhammadiyah Jawa Barat	Assistance for Orphans	5,000,014
32	26-Mar-2025	Yayasan An Nisa Rumah Peduli	Assistance for Burial Grounds for the *Dhu'afa* and Abandoned Muslim Bodies in Bali	5,000,000
33	26-Mar-2025	Lazis Muhammadiyah Banjarmasin	Assistance for Orphans	5,000,000

No	Date	Name of Recipient of Benevelent Fund	Purpose	Nominal (in Rupiah)
34	27-Mar-2025	Lazis Muhammadiyah Jakarta	Assistance for Orphans	20,000,000
35	27-Mar-2025	Lazis Muhammadiyah Daerah Istimewa Yogyakarta (DIY)	Assistance for Orphans	20,000,000
36	27-Mar-2025	Lembaga Kesejahteraan Sosial Anak (LKSA) Muhammadiyah Surabaya	Assistance for Orphans	5,000,000
37	7-May-2025	Pondok Pesantren Miftahul Falah	Assistance for the Construction of Islamic Boarding Schools	10,000,000
38	12-Jun-2025	Baitul Maal Khairu Ummah	Assistance for Orphans *Dhu'afa*	5,000,000
39	20-Jun-2025	Yayasan Ihya' Qalbun Salim	Assistance for the Construction of Ihya' Qalbun Salim Islamic Boarding School	20,000,000
40	20-Jun-2025	Masjid Al Awabin	Assistance for Repairing Frames, Doors, Windows, and Pulpit Frames, and Repairing Ablution Areas	10,000,000
41	26-Jun-2025	Ahmad Chairul Syah	Financial assistance for school supplies for orphans/*Dhu'afa*	12,702,000
42	26-Jun-2025	Lazis Muhammadiyah Sumedang	Assistance for the Construction of the Sholahuddin Al Ayubi Mosque in Sumedang	10,000,000
43	10-Jul-2025	Yayasan NRA Indonesia	Assistance for the Orphans	20,000,000
44	14-Jul-2025	Masjid Jami Al Mujahidin	Assistance for the Renovation and Construction of Mosque Infrastructure	10,000,000
45	14-Jul-2025	DKM Jami Al Ikhlas	Assistance for the Construction of the Al Ikhlas TPA Building	10,000,000
46	14-Jul-2025	Pesantren Baitul Arqam MQSC	Assistance for Supporting Islamic Boarding Schools, namely Procurement of Student Beds	10,000,000
47	30-Jul-2025	Masjid Al Ikhlas	Assistance for Mosque Construction	20,000,000
48	5-Aug-2025	Pusat Zakat Umat LAZ Persatuan Islam (PERSIS)	Dakwah Facility Assistance	10,000,000
49	5-Aug-2025	Universitas Muhammadiyah Riau (UMRI)	Assistance for Learning Facilities and the Development of a Mini Bank Operational System for the Sharia Finance Laboratory	25,000,000
50	11-Aug-2025	Perhimpunan BPRS Seluruh Indonesia (HIMBARSI)	Assistance for Financial Literacy Support Sharia	15,000,000
51	11-Aug-2025	Koperasi Karyawan PT Sumi Rubber Indonesia	Education Fund Assistance	10,000,000
52	22-Aug-2025	Lazis Muhammadiyah Jawa Barat	Orphan/*Dhu'afa* Assistance	20,000,000
53	27-Aug-2025	Center For Information And Development Studies ICMI	Assistance to Support Islamic Economic Principles of Da'wah Literacy	50,000,000
54	29-Aug-2025	Pimpinan Wilayah Muhammadiyah (PWM) Papua Barat	Funds to Purchase School Uniforms	20,000,000
55	8-Sep-2025	Lembaga Amil Zakat Al Bahjah	Assistance for School Facilities and Infrastructure Needs under the 1001 Ulama Program	20,000,000
56	8-Sep-2025	Pimpinan Pusat Wanita Islam	Assistance for Digitalization of ZISWAF Literacy	15,000,000
57	8-Sep-2025	Direktorat Media Dan Pengembangan Pendidikan (DMPP) Yayasan Daarut Tauhiid Rahmatan Lil Aalamiin	Sharia Financial Literacy Assistance for Students and Parents	2,300,000

No	Date	Name of Recipient of Benevelent Fund	Purpose	Nominal (in Rupiah)
58	12-Sep-2025	Pimpinan Daerah Aisyiyah Kabupaten Sumedang	Assistance for the Construction of Aisyiyah Bustanul Athfal Kindergarten in South Sumedang	10,000,000
59	18-Sep-2025	Universitas Muhammadiyah Puworejo	Assistance for Basic Food Packages for the *Dhu'afa*	15,000,000
60	18-Sep-2025	KL Lazismu Baitul Maal Khairu Ummah	Digital Financial Literacy Assistance for MSMEs from the *Dhu'afa*	10,000,000
61	2-Oct-2025	KL Lazismu Baitul Maal Khairu Ummah	Entrepreneurship training support for the *Dhu'afa* and the purchase of carts for orphans *Dhu'afa* businesses	10,000,000
62	2-Oct-2025	DKM Masjid Al Ubudiyah	Assistance for Procurement of Facilities to Support the Al Ubudiyah Mosque's Charity	20,000,000
63	2-Oct-2025	Majelis Pendidikan Tinggi Kahmi (MPT Kahmi)	Assistance for Tahfidz Scholarships, Orphans, and High Achievers	100,000,000
64	9-Oct-2025	Aisyiyah Management	Scholarships Assistance for Achievement	25,000,000
65	16-Oct-2025	Musholla Al Barokah	Fees for Tahsin and Taklim Activity Speaker	23,200,000
66	29-Oct-2025	Masjid Jami Nurul Iman	Funding for the Renovation of the Ablution Area for Men	20,000,000
67	29-Oct-2025	Pondok Pesantren Ishlahul Ummah	Funding for the Renovation of the Ablution Area and Toilet Facilities for Female Students	20,000,000
68	29-Oct-2025	Pondok Pesantren Bahrul Ulum Tambakberas	Funding for Basic Food Needs for Students	15,000,000
69	29-Oct-2025	Pondok Pesantren Tebuireng	Funding for Basic Food Needs for Students	15,000,000
70	29-Oct-2025	Pondok Bahrul Syaichona M Cholil	Funding for Basic Food Needs for Students	15,000,000
71	7-Nov-2025	Centre for Dialogue and Cooperation among Civilization Foundation (CDCC)	Supporting the Humanitarian Spirit in the context of international conferences, namely the 9th World Peace Forum and the Global Forum of Muslim Women	50,000,000
71	11-Nov-2025	PT Turisina Buana	Social Activity Assistance in the form of providing basic food supplies and stationery for children and the elderly from the *Dhu'afa*	15,095,000
73	12-Nov-2025	Pondok Pesantren Baitul Arqam	Assistance for Hydroponic Vegetable Cultivation at Baitul Arqam MQSc Islamic Boarding School in Sumedang Regency	24,930,000
74	12-Nov-2025	Humanity Abdi Indonesia (HAI)	Humanitarian Assistance for the *Dhu'afa* and Underprivileged Families, including the distribution of basic food supplies	5,000,000
75	12-Nov-2025	Lazismu Jepara	Food Supplies Assistance under the Peduli Guru Program	3,000,000
76	14-Nov-2025	Mesjid AR Rohmat	Assistance for the Renovation of the Superstructure and Ceiling Mosque	60,000,000
77	25-Nov-2025	Yayasan Nurul Taqwa	Assistance for the Construction of a Suspension Bridge on the Cidamar River in Cianjur Regency	100,000,007
78	28-Nov-2025	Pimpinan Cabang Muhammadiyah (PCM) Bojongsari	Sharia Financial Education and Literacy Assistance for Bojongsari Residents and the Community	10,000,000
79	28-Nov-2025	Pimpinan Cabang Muhammadiyah (PCM) Sawangan	Sharia Financial Education and Literacy Assistance for Sawangan Residents and the Community	10,000,000

No	Date	Name of Recipient of Benevelent Fund	Purpose	Nominal (in Rupiah)
80	28-Nov-2025	TV Muhammadiyah Yogyakarta	Sharia Financial Literacy	25,000,000
81	5-Dec-2025	MI Tarbiyatul Falah Bekasi	Scholarship Assistance for Outstanding Teachers	25,000,000
82	12-Dec-2025	Kemenag Temanggung	Sharia Financial Socialization and Literacy	13,400,000
83	18-Dec-2025	DKM Masjid Al Barkah	Mosque Construction and Renovation Assistance	15,000,000
84	18-Dec-2025	Majelis As Syabab	Assistance for the Circumcision Program of Majelis As Syabab (Slipi)	20,000,000
85	19-Dec-2025	Pimpinan Daerah Muhammadiyah (PDM) Kota Yogyakarta	Mass Circumcision Assistance for Orphans and the Underprivileged	10,000,000
86	24-Dec-2025	Yayasan Madinatur Rahmah Hidayah	Assistance for the Construction of Classrooms at the Madinatur Rahmah Islamic Elementary School	25,000,000
87	24-Dec-2025	UMSU	Financial Education and Literacy for the Community around UMSU	25,000,000
88	24-Dec-2025	Yayasan Amal Saya Peduli	Mass Circumcision Assistance for Orphans and the *Dhu'afa*	25,000,000
89	24-Dec-2025	Masjid Raya Segara City	Assistance for the Construction of Segara City Grand Mosque	50,000,000
90	31-Dec-2025	Pimpinan Daerah Muhammadiyah Garut	Assistance for the Underprivileged	10,000,000
91	31-Dec-2025	Komunitas Pecinta Kemakmuran Masjid (KOTAMMAS)	Mass Circumcision Assistance for Orphans and the *Dhu'afa*	15,000,000
92	31-Dec-2025	Mushola Baiturahman	Assistance for the Renovation of a Mosque	20,000,000
93	22-Jan-2026	Majelis Lingkungan Hidup PP Muhammadiyah	Assistance for the Landslide Disaster in Maninjau, West Sumatra	20,000,000
94	28-Jan-2026	Universitas Muhammadiyah Bandung	Assistance for Cultivation Support Hydroponics Program, University of Muhammadiyah Bandung	25,000,000
95	28-Jan-2026	Universitas Muhammadiyah Bandung	Scholarship Assistance for Underprivileged Students and the *Dhu'afa*	100,000,000
96	28-Jan-2026	PT BPRS Bangun Drajat Warga	Assistance for Orphanages, Operational Donations for Orphanages, and Food Packages for the *Dhu'afa*	5,000,000
97	5-Feb-2026	Danamon Employees Affected by the Disaster	Assistance for Flash Flood Disaster in Sumatra	97,000,000
98	12-Dec-2026	Asbisindo	Aid for Flash Flood Victims in Aceh, North Sumatra, and West Sumatra	18,684,217
			Total	**1,895,471,238**



07

SUSTAINABILITY **RERPORT**

PT Bank Danamon Indonesia Tbk
Annual Report **2025**





















SUSTAINABILITY PERFORMANCE **HIGHLIGHTS**

SUSTAINABILITY **PERFORMANCE**

Economic Performance [OJK B.1]

Loan/Financing Based on Sustainable Business Activity
Billion Rupiah

41,920 2025

32,707 2024 | 31,264 2023

Net Interest Income
Billion Rupiah

17,924 2025

17,156* 2024 | 15,216 2023

Loan/Financing for MSME
Billion Rupiah

21,576 2025

23,307 2024 | 23,650 2023

Other Operating Income – Net
Billion Rupiah

5,055 2025

4,665* 2024 | 4,260 2023

Proportion of Local Suppliers
%

93 2025

94 2024 | 92 2023

Direct Economic Value Generated and Distributed
(in Billion Rupiah)

Description	2025	2024	2023
Direct Economic Value Generated			
Net Interest Income	17,924	17,156*	15,216
Other Operating Income – Net	5,055	4,665*	4,260
Total Direct Economic Value Generated (A)	22,979	21,821*	19,476
Economic Value Distributed			
Other Operating Expenses	17,521	17,058*	14,695
Dividend Payments	1,113	1,226	1,156
Payments to the Government (Corporate Income Tax)	581	525*	621
Total Direct Economic Value Distributed (B)	**19,215**	**18,809***	**16,472**
Total Direct Economic Value Retained (A-B)	**3,764**	**3,012***	**3,004**

* Restated due to merger of Mandala Finance and PT Adira Dinamika Multi Finance Tbk (ADMF).

Environmental Performance [POJK B.2]

Total Energy Consumption
GJ

111,478 2025

2024	2023
139,786	145,039*

Energy Usage Intensity
GJ/employee

13.64 2025

2024	2023
16.35	16.56

Water Usage
Meter Cubic (m^3)

184,140 2025

2024	2023
150,709	158,543

Water Usage Intensity
m^3/person/month

1.88 2025

2024	2023
1.47	1.51

GHG Emission*
Scope-1 & 2
Ton CO_2e

4,786 2025

2024	2023
10,724	28,383

Intensity of GHG (Greenhouse Gas) Emission*
Scope-1 & 2

Ton CO_2e/person

0.59 2025

2024	2023
1.25	3.24

Ton CO_2e/million Rupiah

0.0002 2025

2024	2023
0,0004	0.0012

Paper Usage
Reams

50,697 2025

2024	2023
54,057	54,060

*Restatement explanation is detailed on page 497

Social Performance [POJK B.3]

Proportion of Female Employees
%

31.2% 2025

31.8% 2024 | 31.4% 2023

Employee Training and Education Expense
Billion Rupiah

87.3 2025

91.9 2024 | 90.57 2023

Participants in Sustainable Finance Training and Sharing Sessions
People

17,950 2025

11,699 2024 | 12,242 2023

Customer Engagement Survey
Score (Scale of 1 to 5)

4.28 2025

4.24 2024 | 4.11 2023

Net Promoter Score (NPS)
Score (Scale of -100 to 100)

45 2025

42 2024 | 35 2023

Employee Turnover Rate [IDX S-03]

Description	Number of Employes*	Percentage of Employees
Number of Employees Resigning/Terminated	3,684	28.6%
Number of New Employees/Replacements	7,029	54.5%

* Consolidation

Number of Temporary Employees [IDX S-04]

Description	Number of Employes*	Percentage of Employees
Number of employees held by contractor and/or consultants	5,657	19.5%

* Consolidation

SUSTAINABILITY GOVERNANCE

Strong sustainability governance serves as a foundation for achieving sustainable finance while building trust among stakeholders. Following the issuance of SEOJK No. 14/SEOJK.03/2025 on Governance Implementation for Commercial Banks, Danamon has made the necessary adjustments to the roles and responsibilities of governance bodies within its Sustainability Governance framework.

SUSTAINABLE GOVERNANCE STRUCTURE [GRI 2-12, 2-13, 2-14]

Danamon has established a tiered sustainability governance structure to ensure effective oversight of the implementation of sustainable finance strategies as set out in the Sustainable Finance Action Plan (SFAP), including the management of climate-related risks.



ADJUSTMENT OF ROLES AND RESPONSIBILITIES IN SUSTAINABILITY GOVERNANCE

In managing climate-related risks, the Bank defines the roles and responsibilities of the Board of Commissioners, the Board of Directors, Committees, Sub-Committees, and relevant work units in accordance with the organizational structure, coordination mechanisms for climate risk management, and the effective implementation of oversight.

Board of Commissioners

The Board of Commissioners ensures the implementation of sustainable finance, including climate-related risk management, by reviewing and approving the SFAP, including the sustainability vision and mission.

Board of Directors

The Board of Directors monitors the overall implementation of sustainable finance, including climate-related risk management, and leads the development of SFAP.

Risk Oversight Committee

The Risk Oversight Committee is a director and commissioner-level commitee that conducts oversight towards the implementation of Sustainable Finance, including managing climate-related risk.

Risk Management Committee

The Risk Management Committee is a director-level commitee that conducts oversight towards the implementation of Sustainable Finance, including managing climate-related risk.

Sustainability Sub-Committee

The Sustainability Sub-Committee is part of the Risk Management Committee, with main responsibilities including reviewing and approving priority issues, reviewing the development of the SFAP, and reviewing the Sustainability Policy and its amendment, as well as providing suggestions regarding its implementation to the Risk Management Committee, including climate-risk management.

The Sustainability Sub-Committee is chaired by the Director of Sharia & Sustainable Finance, with the Director of Global Alliance Strategy serving as Alternate Chair, and members comprising the Risk Management Director, the Enterprise Banking & Financial Institution Director, the Head of SME Business, and the Consumer Lending Business Head.

Sustainability Team

The Sustainability Team is a cross-divisional management team responsible for formulating and implementing the SFAP as well as preparing sustainability reporting.

MONITORING AND REPORTING OF ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG) RISKS

Monitoring and reporting related to the SFAP including environmental, social, and governance (ESG) risks, are conducted regularly through meetings and/or material circulation of the Sustainability Sub-Committee. The Sustainability Sub-Committee regular meetings are convened at least twice a year, chaired by the Chair of the Sub-Committee. The implementation of the SFAP is reported to and evaluated by the Sustainability Sub-Committee through circular resolutions or internal meetings at least on a quarterly basis.

Throughout 2025, regular meetings and circular resolutions of the Sustainability Sub-Committee addressed agendas related to updates on sustainable finance regulations, monitoring the progress of the SFAP recommendations on third-party assessment processes, and adjustments to internal sustainability-related policies.

Further information on ESG-related risk management aspect is presented in the Risk Management section and the Sustainability Risk Management section of this Report.

For additional information, as of the end of 2025, Danamon is not part of a Global Systemically Important Bank (G-SIB). [SASB FN-CB-550a.1]

PROCUREMENT GOVERNANCE

Danamon's operations are supported by suppliers that provide goods and services essential to banking operations. Currently, Danamon works with 538 suppliers delivering a wide range of services, including insurance, information technology development, hardware and software, professional consulting, office supplies, ATM machines, outsourced workforce services, construction and facility services, and financial management services.

Governance of cooperation with external parties is carried out by Danamon's Procurement Division in accordance with the following principles and guidelines:

- Standard Operating Procedures and Codes of Conduct to ensure that partnerships are conducted in accordance with high ethical standards;
- Anti-Bribery and Anti-Corruption Policies, which include screening for potential violations and conducting supplier due diligence. These policies are designed to prevent conflicts of interest involving both existing and prospective suppliers. To support transparency in the procurement process, Danamon provides a Whistleblowing System (WBS) that enables all parties to report suspected violations or misconduct, thereby strengthening accountability in procurement activities;
- The implementation of confidentiality agreements, a Procure-to-Pay (P2P) system and Contract Management System (CMS) to ensure transaction security and efficiency, as well as to protect the confidentiality of the Bank's, employees', and key customers' data throughout the procurement process. [GRI 2-25] [IDX G-09]

Local and International Suppliers Proportion [GRI 2-6]

Description	2025		2024		2023	
	Number	%	Number	%	Number	%
Local Suppliers	503	93	478	94	384	92
Foreign Suppliers	35	7	31	6	34	8
Total	**538**	**100**	**509**	**100**	**418**	**100**

SUSTAINABILITY **STRATEGY**

SUSTAINABLE FINANCE STRATEGY

Sustainable Finance is the integration of Environmental, Social, and Governance (ESG) factors into investment and financing decisions to allow capital flows into inclusive, equitable, low-carbon, and climate-resilient economic activities. It is an increasingly critical approach given the substantial financing gap required to achieve the 2030 Sustainable Development Goals (SDGs) and the Paris Agreement, where the contribution of Financial Services Institutions is highly relied on.

As a key pillar of Indonesia's Sustainable Finance ecosystem, the banking sector plays a strategic role in shifting credit portfolios away from carbon-intensive toward low-carbon economic activities that align with the Second Nationally Determined Contributions (SNDC) and the SDGs. Banks can also mobilize global climate financing into domestic projects through co-financing schemes, syndicated loans, and blended finance structures with strict adherence to international standards for governance and risk management.

Danamon, as part of the MUFG Group, integrates sustainable finance principles, SDG priorities, and sustainability governance into the formulation of its SFAP. Environmental & Social Risk Management (ESRM) and Environmental & Social Risk Analysis (ESRA) for the Enterprise Banking segment (corporate and commercial) are implemented to enlarge the proportion of ESG-based credit portfolios while limiting credit exposure to business activities with high environmental and social risk profiles.

Vision and Mission of Sustainable Finance

Sustainability Vision

Danamon believes in the importance of delivering sustainable products and services. Over time, we will continue to adapt our business to align with the sustainability expectations of our stakeholders, while identifying the most appropriate solutions to meet their evolving needs.

Sustainability Mission

Danamon is committed to creating sustainable value and long-term growth for our customers, employees, and the communities in which we operate

SUSTAINABILITY POLICY

The Sustainability Policy serves as Danamon's guiding framework in managing sustainability aspects covering economic issues and ESG factors. The Policy outlines the Bank's sustainability governance approach and the alignment of its performance with the SDGs.

The Sustainability Policy is reviewed periodically to ensure it remains effective and relevant. Its implementation is communicated to regulators through the SFAP and to stakeholders through the Sustainability Report.

Danamon has established its sustainability vision, mission, and targets, including a commitment to achieve sustainable financing/credit of 19.2% of the total credit portfolio by the end of 2026. In line with MUFG's aspirations, the Bank also targets Net Zero Emissions (NZE) from operational activities by 2030.

DANAMON'S SUSTAINABLE FINANCE ACTION PLAN (SFAP)

The implementation of SFAP serves as the framework for executing Danamon's sustainability strategy. The SFAP outlines five priority programs.

SFAP Programs Based on Priorities

I. Governance and Process Development

Review of priority sustainability issues, Sustainability Policy updates, sustainability reporting, and participation in organizations/initiatives related to sustainable finance.

II. Internal Awareness and Development

Building external and internal awareness (including training and knowledge management).

III. Sustainable Financing

Implementation of ESRM, sustainable financing & investment, Green Taxonomy & Indonesian Taxonomy for Sustainable Finance.

IV. Responsible Workplace Management

Responsible use of resources and workplaces, decarbonization, installation of electric vehicle charging stations (EVCPs), and purchase of Renewable Energy Certificate (RECs).

V. Corporate Social Responsibilities

Financial literacy, support for improving environmental quality and social issues, disaster response and disaster risk reduction.

DEVELOPMENT OF SUSTAINABILITY CULTURE AND COMPETENCIES [OJK F.1.] [GRI 2-17]

The development of a sustainability culture forms part of the second pillar of Danamon's SFAP: Awareness and Internal Capacity Building. This pillar aims to equip employees with the knowledge and skills required to foster and implement a culture of sustainable finance.

Throughout 2025 the development of sustainability culture and employee engagement in sustainability programs is conducted through trainings and internal communication channels (e-mail blasts, screen savers) on sustainability topics, such as financial literacy, entrepreneurship, CSR activities and rapid disaster response and responsible workplace management. Training and sharing sessions on sustainable finance attended by Directors and employees, including:

Training related to Sustainability Finance

Name of Training	Organizer	Participant
E-Learning Process Improvement Culture	E-Learning (EAZY)	7,718 employees 7 directors
Pedoman Berperilaku 2025	E-Learning (EAZY)	8,743 employees 3 directors
Scope 3 Financed Emission Calculation 2025	Tri Hita Consulting	20 employees 3 directors
Awareness Session IFRS S1 & S2	EY	27 employees
SF/ESG Financing from MUFG APAC Basic Level	MUFG	6 employees
SF/ESG Financing from MUFG APAC Intermediate Level	MUFG	17 employees

OPPORTUNITIES AND CHALLENGES IN SUSTAINABLE FINANCE [OJK E.5.]

Danamon has implemented sustainable finance in line with the issuance of POJK No. 51/2017. In implementing sustainable finance, Danamon continuously evaluates the various challenges and opportunities involved in its implementation.

In the context of climate-related risk management, climate-related risk integration into business strategy and risk framework needs to be implemented extensively–yet gradually–into many aspects, such as products and services, operations, policies, and organizational structure. In line with these dynamics, Danamon continually adapts to the implementation of best practices while upholding compliance with the directives issued by Regulators.

Danamon has also identified existing opportunities, being part of the MUFG Group ecosystem, which has a strong commitment to sustainability, provides Danamon with a competitive advantage in the implementation of sustainable finance.

STAKEHOLDER ENGAGEMENT [OJK E.4.] [GRI 2-29]

Danamon carefully considers environmental, social, and governance (ESG) issues and topics that are of concern to its stakeholders, as identified through various forms of engagement and feedback that help enhance sustainable financial products and services. This process also enables the Bank to gain a deeper understanding of stakeholder needs. Danamon's key stakeholder groups, determined based on their level of interest and the significance of their influence on the Bank's performance, are as follows.

Stakeholder List and Engagement

No	Engagement Objectives	Engagement Methods	Engagement Frequency
1	**Customers** • Develop deeper understanding of aspirations, business, and financial service needs. • Provide appropriate advice, proactive financial solutions, and value-added services. • Ensure maintenance of high service standards. • Inform product development and prioritization. • Obtain feedback for product innovation and service optimization. • Ensure accuracy of customers' personal and/or business information.	• Interactions through marketing staffs, branches, managers, regional heads, senior management, call centers, and alternative Banking channels. • Customer events, face-to-face meetings, surveys, marketing and advertising activities. • Formal written correspondence, e-mails, newsletters, and social media communications. • Customer engagement surveys.	Ongoing. Intensity depends on customer needs and sales and service opportunities.
2	**Shareholders and Investors** • Provide relevant and timely information. • Manage expectations, risk management, and reputation. • Maintain strong relationships, monitor market developments, and inform performance. targeting strategies. • Ensure good governance and strengthen shareholder confidence. • Obtain feedback for strategy development, business operations, and Corporate sustainability.	• Annual General Meetings Extraordinary General Meetings as needed. • Investor briefings for year-end and/or interim results announcements and roadshows. • Various investor group meetings. • Individual meetings with financial analysts, shareholders, investors, and risk management analysts. • Bank's sustainability materiality evaluation meetings.	Formally once or twice annually coinciding with year-end and half-year results releases. Ad hoc as requested by financial analysts, investment analysts, and investors during open periods.
3	**Employees** • Provide strategic direction. • Ensure Danamon remains the employer of choice, providing a safe, positive, and inspiring work environment. • Understand and respond to staff needs and concerns.	• Regular direct communication between managers, teams, and individuals. • Face-to-face, written, digital communications, and surveys. • Regular meetings. • Sustainability materiality questionnaire surveys.	Continuous engagement at all levels.
4	**Suppliers or Business Partners** • Fulfill all contractual clauses and agreements. • Obtain necessary products or services. • Maintain optimal and timely supply of goods and services. • Promote responsible practices throughout the supply chain. • Obtain input regarding product and service development.	• Negotiations and face-to-face meetings for finalization follow-up and after-sales service. • Sustainability materiality questionnaire surveys.	Continuous, as needed.
5	**Regulators** • Maintain open, honest, and transparent relationships while ensuring compliance with all legal and regulatory requirements. • Maintain Bank's various operating licenses and minimize operational risk. • Obtain input regarding the Bank's sustainability strategy.	• Various engagements with central and regional governments, participation in consultative forums. • Sustainability materiality questionnaire surveys.	Monthly or as deemed necessary by either party.
6	**Academic Institutions** Obtain input regarding ESG implementation and product/service development.	• Face-to-face, written, and digital communication. • Sustainability materiality questionnaire surveys.	As needed.
7	**General Public and NGOs** • Partnership in implementing sustainable CSR programs and initiatives. • Obtain input regarding areas and focus of sustainable CSR programs and initiatives.	• Annual reports, press releases, and partnership implementation of CSR programs and initiatives. • Sustainability materiality questionnaire surveys.	Continuous, in alignment with partnership needs.
8	**Mass Media** • Communicate with relevant stakeholders and broader society to create positive influence and achieve desired business outcomes. • Protect and manage the Bank's sustainability-related reputation.	• Regular interactions for information sharing and responding to media inquiries. • Product and service launches. • Interviews with key business media on relevant matters. • Continuous phone and e-mail interactions regarding media inquiries. • Empowering their audience to make informed financial decisions. • Sustainability materiality questionnaire surveys.	Continuous, as needed.

SUSTAINABILITY TOPIC AND SUSTAINABLE DEVELOPMENT GOALS

The sustainability topics presented in this Report are those assessed to have a significant impact on stakeholders and to be important for Danamon's business sustainability. Danamon identifies sustainability topics through topic identification, validation, and prioritization, involving both internal and external stakeholders. The validation process applies a double materiality approach to assess and select material topics. There is no change in material topics compared to Sustainability Report 2024.

Danamon also identifies the alignment of its material topics with contributions to the SDGs, based on the pillars of sustainable finance as follows.

List of Material Topics and their Relationship to SDGs within SFAP Pillars [GRI 3-2]

Governance & Process

- Anti-corruption
- Cybersecurity
- Human Rights

Internal Awareness and Capacity Building

Human Resource Development

Sustainable Financing

- Credit Portfolio with ESG Screening Criteria
- Product and Service Development

Responsible Workplace Management (Achieving Net Zero from Own Operation in 2030)

- Climate Change
- Operational Environmental Footprint

Corporate Social Responsibility

- Diversity, Equity, and Inclusion
- Financial Access/Financial Inclusion and Community Developmentt

Danamon's Commitment Towards SDGs [GRI 2-22] [GRI 3-3]

SDGS	COMMITMENT
	• Supports the collective commitment to achieve net-zero GHG emissions from its own operations by 2030; • Optimizing energy, water, and paper usage across daily business activities. This includes sustainable waste management practices and a range of innovative initiatives; • Pursues funding for green projects, such as renewable energy initiatives and climate-resilient infrastructure, in alignment with regulatory guidance; • Integrates ESG criteria into investment assessments and credit portfolios as part of its efforts to accelerate the transition to a low-carbon and sustainable economy; • Building resilience among low-income communities to reduce their vulnerability to extreme climate events and economic, social, environmental shocks and disasters through disaster risk reduction programs; • Strengthening resilience and adaptive capacity to climate-related hazards and natural disasters through disaster risk reduction initiatives.
	• Committed to developing affordable and accessible Banking services for underserved communities, thereby bridging economic disparities; • Support the growth of financing portfolios for small and medium enterprises, as well as strengthening policies and capabilities to expand access to Banking products and financial services; • Maintain a zero-tolerance stance against all forms of discrimination, including but not limited to discrimination based on race, color, religion, gender, national origin, social status, physical disability, and marital status.
	Implementing gender equality policies, such as equal pay, maternity leave, and leadership development programs to foster a more inclusive workplace.
	• Ensure equal employment opportunities across all aspects of work; • Committed to investing in skill enhancement, leadership development through education and training programs, and employee career development; • Provide training sessions and knowledge-sharing initiatives to enhance financial literacy and entrepreneurship capabilities among communities within the Bank's operational areas.
	• Strictly implements anti-money laundering prevention and prohibition mechanisms; promotes transparency and accountability; and refuses to conduct business with entities involved in corrupt practices; • Supports initiatives and organizations dedicated to combating corruption and promoting good governance; • Committed to upholding strict ethical standards and human rights principles across all operations.

EXTERNAL INITIATIVES AND ASSOCIATION MEMBERSHIPS [GRI 2-28]

Danamon actively participates in various national banking associations and is involved in multiple initiatives across the financial sector. This engagement provides valuable insights into best practices and key sustainability issues within the banking industry. Through such participation, Danamon engages in communication, dialogue, and knowledge exchange with stakeholders from diverse sectors.

CREATING
BIGGER IMPACT

With Indonesia's Net Zero Emissions (NZE) target set for 2060, the country requires large-scale capital mobilization to finance renewable energy projects, energy efficiency initiatives, and low-carbon technologies for both public and business activities. In this context, the banking sector plays a critical role as a provider of financing, making it a key pillar in the architecture of the national climate transition.

As one of Indonesia's leading commercial banks, Danamon continues to strengthen its commitment to promoting sustainable economic growth across the country, in line with the sustainability commitments of the MUFG Group. This commitment is reflected in the Bank's SFAP, which focuses on five main pillars, including Sustainable Financing and Corporate Social and Environmental Responsibility.

SUSTAINABLE FINANCIAL PRODUCTS

Danamon continues to develop sustainable financial products as solutions for businesses and individuals seeking financial services that also deliver environmental and social value. These products and services include lending and financing, investment products, as well as Sharia products, which can be utilized across various industries, including corporates, distributors, and suppliers.

In line with this, the Bank strengthens the implementation of credit policies that support sustainable finance principles to ensure increased financing for projects with sustainability and climate-related value.

SUSTAINABLE LENDING AND FINANCING

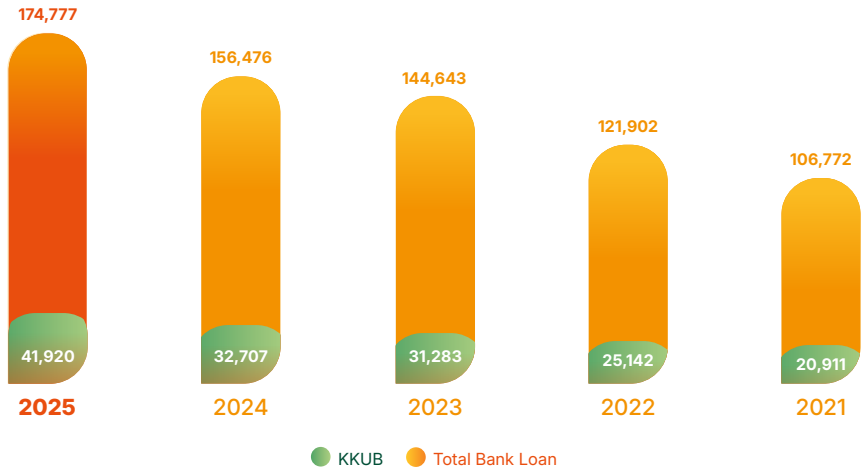
Danamon integrates environmental and social aspects into the financial products and services it provides to the Indonesian public through comprehensive solutions. The development of new and renewable energy is a priority area in supporting Indonesia's NZE target for 2060. Danamon and MUFG view this commitment as a strategic opportunity, given the substantial investment required to achieve NZE, and are committed to facilitating capital flows to climate-related projects in Indonesia.

Green Financing and Sustainable Financing

As part of the MUFG ecosystem, Danamon prioritizes the extension of green lending in response to climate change. The Bank provides sustainable financing mechanisms toward a low-carbon economy for retail, corporate, and community customers, including financing for renewable energy development as well as funding for companies transitioning from conventional technologies to more efficient and cleaner technologies.

Danamon continues to strengthen its sustainable finance portfolio (KKUB) through the extension of credit based on sustainable assets, or green assets. In 2025, Danamon recorded a significant milestone, with renewable energy loans reaching Rp13.2 trillion, a substantial increase from Rp3.2 trillion in the previous year, accounting for 64.7% of the Bank's total environmentally oriented loan portfolio. Sustainable financing also includes green asset–based financing, such as loans to PT Chandra Daya Investasi Tbk for

Total Financing by KKUB to Total Portofolio (in billion Rupiah)



infrastructure development covering sustainable projects, including renewable energy, water and wastewater management, and energy efficiency.

This use-of-proceeds structure is aligned with the Green Loan Principles, ensuring tangible benefits for climate change mitigation and adaptation. The long-term loan extended to the joint venture between Chandra Asri Group and EGCO further strengthens the Bank's capability to support high-quality assets that require longer tenors compared to conventional financing.

Sustainability-Linked Loan

To support sustainable development goals, Danamon, as part of a banking syndication, extended a Sustainability-Linked Loan (SLL) to PT Semen Indonesia (Persero) Tbk (SIG) and PT Solusi Bangun Indonesia Tbk (SBI), linked to greenhouse gas emission reduction targets as defined in their Sustainability Performance Targets (SPTs).

Low-Emission Transportation

Danamon provides financing for environmentally friendly transportation through its business unit with Adira Finance (ADMF) as a subsidiary. In 2025, Danamon's financing for environmentally friendly vehicles reached Rp782.1 billion, an increase of 245.1% from the previous year's Rp226.7 billion.

Decarbonization Solutions

The energy transition is a key agenda to keep the global temperature increase below 2°C by the end of this century. Together with MUFG, Danamon is expanding decarbonization solutions for businesses through investment financing (capital expenditure).

Meanwhile, the Sharia Business Unit provides *Ijarah Muntahiya bit Tamlik* (IMBT) financing for operational expenditure needs, specifically for customers seeking to adopt low-emission technology equipment. These two financing schemes are designed to support the aspirations of the MUFG Carbon Neutrality Declaration 2050.

Social Financing

In addition to green lending, Danamon provides social financing aimed at strengthening the economic capacity of micro, small, and medium enterprises (MSMEs). In line with Indonesia's sustainable finance regulations, lending to the MSME segment is categorized as a sustainable business activity. In 2025, MSMEs, including channeling to MSMEs, reached Rp21.6 trillion, contributing 51.5% of the Bank's total sustainable financing. ADMF also provides *Kredit Usaha Anda* as working capital loans with motor vehicle document as collateral.

The extension of loans to MSMEs has become increasingly important, as one of the key challenges faced by MSMEs, identified in a WWF report is limited access to financing for decarbonization efforts (WWF, 2025).

Sharia Financing

Danamon Syariah integrates sustainable finance principles into its products and services, including: (1) the Digital *Waqf* Service, in which Danamon Syariah acts as a Sharia Financial Institution Receiving Cash *Waqf* (LKS-PWU); (2) Social Banking and D-Bank PRO, which facilitate the collection of social funds such as zakat, infaq, sadaqah, and *waqf* (ZISWAF); (3) sharia home ownership financing; and (4) financing for Hajj and Umrah travel.

These initiatives reflect Danamon's commitment to strengthening Sharia financial inclusion and promoting ethical and sustainable economic growth. With the sharia banking market share continuing to grow, Danamon sees significant potential to further contribute to equitable and inclusive development.

Since 2023, Danamon Syariah, together with MUFG, has collaborated with PT Permodalan Nasional Madani (PNM) to initiate Sustainable Sharia Social Financing (PSSB), aimed at supporting the implementation of the Sustainable Development Goals (SDGs) in Indonesia—particularly the goals of No Poverty, Decent Work and Economic Growth, and Reduced Inequalities.

PSSB is Indonesia's first sharia social financing product, with Danamon Syariah and MUFG contributing Rp500 billion. The funds are allocated as ultra-micro capital for participants of PNM's *Membina Ekonomi Keluarga Sejahtera* (Mekaar) program, with PNM acting as the channeling institution and providing business mentoring.

The PNM Social Financing Framework is designed in accordance with the ICMA Social Bond Principles as well as the Social Loan Principles issued by the Loan Market Association (LMA), Asia Pacific Loan Market Association (APLMA), and Loan Syndications and Trading Association (LSTA).

In the same year, Danamon also collaborated with PT Pegadaian to pioneer Sustainable Social Financing (Sustainable Social Loan/PSB)—the first of its kind extended by PT Pegadaian to a Non-Bank Financial Institution (NBFI) in Indonesia—amounting to Rp500 billion and gradually increased to a total of Rp1 trillion. The PSB product is intended to support education, MSME development, and individual loans for business start-ups, which are distributed by Pegadaian through its Gadai Peduli product to underserved and unbankable communities.

SUSTAINABLE TRANSACTIONS AND INVESTMENTS

To broaden retail investor participation and enhance the value of their investment portfolios, Danamon offers a range of ESG-focused bond and mutual fund products accessible through the D-Bank PRO application (Android and iOS) as well as through offline sales services at Danamon Branch Offices. Through its wealth management services, customers may also get wealth advisory support to guide and optimize their investment strategies. ESG bond and mutual fund products available during the reporting year include:

- Sukuk Tabungan Series ST014-T4,
- Sukuk Tabungan Series ST015-T4,
- BNP Paribas SRI – KEHATI,
- Eastspring IDX ESG Leaders Plus, and
- BRI MSCI Indonesia ESG Screened.

Danamon applies sustainable finance principles in its investment activities by diversifying and increasing the proportion of holdings in corporate bonds that deliver social and/or environmental impact. In 2025, the Bank's investment in environmental, social, and infrastructure-oriented bonds accounted for 41.6% of total corporate bond holdings, up from 27.2% in the previous year. Going forward, Danamon targets that at least 4% of the bonds held by the Bank will generate positive impacts on communities and social or environmental development, subject to product availability in the market.

SUSTAINABLE FINANCE PORTFOLIO

Danamon strives to deliver tangible contributions through the extension of loans and financing to projects that not only generate economic benefits but also enhance social and environmental performance. Taking into account business conditions and sustainable financing trends, Bank targets a proportion of 19.8% credit and financing distribution by 2030 and continued growth in green and sustainable project financing.

In 2025, Danamon's lending and financing for sustainability-related activities reached Rp41.9 trillion, up from Rp32.7 trillion in the previous year, or a growth of 28.2%. The achievement of KKUB is one of the Board of Directors' Key Performance Indicators (KPIs).

Total Financing by Category of Sustainable Business Activities (KKUB) and Comparison to Total Portfolio

[SASB FN-CB-240a.1] [SASB FN-CB-000.B] [OJK F.3]

Rounding applied | Rp billion

	Description	NPL	2025	2024	2023
1.	Renewable energy	0.00%	13,171	3,184	1,652
2.	Pollution prevention and control	0.00%	1,989	324	66
3.	Sustainable management of natural resources and land use	0.00%	1,871	2,626	2,253
4.	Environmentally friendly transportation	0.00%	782	227	107
5.	Sustainable water and wastewater management	0.00%	1,815	1,844	3,000
6.	Product which can reduce the use of resources and produce less pollution	0.83%	360	288	237
7.	Environmentally friendly buildings that meet national, regional, or internationally recognized standards/certification	0.00%	173	132	39
8.	Other business activities and/or activities with an environmental perspective	0.00%	182	776	259
9.	Business activities and/or other activities of micro, small and medium enterprises	2.90%	21,576	23,307	23,650
Total KKUB financing		**3.73%**	**41,920**	**32,707**	**31,264**
Total Bank portfolio		**0.00%**	**174,777**	**156,476**	**144,643**
% KKUB financing to total portfolio			**24%**	**21%**	**22%**
Target % of KKUB financing to total portfolio			**20%**	**23%**	**21%**

CARBON-RELATED ASSET PORTFOLIO

Danamon classifies its credit disbursement based on carbon-related and non-carbon-related assets, in alignment with MUFG Group policies. This classification forms part of the Bank's efforts to monitor its portfolio within sectors whose business activities are exposed to climate-related risks. In 2025, Danamon recorded a non-carbon-related asset of 50.9% of total credit and trade finance portfolio, including marketable securities.

Carbon-related Asset

Rounding Applied

Description	2025	
	Balance (Rp billion)	Ratio
Energy	**3,433**	**1.9%**
Oil & Gas	3,153	1.8%
Coal	281	0.2%
Utilities	**2,426**	**1.4%**
Electricity	2,426	1.4%
Gas Supply and Others	0	0.0%
Transportation	**11,447**	**6.5%**
Air Freight	1,486	0.8%
Passenger Air Transportation	0.1	0.0%
Maritime Transportation	475	0.3%
Rail Transportation	0	0.0%
Trucking Services	1,634	0.9%
Automobiles and Components	7,853	4.4%
Materials and Buildings	**40,935**	**23.2%**
Metals and Mining	5,534	3.1%
Chemicals	7,125	4.0%
Construction Materials	15,799	8.9%
Capital Goods	1,618	0.9%
Real Estate Management and Development	10,859	6.1%
Agriculture, Food, and Forest Products	**31,559**	**17.9%**
Beverages	1,070	0.6%
Agriculture	10,528	6.0%
Packaged Food and Meat	12,121	6.9%
Paper and Forest Products	7,841	4.4%
Carbon-Related Asset	**89,801**	**50.9%**
Non-Carbon-Related Asset	**86.784**	**49.1%**
Total Credit and Trade Finance Portfolio including Marketable Securities from All Sectors	**176,585**	**100.0%**

IMPLEMENTATION OF THE INDONESIAN SUSTAINABLE FINANCE TAXONOMY (TKBI)

The Indonesian Sustainable Finance Taxonomy (TKBI) is a regulatory policy that establishes the classification of economic activities supporting sustainable development across economic, environmental, and social aspects. TKBI serves as an important reference for Indonesia to increase the allocation of capital and sustainable financing in support of Indonesia's NZE target by 2060 or earlier.

Since 2022, Danamon has begun the Indonesian Green Taxonomy (THI) Pilot Project and continued the TKBI Pilot Project for the energy sector as per OJK's direction. In 2025, we expanded the scope of TKBI to the energy, Construction & Real Estate (C&RE), Transportation & Storage (T&S), and parts of Agriculture, Forestry, and Other Land Uses (AFOLU) sectors. The scope of the TKBI Pilot Project will follow the Nationally Determined Contribution (NDC)-related sectors and changes therein, subject to the direction of the Regulator.



DEVELOPMENT OF INDONESIA'S SUSTAINABLE ECOSYSTEM

Together with MUFG and Adira Finance, as One Financial Group, Danamon is committed to supporting Indonesia's Net Zero Emissions (NZE) target by 2060. A range of financing solutions and non-financial support has been provided, in line with MUFG's global decarbonization strategy.

To expand the sustainable ecosystem and unlock opportunities for sustainable product development, Danamon collaborates with MUFG Innovation Partners Co., Ltd. (MUIP) and MUFG Bank through investments in Indonesian digital start-ups and/or fintech. This collaboration is realized through the establishment of a venture fund, MUFG Innovation Garuda No. 1 Limited Investment Partnership (MUIP Garuda Fund), aimed at advancing the digital finance industry and creating business synergies, including customer acquisition, network expansion, and enhancement of service capabilities.

The success of sustainable finance depends not only on banking but also on the availability of sustainable projects ready for financing. To expand these opportunities, Danamon and MUFG collaborated on the MUFG Net Zero World (MUFG N0W) program, a thought leadership event involving stakeholders, including policymakers, business leaders, and industry experts, to support sustainability in Indonesia. The MUFG N0W series of activities included the Net Zero School for corporate customers and MSMEs, with the theme Upskilling in the Face of Uncertainty, focusing on decarbonization, emissions measurement and reporting, energy-efficient technologies, and sustainable financing practices, and media journalists. The training lectures covered sustainable finance practices, energy efficiency, and Greenhouse Gas (GHG) emissions calculations. Furthermore, in 2025, Danamon also held a Master Class for media journalists as part of the MUFG N0W series of events to improve financial literacy and understanding of sustainability and climate action.

SUSTAINABILITY RISK MANAGEMENT

Assessment of ESG Aspects in the Credit Process

ESG based credit risk assessment is a critical component of the lending and financing process to prevent and minimize potential negative environmental and social impacts. The Bank conducts environmental and social risk assessments as part of the credit underwriting process and requires borrowers to provide complete environmental documentation to mitigate environmental and social risks arising from credit extension. This includes compliance with requirements for Environmental Impact Assessments (AMDAL) and/or other relevant environmental documents, as well as the results of the Corporate Performance Rating Assessment Program in Environmental Management (PROPER), in addition to all applicable legal environmental and social requirements in accordance with prevailing regulations. Furthermore, credit agreements require borrowers to maintain all business licenses and other permits, including environmental permits, for their valid periods and to renew them upon expiry. Danamon also applies provisions on prohibited business sectors, prohibited transactions, and heightened scrutiny for transactions in certain high-risk sectors.

ESG risk assessment within the credit process is conducted based on the Environmental and Social Risk Management (ESRM) policy, including the Sustainability Credit Guidelines and the Environmental and Social Risk Analysis (ESRA) Guidelines, which are aligned with the latest regulations as well as the MUFG Environmental and Social Policy Framework. The implementation of ESRM is focused on the Banking & Financial Institutions Line of Business (EBFI) for the Corporate and Commercial segments.

ESRA Guidelines

The ESRA Guidelines set out specific environmental & social requirements for eleven sectors with significant risk:

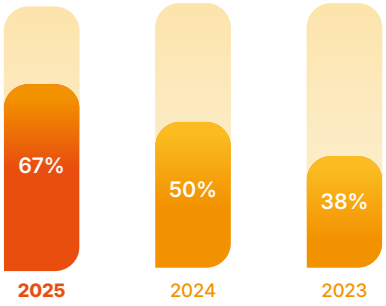


*including oil sands, Arctic areas, shale oil/gas, and gas pipelines

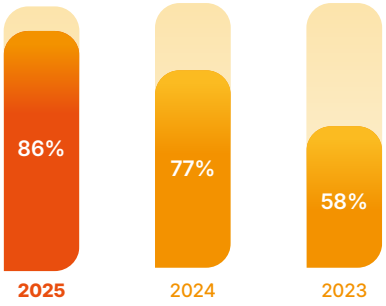
Danamon also monitors ongoing credit through an annual debtor review procedure. This process not only controls potential risks but also ensures the overall quality of credit assessments.

As a third line of defense, the Internal Audit Unit (SKAI) makes an independent assessment of the Sustainability Credit and the ESRA Guidelines to ensure alignment with industry targets and see whether environmental, social, and climate change impacts have been thoroughly analyzed during the credit review process. In 2025, the Internal Audit Unit (SKAI) reviewed the provisions on Sustainability Credit and ESRA and their implementation in the relevant Lines of Business (LOB).

Percentage of debtors implementing the loan process through ESRA



Credit percentage (plafond) applying the loan process through ESRA



Implementation of ESRA Guidelines

Description	2025	2024	2023
Total Debtors that have implemented loan process through ESRA	146	110	81
Total Debtors falling under ESRA category*	219	221	216
Total credit implementing the loan process through ESRA (in IDR Billion)	42,505	35,646	23,049
Total credit under ESRA (in IDR Billion)	49,261	46,455	40,412

*Total debtors included in the eleven industry sectors with high and medium risk categories based on ESRA Guidelines

CLIMATE-RELATED RISK MANAGEMENT

Following the issuance of SEOJK No. 14/SEOJK.03/2025 on Governance Implementation for Commercial Banks, Danamon has made adjustments to its internal policies, including strengthening active oversight of sustainability risk management and climate-related risks.

In 2025, Danamon updated its Bank Risk Management and Consolidation Policy to accommodate climate-related risk management in the Bank's business strategy and risk management framework. The points of renewal in the Bank and Consolidated Risk Management Policy include adjustments to the duties and responsibilities of the Sustainability Governance body and climate-related risk management in the Bank's three lines of defense.

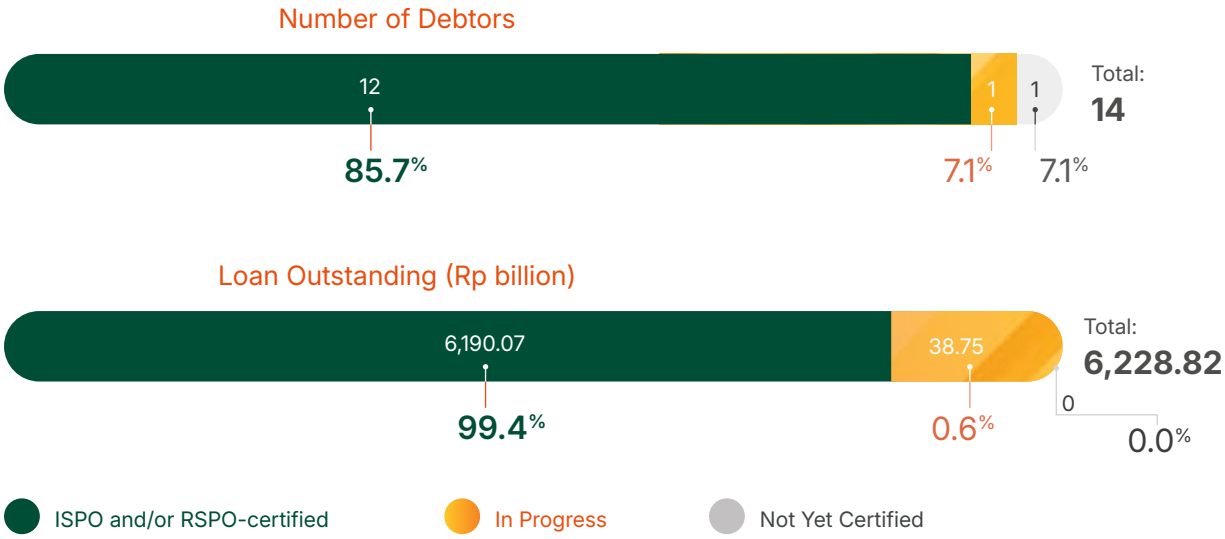
The Regulator has also issued guidance related to the Pilot Project on Climate Risk Management and Scenario Analysis (CRMS) to support banks in managing climate change risks and assessing the resilience of their business models to climate impacts. As part of the implementation of CRMS in 2025, Danamon participated in Phase 2 of the CRMS Pilot Project and has reported the results of climate risk scenario analysis to OJK.

BIODIVERSITY AND LAND USE–RELATED RISK MANAGEMENT

When providing finance to forestry-related sectors, Bank encourages customers to commit to No Deforestation, No Peat, and No Exploitation ("NDPE") and Free, Prior and Informed Consent ("FPIC"). Financing involving the use of forest areas for the forestry-related sectors should be further analysed using the ESRA Sectoral Guideline, that includes assessment of High Conservation Value (HCV) areas.

Danamon consistently implements credit policies for the palm oil sector to support sustainable, responsible palm oil financing. Debtors in the palm oil sector are required to obtain Indonesian Sustainable Palm Oil (ISPO) certification and are encouraged to achieve Roundtable Sustainable Palm Oil (RSPO) certification. They are further required to adopt a No Deforestation, No Peat, and No Exploitation (NDPE) policy. By 2025, 93% of debtors operating in the palm oil sector have obtained or were still in the process of obtaining ISPO/RSPO certification.

ISPO-required Palm Oil Industry Debtors and Loan Portfolio in 2025



MINIMIZING
ENVIRONMENTAL IMPACT

For Danamon, environmental impact management is an integral part of its sustainable business strategy, serving as a tangible manifestation of the Bank's commitment to addressing the challenges of climate change and supporting Indonesia's low-carbon economy transition agenda. Danamon is committed to aligning its banking operations with environmentally friendly principles and practices to create long-term value for all stakeholders, as outlined in one of the SFAP pillars: 'Responsible Workplace Management'

Danamon fully supports the Government of Indonesia's target to achieve NZE by 2060, as well as MUFG's global vision through its Carbon Neutrality Declaration, which sets a specific target of achieving net-zero emissions from all operational activities by 2030.

In managing the environmental impacts of its banking operations, the Corporate Real Estate Management (CREM) Division and the Sustainability Finance (SF) Division play a key role in disseminating sustainability policies and principles through internal communication channels, in collaboration with Internal Communications.

OPERATIONAL ENERGY CONSERVATION AND ACTIONS MITIGATION

Danamon, together with the MUFG Group, has developed a roadmap implemented through a series of concrete initiatives for emissions mitigation and resource conservation, covering four main areas: improving energy efficiency, utilizing renewable energy, decarbonizing internal transportation, and participating in carbon absorption and offset initiatives. Each initiative is designed to deliver measurable contributions toward the NZE 2030 target.

TRANSPORTATION DECARBONIZATION

To reduce fossil fuel use, Danamon has implemented a low-emission mobility initiative by providing electric vehicle charging stations (SPKL) at 21 strategic locations of the Bank's branch offices. The SPKL infrastructure is a fundamental step to adopt low-emission vehicles faster, not only internally but also to create a low-carbon mobility ecosystem for the Bank's customers and the community. Danamon also facilitates electric motorcycle rentals for employees through its Employee Cooperatives in four locations as part of its commitment to providing sustainable and environmentally friendly transportation alternatives.

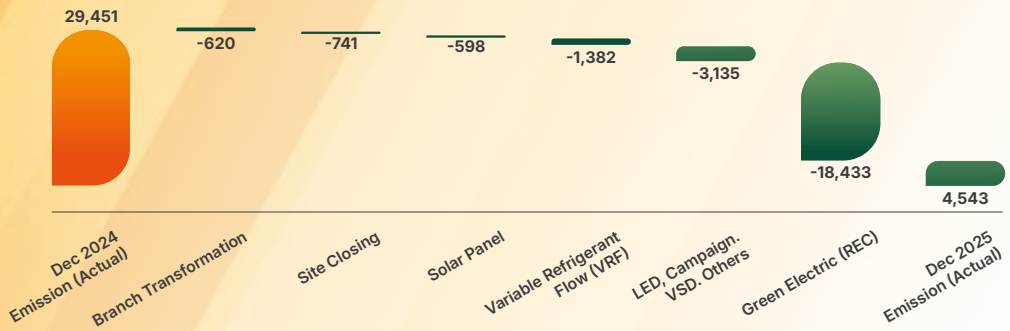
CARBON REDUCTION AND OFFSETTING

Danamon applies a dual approach to reducing its carbon footprint. The Bank undertakes energy efficiency initiatives. Danamon has gone further by offsetting emissions through the purchase of carbon credits and active participation in the Indonesian Carbon Exchange since 2024, to support certified climate mitigation projects in Indonesia.

ENERGY EFFICIENCY AND THE USE OF RENEWABLE ENERGY

Electricity usage is the primary contributor to GHG emissions (accounting for 99% of total emissions) from the Bank's operational activities, followed by fuel consumption for transportation and backup power generation (1% of total emissions). By 2025, Danamon will have significantly reduced its energy consumption, particularly electricity usage, by 22%. Danamon's main initiatives to reduce energy consumption and emissions, namely:

Emissions Reduction from Electricity Consumption 2025 (Ton CO_2e)



- **Branch Transformation & Site Closing:** Danamon redesigned its bank offices to be more efficient and streamlined the number of bank offices in Indonesia;
- **Solar Panel Installation:** Installing solar panels as a renewable energy source at 50 Danamon office locations to reduce electricity consumption from the national power grid (PLN);
- **Implementation of Energy-Efficient Technologies:** Upgrading to energy-efficient cooling systems using variable refrigerant flow (VRF) technology at 12 office locations, significantly reducing electricity consumption, and expanding the use of energy-efficient equipment (LED lighting, campaigns, VSD, etc.) across 120 buildings and branch offices;
- **Purchase of Renewable Energy Certificates (REC):** Purchasing 44,207 units of Renewable Energy Certificates (REC) from PLN to support the development of renewable energy at the national level;
- **Green Building:** Danamon's Head Office, located in the Kuningan area of South Jakarta, is an office building that has achieved Platinum level Green Building certification, reflecting the highest standards in energy and water efficiency.

DANAMON'S ENERGY AND EMISSIONS PERFORMANCE

In 2025, Danamon recorded total energy consumption of 109,804 GJ, a decrease from the previous year's 139,786 GJ. The reported figures cover energy usage at Menara Bank Danamon and the Bank's branch offices across Indonesia. Danamon's decarbonization program recorded Scope 1 and Scope 2 emissions of 23,219 tons of CO_2e (gross), down from 29,675 tons of CO_2e in the previous year. Compared to emissions in the 2020, base year, Danamon has successfully reduced emissions by 12,005 tons of CO_2e (CAGR 8%).

Danamon consistently undertakes efforts to reduce GHG emissions and reports its performance annually through the Sustainability Report. These efforts have received recognition from Investortrust at the 2024 Best Corporate Transparency & Emissions Reduction Awards. In this event, Danamon was awarded the Green Rating in the Corporate Emissions Reduction Transparency category and the Gold Rating in the Corporate Emissions Calculation Transparency category.

Emission is calculated based on updated emission factors from Bank Indonesia Green Calculator Guidelines 2024. For the 2025 reporting period, Danamon adopted the GRI 102: Climate Change 2025 Standard to further enhance the clarity of its climate-related disclosures. All energy and emissions information presented below relates solely to banking operations and does not include subsidiaries.

ENERGY [GRI 302-1] [IDX E-03]

Energy Usage

Rounding applied

Description		Unit	2025	2024	2023
Energy from Non-Renewable Sources	Pertadex (Stationary Generator)	Liter	42,491	48,537	44,994
		GJ	1,615	1,844	1,710
	Pertamax (Motor Vehicle)*	Km	1,070,268	784,080	1,033,560
		GJ	2,440	1,788	2,357
	PLN Electricity	kWh	29,083,358	37,280,135	39,033,966**
		GJ	104,700	134,208	140,522
	Total from Non-Renewable Sources	**GJ**	**108,755**	**137,841**	**144,589**
Energy from Renewable Sources	Solar Panels	kWh	756,380	540,278	125,000
		GJ	2,723	1,945	450
	Total from Renewable Sources	**GJ**	**2,723**	**1,945**	**450**
Total Energy Consumption		**GJ**	**111,478**	**139,786**	**145,039**

* Change in unit
** Restated due to data measurement method adjustment

Renewable Energy Purchase

Description	Unit	2025	2024	2023
REC Purchase	kWh	22,424,000	21,783,000	-
	GJ	80,726	78,419	-

Total Energy Consumption including RECs [GRI 302-1] [IDX E-03]

Description		Unit	2025	2024	2023
Energy Usage	From Non-Renewable Sources	GJ	28,029	59,422	144,583**
	From Renewable Sources	GJ	83,449	80,364	450
Total Energy Use		**GJ**	**111,478**	**139,786**	**145,033**

** Restated due to data measurement method adjustment

Energy Usage Intensity [POJK F.6] [GRI 302-3]

Description	Unit	2025	2024	2023
Based on Revenue	GJ/million IDR	0.0036	0.0048***	0.0059
Based on Number of Employees	GJ/person	13.64	16.35	16.56

*** Restated due to restatement in revenue

GREENHOUSE GAS EMISSIONS [OJK F.11.] [GRI 102-5] [GRI 102-6] [GRI 102-10] [SASB FN-CB-410b.1] [IDX E-02]

Description		Unit	2025	2024	2023
GROSS EMISSION					
Scope-1	Pertadex (Stationary Generator)	Ton CO_2e	112	127	118
	Pertamax (Motor Vehicle)	Ton CO_2e	132	96**	127**
Scope-2	PLN Electricity	Ton CO_2e	23,573	29,878**	30,936**
Total Gross Emissions		**Ton CO_2e**	23,817	30,102	31,181
EMISSIONS REDUCTION					
Instrument	Owned Solar Panel	Ton CO_2e	598	427	99
	Carbon Credit	Ton CO_2e	-	-	2,699
	RECs from PLN EMI	Ton CO_2e	18,433	18,951***	-
Total Emission Reduction		**Ton CO_2e**	**19,031**	**19,378**	**2,798**
NET EMISSION		**Ton CO_2e**	**4,786**	**10,724**	**28.383**

** Restated due to data measurement method adjustment
*** Adjusted subsequent to REC Certificate and emission reduced published by PT PLN EMI

Intensity of Greenhouse Gas Emissions [GRI 102-8]

Description	Unit	2025	2024	2023
Based on Revenue	Ton CO_2e/ IDR Million	0.0002	0.0004**	0.0012
Based on Number of Employees*	Ton CO_2e/person	0.59	1.25	3.23

* Only include Danamon
** Restated due to restatement in 2024 revenue

FINANCED EMISSIONS [SASB FN-CB-410b.4]

Danamon calculates Scope-3 Greenhouse Gas (GHG) emissions from financing activities by referring to the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard Revised (GHG Protocol), IPCC Guidelines for National Greenhouse Gas Inventories (2006 and revised 2019) to determine the calculation methodology, and emission factors. Danamon also refers to the 2020 Institute of Partnership for Carbon Accounting Financials (PCAF) guidelines, which govern methodologies, assumptions, benchmarks, and qualitative approaches used to assess GHG impacts in the financial sector. Danamon reports financing emissions based on sector portfolios rather than by asset class.

Debtors included in the reporting scope include 100% of the total corporate loan portfolio, as well as mortgage loans and vehicle financing in Java. [SASB FN-CB-410b.3]

Scope-3 GHG Emissions (Category 15 - Loan Portfolio) [GRI 102-7] [SASB FN-CB-4l0b.2]

Emissions Sources' Industrial Sectors	Financed Emissions (Ton CO_2e) 2024	Financed Emissions (Ton CO_2e) 2023
Processing Industry	2,717,647.1	1,349,475.4
Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	1,403,373.6	N/A
Agriculture, Forestry, and FIshery	452,288.6	321,478.5
Supply of Electricity, Gas, Steam/Hot Water, and Cold Air	228,356.0	18,879.5
Transportation and Warehousing	77,719.9	47,264.6
Financial and Insurance Activities	71,834.6	39,271.6
Water Management, Wastewater Management, Waste Management and Recycling, and Remediation Activities	66,122.0	111,882.4
Real Estate	38,886.0	10,382.4
Construction	32,289.1	45,999.1
Rental and Leasing Activities Without Option Rights, Employment, Travel Agents and Other Business Support	19,803.2	N/A
Information and Communication	14,799.8	N/A
Mining and Quarrying	11,580.9	68,290.1
Provision of Accommodation and Provision of Food and Drink	3,956.6	N/A
Human Health Activities and Social Activities	916.7	N/A
Professional, Scientific, and Technical Activities	694.8	N/A
Other Services Activities	132.3	N/A
Government Administration, Defense and Mandatory Social Security	81.1	N/A
Education	41.9	N/A
Household Activities as Employers; Activities That Produce Goods and Services by Household to Meet Their Own Needs	18.6	N/A
Arts, Entertainment, and Recreation	15.7	N/A
Non-other Business Areas	0.0	N/A
Total	**5,140,558.3**	**2,012,923.6**

Note:
- Financed emission is calculate using loan data, aligning with PCAF standard.
- The datasets used to estimate the GHG emissions of Danamon's debtors have different levels of uncertainty due to data availability and corrections. For example, the available debtor's financial information period is different from the loan value period; the emissions are based on proxies derived from income or operational results; and the spend-based method has inherent uncertainty. In addition, the emissions values of some debtors were adjusted from the published values.

NATURAL RESOURCE MANAGEMENT AND WASTE REDUCTION

In implementing its sustainability strategy, Danamon not only focuses on reducing greenhouse gas (GHG) emissions but also strengthens the management of resources as part of its commitment to environmental protection. The Company implements systematic resource and waste management policies and programs in compliance with prevailing laws and regulations to ensure more sustainable operations.

Danamon Environmental Impact Management Matrix [OJK F.5., F.13., F.14.] [GRI 3-3] [IDX E-05] [GRI 306-3]

Focus Area	Key Initiatives	Strategic Objectives
Water Management	Implementing responsible water use policies across the Bank's branch network.	Ensuring efficient use of water resources and preventing wastage.
Paper Reduction	• Encouraging the digitalization of banking processes, such as account opening through the D-Bank PRO application, • Implementing double-sided printing, using smaller document margins, and reusing paper.	Reducing carbon footprint and resource consumption associated with paper usage and document distribution.
Office Waste and Waste Management	• Collaborating with Waste4Change for waste management processes and with third parties for the disposal of hazardous waste, • Wastewater from Menara Bank Danamon is treated through a Wastewater Treatment Plant (WWTP) before being discharged into the municipal drainage system.	Ensuring responsible waste handling in compliance with environmental regulations.
Use of Environmentally Friendly Materials	Selecting and using more environmentally friendly construction materials such as gypsum, Medium Density Fiberboard (MDF), particle board, and wall paints with low Volatile Organic Compound (VOC) content.	Preventing the generation of hazardous waste after the end of product life cycles and reducing health risks during use.

Responsible Production and Consumption Performance [OJK F.8] [GRI 303-5]

Total Water Usage
Meter Cubic (m^3)

184,140 | 2025
184.1 Megaliter

150,709
150.7 Megaliter
2024

158,543
158,5 Megaliter
2023

Water Usage Intensity
m^3/employee/month

1.88 | 2025

1.47
2024

1.51
2023

Paper Usage
Reams

50,697 | 2025

54,057
2024

54,060
2023

Total Solid Waste* [POJK F.13] [GRI 306-3]
Kilogram (kg)

130,902 | 2025

130,656
2024

104,545
2023

*Covers only office waste generated at Menara Bank Danamon and managed by Waste4Change.

The significant increase in water consumption in 2025 was primarily attributable to the implementation of a more accurate measurement method. With proper management of office waste and garbage, there were no incidents of liquid waste spills reported throughout the year. [OJK F.15.]

CORPORATE SOCIAL RESPONSIBILITY FOR THE ENVIRONMENT

Danamon's environmental management commitment extends beyond operations and financing, encompassing broader community collaboration through structured Corporate Social Responsibility (CSR) programs and aiming to create sustainable change. Danamon Sustainable Ecosystem is an umbrella initiative that raises awareness among employees, customers, and business partners about the importance of environmental issues, including decarbonization efforts and sustainable practices, to raise concerns and enhance skills in sustainable natural resource management. [OJK F.9., F.10.]

In addition to being done independently, Danamon also collaborates with One Financial Group to promote environmental conservation. These activities involve planting productive trees and mangroves to support carbon sequestration, maintain biodiversity, and help mitigate climate change-induced disasters.

Danamon's environment-focused CSR programs can be found in the Community Contributions section of this report.

Tree Planting Accumulation



Mangrove
Trees

53,500 2025



Other Plants
Trees

9,555 2025

ENVIRONMENTAL COMPLAINTS [OJK F.16., F.24.] [GRI 2-26]

Danamon welcomes environmental complaints through its public complaint mechanism, including at branch offices and on the Hello Danamon platform. Danamon receives, handles, and resolves complaints on environmental impacts arising from its operational activities. During the reporting year, the Bank received no environmental complaints.

Through a holistic approach, from internal operational transformation, responsible financing distribution, to tangible contributions to the community, Danamon strives not only to continuously grow as a business institution but also to act as an agent of positive change for environmental sustainability.

Environmental Expenditures (Rp million) [OJK F.4.]

Description	2025	2024	2023
Reducing organic and hazardous waste	279	273	255
Solar panel investment	3,500	4,004	11,059
Varible Refrigerant Flow (VRF) investment	19,200	12,400	-
Total	**22,979**	**16,677**	**11,314**

Note:
Data collected from Menara Bank Danamon (MBD), Jakarta Operational Office (JOO), and Region Office (RO)

GIVE MORE, **GROW MORE** [POJK F.25.]

Danamon consistently implements various social initiatives focused on improving financial literacy and inclusion, community empowerment, and capacity building, both internally and externally. All these activities are carried out through cross-divisional collaboration, including the Branch Network, Human Capital, Marketing Group, Digital Banking Division, Sustainability Finance Division, and the Sharia Business Unit.

The effectiveness of its social programs is evaluated through Sustainability Sub-Committee meetings to ensure the programs align with the Bank's strategic objectives. In fact, all initiatives in the area of sustainable finance have been aligned with the provisions and guidelines issued by the Financial Services Authority (OJK).

FINANCIAL LITERACY, FINANCIAL INCLUSION, AND CAPACITY BUILDING

With the establishment of the Financial Literacy and Inclusion Unit, Danamon strives to expand the scope while sharpening the achievements of these two activities.

Financial literacy programs are implemented as both part and non-part of the Corporate Social Responsibility (CSR) framework, while financial inclusion activities are more directed towards supporting the Bank's business growth.

FINANCIAL LITERACY [SASB FN-CB-240a.1]

In 2025, financial literacy activities were implemented by several units, including Group Marketing, the Sharia Business Unit, and the Branch Network (Non-CSR category), as well as the Sustainability Finance Division (CSR category). The education, automotive, and Hajj and Umrah communities remained the primary target communities, in addition to Micro, Small, and Medium Enterprises (MSMEs) and various other communities that had been strategic partners of the Bank in previous years.

Throughout the reporting period, 43 non-CSR financial literacy activities and 31 CSR financial literacy activities were implemented. Seventy four in total, these activities reached as many as 9,167 participants.

Furthermore, the Bank maximized the use of digital banking channels for broad and comprehensive financial education. This was also reflected in the relatively high level of internet service penetration in Indonesia.

This educational activity through digital banking channels was implemented to support the National Financial Literacy Strategy, the first pillar of which is education and a national financial literacy campaign to achieve a high level of financial literacy in society. This focus was on providing information on:

- Benefits of banking products,
- Fostering public interest in investing,
- Rights and obligations when purchasing/using banking products,
- Understanding the risks that may arise when purchasing/using banking products,
- Basic features of Danamon's financial products and/or services.

FINANCIAL INCLUSION

Danamon has several programs to support increased financial inclusion, including Danamon Financial Friday, a program of video loops that are uploaded every Friday through Danamon's YouTube channel. Through this Danamon Financial Friday program, Danamon provides financial tips and solutions to the public.

Another financial inclusion activity undertaken by Danamon was its participation in the Indonesia International Motor Show (IIMS), which again took place in Jakarta and Surabaya in 2025. The IIMS is an annual automotive exhibition fully supported by MUFG, Danamon, and Adira Finance as Official Banking Partners and Official Multifinance Partners. Through this exhibition, Danamon provides various financial services and comprehensive financial solutions through the Prima Car Ownership Loan (KPM Prima) product, easy transactions through D-Bank PRO Digital Banking for all levels of society, and information about the Danamon Financial Group.

In addition, the Bank, through its Sharia Business Unit, collaborated with Adira Finance Syariah and Zurich Syariah to hold a Sharia Financial Inclusion

Exhibition at four traditional markets in Banda Aceh, Medan, and, Bukittinggi. This exhibition is a series of People's Market Festival activities targeting the Micro, Small, and Medium Enterprises (MSMEs) community.

CONTRIBUTION TO SOCIETY [GRI 3-3, 413-1] [IDX S-12]

In running Corporate Social Responsibility (CSR) program, Danamon adheres to three pillars: economic, environmental and community, and social. All CSR initiatives are focused on making a tangible contribution to improving the economic and social well-being of communities, enhancing environmental quality, and achieving the Sustainable Development Goals (SDGs).

During the planning process, the Bank analyzes community needs through social studies, stakeholder dialogue, and evaluations of previous program implementation. It is an approach that ensures that the programs developed are well-targeted and deliver meaningful positive impacts.

Funds for CSR Activities

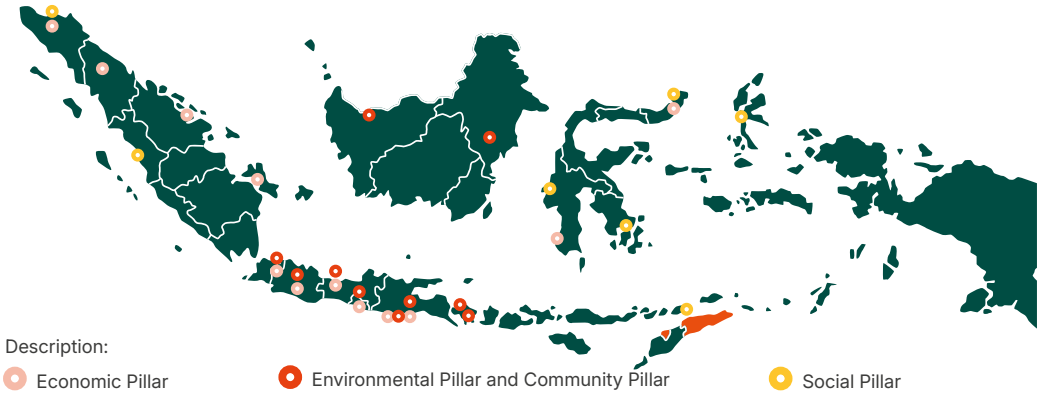
Billion Rupiah

Rp3.956 | 2025

Total Beneficiaries

Person

32,000 | 2025



Description:
- Economic Pillar
- Environmental Pillar and Community Pillar
- Social Pillar

Economic Pillar



Initiative
1. Financial Literacy for All
2. Tour D'Banking
3. Community Development

Achievement	Location
1. 14 activities with 2,394 beneficiaries consisting of the Hajj & Umrah community, MSMEs, and people with disabilities	Banda Aceh, Lhoksumawe, Langsa, Medan, Bukittinggi, Bengkulu, Jakarta, Bekasi, Gorontalo
2. 17 activities with 1,470 beneficiaries (pupils, university students, teachers, lecturers)	Medan, Jakarta, Bogor, Bekasi, Bandung, Cimahi, Mojokerto, Surabaya, Makassar, Manokwari
3. 2 Barista Trainings for students with disabilities	Jakarta
4. Sustainable Livestock Entrepreneurship Training	Aceh Besar
5. Artificial Intelligence (AI) training and learning access for the education community	

Environmental & Community Pillar [POJK F.12]



Initiative
Environmental & Social Concern

Achievement	Location
1. Conversion of environmentally friendly electric pedicabs	Yogyakarta
2. Rejuvenation of campus buses	Surabaya
3. Procurement of solar panel lights & repair of Trans Bus Stops	Balikpapan
4. Construction of rainwater harvesting & filtration facilities in schools	Bandung
5. Rejuvenation of Industrial Engineering laboratories	Bandung
6. Provision of reading corners & financial literacy books in 13 locations	Mentawai
7. Provision of Smart Classroom facilities for Postgraduate Programs	Medan
8. Provision of computer desks for schools	Pontianak
9. Procurement of sweet potato washing machines & ovens for MSMEs (Micro, Small, and Medium Enterprises) sweet potato farmers	Klaten
10. Rejuvenation of worship and sanitation facilities in people market	Aceh, Medan, Bukittinggi, dan Bengkulu

Social Pillar



Initiative
Disaster Mitigation and Response

Achievement	Location
1. Two disaster risk reduction activities	Lombok & Mojokerto
2. Flood Mitigation & Simulation Training on the Ciliwung River	Jakarta
3. Five flood disaster response activities	Samarinda, Denpasar, Aceh, North Sumatra, West Sumatra

ECONOMIC PILLAR

Under the Economic Pillar, Danamon's CSR program focuses on financial literacy and capacity building to create economic self-reliance for the community.

In 2025, Danamon's financial education program continued to focus on financial management and planning, as well as cybersecurity. A topic of interest to Gen-Z, who are now in their school and college years, was Investing. Some of the educational programs offered focused on financial management and smart and safe investing, which were held at Sari Mutiara Indonesia University, the Indonesia International Institute for Life Sciences (i3L), the LSPR Communication & Business Institute, and Parahyangan University. It was an initiative that showed Danamon's concern about the rise of illegal financial practices, such as unauthorized online loans and online gambling, as they were beginning to infect college life.

Through this program, Danamon affirmed its commitment to increasing the financial understanding and awareness of the younger generation, enabling them to manage their finances wisely, stay out of the risks of illegal activities, and choose safe and appropriate investment instruments.

In some of its financial literacy programs, Danamon collaborated with One Financial Group, such as the one at Parahyangan University. Through synergies with Home Credit Indonesia, MUFG Jakarta Branch, Adira Finance, and Zurich, students received comprehensive exposure from cross-industry financial experts.

Danamon also integrated financial literacy and Artificial Intelligence (AI) into academic activities where the Bank provided trainings and access to AI learning for college faculty member. Not only did this integration enhance lecturer competency, but it also drove the program's sustainable impacts, as lecturers could act as multiplier agents, teaching technology-based financial literacy to students, creating a ripple effect for the wider community.

With consistency, Danamon further incorporated inclusive issues into several financial literacy sessions by providing interactive learning materials with Deaf and Blind Friends, coffee skills training for students with disabilities, and talk shows on socio-entrepreneurship.

ENVIRONMENTAL & SOCIETY PILLAR

One of the flagship initiatives under this pillar in 2025 was the construction of a rainwater filtration and harvesting facility at Bina Persada School in Kota Baru Parahyangan. This facility was built to reduce the burden of groundwater use from drilled wells, in line with environmental sustainability principles. After the rainwater is harvested, it will undergo filtration for various clean-water purposes within the school environment, including flushing toilets and watering plants. In addition to its positive environmental benefits, this facility also provides a solution to address the dry season, which often leads to water scarcity.

Danamon took a step further as a form of support for the operation of Balikpapan City Trans, a Mass Public Transportation Facility (SAUM) in Balikpapan City, when it revitalized one of the bus stops and installed solar panels for lighting. This initiative aligned with Danamon's commitment to encouraging the community to adopt a greener and more sustainable lifestyle.

Furthermore, as a manifestation of the Bank's "BISA" values, employees are encouraged to actively participate in all CSR activities, including environmental conservation efforts with One Financial Group. More than 250 volunteering employees from both Danamon and One Financial Group planted mangroves in Jakarta, Surabaya, Semarang, Bali, Makassar, and Medan.

SOCIAL PILLAR

Activities under the Social Pillar focused on disaster relief and risk mitigation.

Throughout 2025, Indonesia faced some natural disasters, primarily floods, extreme weather, and landslides. This situation underscores the importance of disaster relief and risk mitigation in sustainability programs.

To equip the Bank's Disaster Response Team in handling floods, particularly those occurring in Greater Jakarta (Jabodetabek), Danamon collaborated with the National Disaster Management Agency (BNPB), the Jakarta Regional Disaster Management Agency (BPBD), and the Ciliwung Care Community (Mat Peci) to organize a Flood Mitigation & Simulation Training on the Ciliwung River. Sixty Danamon and One Financial Group employees volunteered as participants, hoping to foster collective awareness of the importance of community preparedness and active participation in creating a disaster-responsive and resilient work and family environment.

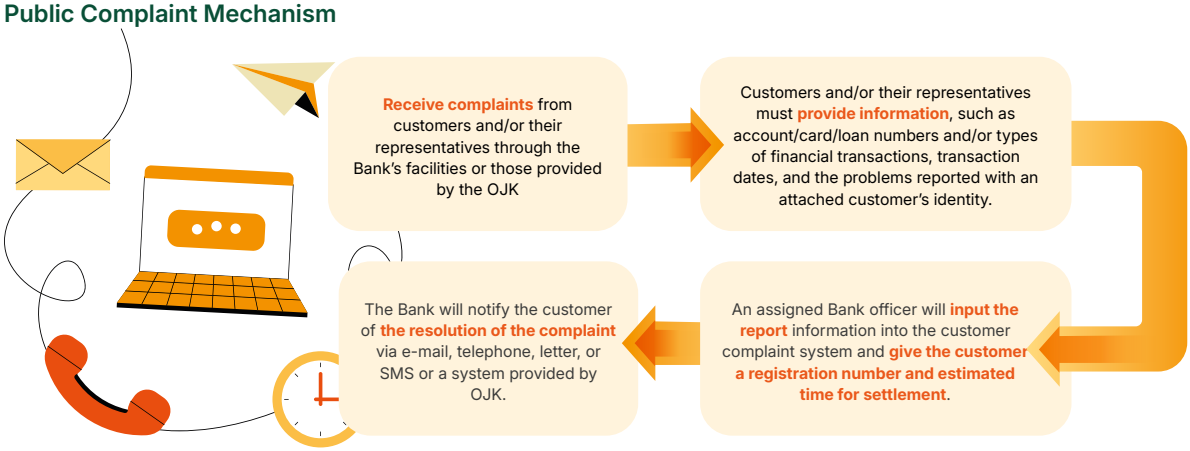
At the end of the year, Danamon was prompted by flash floods that struck Aceh, North Sumatra, and West Sumatra to immediately activate its Disaster Response Program, where it distributed some 2,150 logistical aid packages of basic necessities in three stages, hygiene and school kits, and prayer tools.

PUBLIC COMPLAINTS [OJK F.24.] [GRI 2-25, 2-26]

Danamon is committed to providing responsive and professional services through its branch office network as well as the Hello Danamon platform. The handling of customer and public complaints is carried out based on the operational framework for customer protection, which has been aligned with the provisions of the Financial Service Authority (OJK) and Bank Indonesia regarding customer protection in accordance with regulated terms.

The Bank provides various channels to receive inquiries regarding information and requests, as well as complaints or input from customers and the public. In addition, stakeholders may also visit Danamon branch offices directly to submit complaints or provide feedback.

Public Complaint Mechanism



BANK DANAMON CONTACT CHANNEL

- Fixed line and cellular to 1-500-090 (without area code)
- International call to (+62) (21) 2354-6100
- E-mail: hellodanamon@danamon.co.id
- X: @HelloDanamon
- Live Chat (for informational purposes only): 085811500090

Throughout 2025, Danamon received 40,565 customer complaints, all of which were handled in accordance with the Bank's established policies and procedures. Of the total complaints received, 97.28% were successfully resolved, while the remaining 2.72% were still undergoing the resolution process.

Number and Percentage of Complaint Resolutions

Description	2025	2024	2023
Total Complaints	40,565	24,373	24,825
Percentage of Complaint Resolution (%)	97.28	96.27	96.19

HUMAN CAPITAL

Employees are a key pillar in sustaining business continuity. The Bank's performance is strongly influenced by employees' ability to build constructive relationships with stakeholders and to deliver innovations that are aligned with the Company's sustainability vision and mission.

EQUAL AND FAIR EMPLOYMENT [GRI 3-3]

To attract the best talent, Danamon implements a recruitment process that complies with legal requirements and ethical principles, while ensuring respect for the rights and dignity of every individual. The selection process is conducted comprehensively to prevent forced labor practices and the involvement of child labor. The Bank also provides various training and awareness programs to enhance employees' and management's understanding of responsible labor principles. [OJK F.19.] [GRI 2-24] [IDX S-10]

Danamon has a Code of Conduct that explicitly prohibits all forms of sexual harassment. This commitment is further reinforced through the Collective Labor Agreement with labor unions, which includes provisions for sanctions up to and including termination of employment for employees found to have committed acts of immorality or sexual harassment in the workplace. [IDX S-08]

To support its commitment to employee welfare, Danamon fully upholds employees' rights to unionize and to form labor unions. Currently, there are three labor unions within Danamon that play an active role in fostering harmonious industrial relations between employees and the Bank.

Danamon Workers' Union [GRI 2-30]

Name of Union	Date of Establishment
Serikat Pekerja Danamon	March 14, 2005
Ikatan Karyawan Danamon	March 9, 2018
Union of Danamoners	September 11, 2024

Danamon maintains healthy industrial relations with all employees through the implementation of a Collective Labor Agreement (CLA). This agreement is reviewed and updated every two years, with the most recent update conducted in 2024 and effective for the period from August 1, 2024 to July 31, 2026. The CLA is comprehensive in nature and applies to all employees. [GRI 2-30]

EDUCATION AND TRAINING [OJK F.22.] [GRI 3-3]

Danamon views employee competency development as a strategic investment that supports the Bank's focus on people, digital, and branding. All training and development programs are designed in accordance with the Human Resources Policy, with adjustments made by the Human Capital Directorate to address individual needs while strengthening employees' leadership capabilities.

The Learning, Engagement, and Corporate University Division is responsible for formulating the Bank's learning strategy for employees. Participation in training programs is one of the annual Key Performance Indicators (KPIs) that must be fulfilled by all employees. These programs are implemented on an ongoing basis to ensure that employee competencies remain relevant to the Bank's evolving needs. The effectiveness of training programs is evaluated through the achievement of established KPIs. In 2025, female employee participation in training will reach 56% with 54,649 participants. More detailed information on employee development programs is presented in the Training and Development section on page 273 of this Report.

Employee Training* [GRI 404-1] [IDX S-05]

Description	Nominal	2025	2024	2023
Training Programs	Programs	1,092	700	892
Training Participants	People	96,955	106,027	123,443
Average Training Hours*	Hours	41.66	40.76	52.86
Training Investment	IDR Billion	87.3	91.9	90.6
Average Investment per Employee	IDR Million	0.90	0.87	0.73

* Data only includes Danamon

DANAMON BANKERS TRAINEE PROGRAM

To prepare future leaders, Danamon implements the Danamon Bankers Trainee (DBT) program. This program is designed to attract top graduates at both undergraduate and master's levels and to equip them with the competencies required to become high-performing leaders in the future.

Throughout 2025, the DBT program was conducted in 4 batches with a total of 110 participants. Over the course of one year, participants underwent an intensive learning program encompassing the strengthening of banking knowledge as well as the development of leadership skills, aimed at enhancing their qualifications and readiness for a career at Danamon.

PERFORMANCE ASSESSMENT [GRI 404-2]

Employee performance assessment at Danamon is conducted through a structured process comprising Objective Setting, Mid-Year Review, and End-Year Review. Throughout this process, Supervisors provide coaching, conduct performance monitoring, and support employee development to help individuals maximize their potential and achieve optimal performance.

In 2025, a total of 667 employees received promotions, with 56.4%, or 376 employees, being women. This achievement underscores Danamon's commitment to fostering an inclusive workplace culture, particularly through gender equality and the empowerment of women.

REMUNERATION

Danamon implements a remuneration strategy designed to motivate and retain top talent, without discrimination based on gender, race, age, disability, or other factors unrelated to performance. Remuneration determination refers to the Operational Reference Framework, including the application of minimum wages in accordance with the city or regency where employees are based. These minimum wages are reviewed and updated periodically to remain aligned with prevailing labor regulations. Danamon ensures that all employees receive wages above the Provincial Minimum Wage (UMP) and the Provincial Sectoral Minimum Wage (UMSP). In addition, high-performing employees are rewarded with incentive bonuses. [OJK F.20.]

Danamon also ensures that there is no discrimination in base salary and remuneration between female and male employees. The remuneration ratio between genders is 1:1, reflecting the Company's commitment to providing fair compensation based on competence, responsibilities, and contributions, without gender bias. This policy is aligned with Danamon's values of equality and inclusivity in the workplace. [OJK F.20.] [GRI 405-2]

In accordance with Indonesian laws and regulations, Danamon provides social protection for all employees through BPJS Kesehatan and BPJS Ketenagakerjaan, which cover old-age benefits, work accident insurance, and death benefits.

RETIREMENT PROGRAM

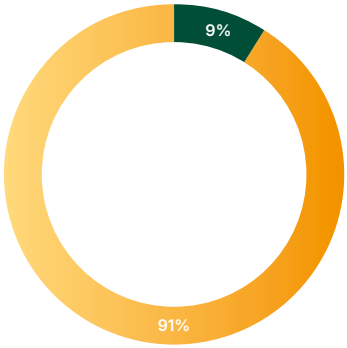
Danamon has a retirement preparation program for employees, which includes training and capacity-building initiatives such as financial management, exploration of post-retirement business opportunities, and health maintenance. As of the end of 2025, 218 employees had participated in this program.

DIVERSITY, EQUITY, AND INCLUSION [OJK F.18.] [GRI 3-3] [IDX S-01]

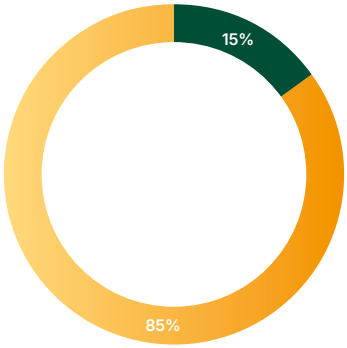
Danamon is committed to fostering an inclusive and equitable work environment in line with the Bank's Sustainability Policy. Danamon ensures that all employees are provided with equal employment opportunities, without discrimination based on gender, ethnicity, or any other aspects of diversity.

DIVERSITY OF THE BOARD OF COMMISSIONERS, DIRECTORS, AND EMPLOYEES [GRI 405-1]

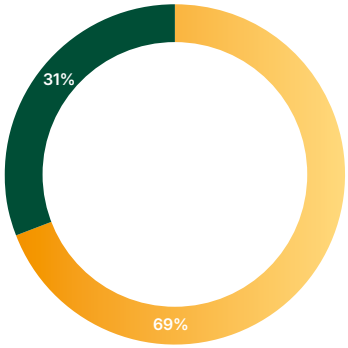
Board of Commisioners Diversity



Board of Directors Diversity



Employee Diversity



Female Male

NON-EMPLOYEE WORKERS

Danamon employs non-employee or outsourced workers to support its operational activities. The definition of non-employee workers refers to the definition of "temporary workers" as stipulated in the GRI 2021 Standards.

Number of Non-Employees by Type of Work [GRI 2-8]

Type of Work	2025	2024	2023
Security	1,066	960	1,044
Cleaning Service	584	650	650
Driver	10	10	9

DAYATARA: Realizing Inclusion and Equality through DAYATARA

Danamon demonstrated its commitment to the principles of Diversity, Equity, and Inclusion (DEI) through the launch of the *Danamon Berdaya Mengusung Kesetaraan* (DAYATARA) program in early October 2024. In its initial phase, DAYATARA focused on promoting equity and inclusion for persons with disabilities in the workplace through a six-month internship program, running from October 1, 2024 to March 31, 2025. The program took place at Danamon's Head Office and some major cities, including Jakarta, Bandung, Semarang, and Surabaya. Besides professional skill development, the DAYATARA internship program was also designed to foster positive and inclusive social interactions between Danamon employees and program participants.

To ensure sustainability, the program was extended from August 2025 to February 2026, offering a broader range of internship positions for participants. During this period, Danamon also introduced a social initiative titled Hands of Hope, through which Danamon reaffirmed its support for equality and the empowerment of persons with disabilities, while providing opportunities for Danamoners to engage directly with the disability community. The initiative encouraged interaction, communication learning, and the cultivation of empathy through tangible actions, including donation activities.

The Hands of Hope initiative commenced with a donation drive held on September 23–25, 2025, in conjunction with the International Day of Sign Languages. During this event, participants had the opportunity to learn Indonesian Sign Language (BISINDO) alongside Deaf peers, interact with Deaf baristas from Kopi Sunyi, and write messages and aspirations on the Tree of Hope. Funds collected were subsequently distributed on November 24, 2025 to Sekolah Luar Biasa BC Sumber Budi in Petukangan, South Jakarta, in the form of operational support, skills training equipment such as speech trainers and sewing machines, as well as sports and recreational facilities.

Beyond initiatives for persons with disabilities, and in line with its broader DEI commitment, Danamon also implemented women's empowerment initiatives through the Women Mentorship Program, launched on March 7, 2025 as part of the DAYATARA program. This initiative was a collaborative effort between MUFG Bank, Danamon, Adira Finance, and Home Credit Indonesia, aimed at strengthening the professional capabilities of women leaders in Indonesia's corporate sector.

The Women Mentorship Program took place for a six-months and comprised one-on-one mentoring sessions, training, workshops, and networking activities for selected female employees from the four entities. Through this initiative, Danamon seeks to enhance women's representation in leadership positions and strengthen the talent pipeline of future female leaders, while further reinforcing the Bank's commitment to fostering an inclusive and diverse workplace.



A HEALTHY, DECENT, AND SAFE WORK ENVIRONMENT [OJK F.21.] [IDX S-11]

Danamon implements an Occupational Health and Safety Management System (SMK3) in line with Government Regulation No. 50 of 2012 to ensure the highest standards in occupational health and safety (OHS) for all employees. OHS management is carried out collaboratively by the Corporate Real Estate Management (CREM) Division, including Health, Safety, and Environment (HSE) unit. Both units are responsible for providing adequate OHS facilities and infrastructure, mitigating occupational diseases, managing disaster or pandemic risks, raising safety awareness, and handling workplace incidents.

All employees are required to maintain a safe and healthy work environment and to report any incidents. To strengthen OHS education, Danamon utilizes various communication channels, such as e-mail blast, digital media, and training. In terms of competency development, personnel from the functions undertake certified General OHS Expert training. In addition, the Bank assigns HSE Officers at each organizational level to ensure compliance with OHS practices within their respective teams.

During the reporting period, there were no work-related incidents. [IDX S-06]

EMPLOYEE HEALTH PROGRAM

Danamon continues to provide comprehensive health benefits for all employees through BPJS Kesehatan and health insurance in accordance with Human Capital policies. The year 2025 marks an important period for strengthening employee health programs through a series of health promotion activities, vaccinations, medical education, and the development of the Bank's internal health facilities. These programs are designed to improve employee productivity, encourage healthy lifestyles, and ensure the readiness of healthcare facilities across regions. The activities include:

A. Health Education Activities (Health Talks)

1. **Flu Vaccine Health Talk**
   - Focused on preventing influenza after the long holiday period.
   - Objective: to increase awareness of the importance of flu vaccination to maintain productivity after the Eid holiday.
2. **Mindfulness Health Talk**
   - Exploring the benefits of mindfulness for mental health and work focus.
   - Addressing employees' needs for stress management.
3. **Basic First Aid Health Talk**
   - Providing basic training in first aid and life-saving skills.
   - Enhancing employee preparedness for emergency situations.

B. Vaccination & Medical Screening Activities (Health Events)

1. **Health Event: Influenza Vaccination (All Regions)**
   - Implementation of flu vaccinations across all regions to increase immunity among employees and their families against influenza.
   - The vaccination program will be carried out twice in 2025, specifically during the long religious holiday period and at the end of the year, to help maintain employees' immunity.
   - Supporting the reduction of absenteeism caused by seasonal flu.
2. **Health Event: Influenza Vaccination (All Regions)**
   - A follow-up flu vaccination program ahead of the rainy season.
   - Maintaining employee immunity before the Christmas and year-end holidays.
3. **Health Event: Mini Medical Check-Up (Mini MCU)**
   - A brief health screening to monitor employee health conditions, particularly checking blood sugar, blood pressure, and cholesterol levels.
   - Focused on early detection of potential health issues.

C. Fitness Development and Mental Health Activities

1. **Motivational Program**
   - A motivation and fitness program for Mandiri BDI employees.
   - Encouraging an active lifestyle and boosting employee engagement.
2. **Health Talk and Socialization for the Opening of D'Harmony**
   - A program focused on employee mental health as part of the Bank's commitment to creating a healthy, productive, and sustainable work environment.

D. **Opening of Internal Healthcare Facilities (In-House Clinics)**
   1. **Opening of In-House Clinic BDI Medan – Diponegoro Branch Office**
      - Expanding access to fast and quality healthcare services for employees in Medan, North Sumatra.
   2. **Opening of In-House Clinic BDI Surabaya – Gubernur Suryo Branch Office**
      - Expanding healthcare services to the Surabaya, East Java region to enhance the Bank's medical service coverage.

D'HARMONY PROGRAM

Danamon regards mental health as an integral component of organizational resilience and operational sustainability. As part of its commitment to the Social pillar of the Environmental, Social, and Governance (ESG) framework, the Bank developed D'Harmony (Danamon Helping All Reach Mental Optimism and Nurturing You), an Employee Assistance Program (EAP) that provides comprehensive psychological support to all permanent employees in Indonesia.

D'Harmony gives employees access to professional consultation services that can help them deal with a wide range of work and personal life problems, including stress at work, family issues, personal development, and emotional well-being. These services are available virtually or by phone in both Indonesian and English, and include psychological assessments, short-term counseling, and referrals for further support when necessary. Each employee is entitled to up to five service sessions per year.

The program is designed with a strong emphasis on confidentiality and inclusivity to ensure privacy protection, reduce stigma associated with mental health, and promote equitable access to services across the organization. D'Harmony was implemented in phases throughout 2025 and is planned to be fully operational by the fourth quarter of 2025.

Through this initiative, Danamon reinforces its commitment to fostering a healthy, safe, and sustainable work environment, while supporting employee productivity and strengthening long-term organizational resilience.

HUMAN RIGHTS IMPLEMENTATION

[GRI 3-3] [IDX S-07, S-09]

In line with MUFG's policy, Danamon is committed to upholding human rights, as set out in the Universal Declaration of Human Rights and various international covenants. Based on the materiality testing process conducted in 2024, human rights is one of the topics that has an impact on the sustainability of the Bank's business and its stakeholders, and has been incorporated into the Bank's Sustainability Policy.

The implementation of human rights principles is outlined in the Code of Conduct, which covers freedom of association and organization, a prohibition on all forms of harassment, slander, violence, or threats, and legal protection and remuneration in human resources policies. Throughout the reporting period, there were no cases of human rights violations within Danamon.

In the credit assessment aspect, the ESRA Guidelines include 'threats to Human Rights' as a social risk in providing credit/financing to several sectors that need attention. Also, the human rights aspect is one of the social assessment criteria in TKBI Pilot Project implementation in accordance with the Regulator's direction.

PRODUCT INNOVATION AND DEVELOPMENT

The financial products and services that Indonesia's banking industry has been providing are meant to support nation-building as it pursues equitable distribution, economic growth, and national stability to improve society's welfare. The banking industry performs its functions under the prudential principle, acting as an Agent of Trust by raising and distributing public funds.

As a commercial bank, Danamon carries out this role to the best of its ability by delivering on its commitment to providing fair and equitable financial services to customers, while prioritizing transaction convenience and transparent communication to maintain customer trust. [OJK F.17.]

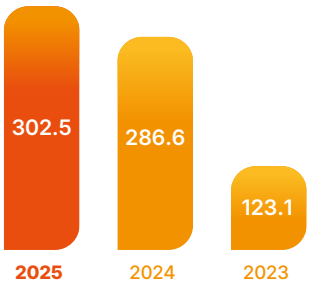
FINANCIAL PRODUCTS AND SERVICES FOR ALL

Danamon's commitment to providing formal financial services to all segments of Indonesian society is reflected in its community-driven products that help people open and maintain simple yet secure bank accounts. Danamon offers a Basic Savings Account (BSA), an accessible option for the public to open a formal banking account that is easy to open and suitable for everyday transactions.

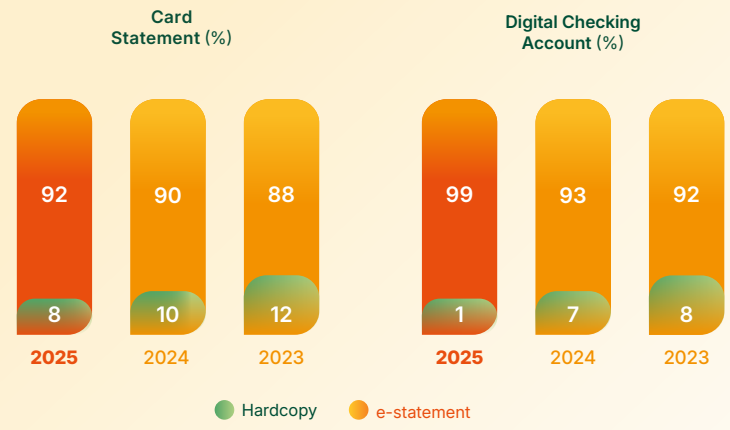
The types of BSA accounts Danamon offers include Danamon Save iB, which complies with Sharia principles, and TabunganKu, an administration fee-free saving account with or without a small initial deposit to open and a small minimum balance. Danamon also offers D-Wallet as a digital banking solution designed to enhance financial access for communities with limited access to physical branch offices. Through D-Wallet, customers can securely and efficiently conduct basic banking transactions, including digital payments via QRIS, fund transfers, and cash withdrawals. These products represent a transformation of the Branchless Banking concept introduced by the Financial Services Authority a decade ago, leveraging digital technology to expand the reach of banking services and support national financial inclusion.

In mid-2025, Danamon made some significant enhancements to its D-Bank PRO mobile banking application to deliver a more seamless and reliable user experience for customers. Among the key new features of D-Bank PRO is its ability to conduct foreign exchange transactions 24/7, enabling customers to transact without time limitations. Another key feature of the app is Danamon's support for Bank Indonesia's initiative to expand cross-border QRIS usage, particularly in Japan, which became the latest addition in August 2025, following its earlier usability in Malaysia, Singapore, and Thailand.

Total Digital Transactions
(Million Transactions)



Use of E-statement



IMPACT OF DANAMON'S FINANCIAL SERVICES

For more than 69 years, Danamon's financial products and services have delivered comprehensive financial solutions and built sustainable, customer-oriented synergies under the spirit of Growing Together, Progressing Together. Credit products distributed—including working capital loans, investment loans, and trade finance—help businesses finance their operations, expansion, and both import and export trade, thereby increasing production capacity and competitiveness.

Danamon's synergy with Adira Finance (ADMF) has also enabled the provision of mortgage loans, motor vehicle financing, as well as productive and consumer loans, allowing individuals to meet their financial needs and supporting household consumption and investment as key drivers of Indonesia's GDP. In 2024, Danamon disbursed consolidated loans and trade finance amounting to Rp195.6 trillion, equivalent to approximately 0.88% of Indonesia's GDP (BPS, 2025), while in 2025 Danamon's total loan disbursement reached Rp212.7 trillion.

Danamon's banking services, built on digital platforms, enable communities, particularly those in remote areas, to access formal financial services such as savings, loans, and digital payments. This supports financial inclusion, especially for micro, small, and medium enterprises (MSMEs) that previously faced challenges in accessing formal financial services.

Beyond financing, the Danamon *Berdaya* program provides training, business mentoring, and access to capital, enabling small business owners to develop their enterprises and improve household welfare. Savings accounts, current accounts, time deposits, and card products help customers manage daily transactions, save funds, and access non-cash payments through the ATM network, the D-Bank PRO digital banking application, and cash management services—making transactions safer, easier, and faster.

Danamon actively promotes financial literacy across all segments of Indonesian society through various events and campaigns that help customers understand financial products, risks, and sound financial management. The Bank also collaborates with various stakeholders to promote savings, targeting unbanked and underbanked communities to encourage account ownership and formal transaction habits. The growth of communities with access to formal financial services is reflected in the growth of Third Party Funds by around 17.8% in 2025.

Total Credit and Trade Finance	Total Credit Disbursed to MSMEs	Total Credit for Sustainable Business Activities	Number of Savings and Deposit Accounts*	Third Party Funds*
Trillion Rupiah	Trillion Rupiah	Million Rupiah	Million	Trillion Rupiah
Rp212.7 2025	Rp21.6 2025	Rp41.9 2025	Rp3.7 2025	Rp182.3 2025

*Customers and Bank

RESPONSIBLE PRODUCT DEVELOPMENT

Danamon is committed to providing safe financial products and services designed to meet the needs of individuals and businesses, while complying with Sharia principles for Sharia products. All Danamon financial products and services are developed in accordance with regulatory requirements, internal policies, and guidelines through a comprehensive process that includes risk reviews, environmental and social assessments, and user safety considerations to prevent potential losses to customers. All new products and services that meet the defined criteria must obtain regulatory approval or fulfill regulatory reporting obligations.

Danamon's product and service security policy guidelines include, among others:

1. M.006-DIR dated October 31, 2024 regarding the Mechanism for Assessing the Materiality of Increased Risk Exposure from Bank Product Development;
2. Non-Credit Product Program Standard No. 2.6.0.0/RM/ORM/2/2025;
3. Product Program Standards and Credit Guidelines No. 2.9.0.0/RM/CERM/2/2025;
4. Marketing Program Memorandum (MPM) Standard No. 2.5.37.0/RM/ORM/3/2024;
5. Digital Partnership Framework No. 2.2.14.0/GAS/GCO/3/2024, including its amendments.

In 2025, Danamon's new financial products and services have complied with applicable laws and regulations and obtained approval from Regulators for relevant products. In addition, 100% of Danamon's products and services have been equipped with adequate security systems.

In 2025, certain services were discontinued in line with Danamon's business strategy, namely the D-Bank PRO website version and *Laku Pandai* services.

In addition, several non-bank products were discontinued based on partner business strategies, including the bancassurance partnership for Primajaga Umum (Primajaga 50) with PT Asuransi Jiwa Manulife Indonesia, and the mutual fund distribution partnership for BNP Paribas Spektra Mutual Fund with PT BNP Paribas Asset Management.

PRODUCT SECURITY AND CUSTOMER PROTECTION

To prevent potential negative impacts arising from the use of financial services, it is essential for the public and prospective customers to understand and use banking services prudently, as well as to enhance financial literacy to minimize possible adverse effects. The Bank conducts due diligence on prospective customers to assess their credibility and financial capability, and provides clear and detailed explanations of the financial products and services offered, including any future cost implications. In this regard, Danamon also applies Know Your Customer (KYC) protocols to every customer at account opening to prevent money laundering and terrorism financing (APU and PPT) as well as the financing of the proliferation of weapons of mass destruction (PPPSPM).

To safeguard customer interests, all Danamon products and services are licensed and supervised by the Financial Services Authority (OJK) and Bank Indonesia. Customer deposits are also protected by the Indonesia Deposit Insurance Corporation (LPS) in accordance with prevailing regulations.

With the increasing use of digital financial services, Danamon continues to strengthen the security integrity of its digital products and services, including D-Bank PRO, Danamon Cash Connect, Danamon Digital Onboarding, and D-Save. During the account opening process, customer verification utilizes Face Recognition and Liveness Detection features to ensure security, accuracy, and convenience. Digital banking security is further supported by multi-factor authentication, advanced data encryption technology, and features that allow customers to manage access rights, transaction limits, and permitted activities on the platform. To enhance transaction security, Danamon has implemented a Fraud Monitoring System capable of detecting potential fraudulent activities.

The use of technology to support Danamon's operations is ensured to be aligned with the following regulations and standard:

1. POJK No. 11/POJK.03/2022 on the Implementation of Information Technology by Commercial Banks.
2. SEOJK No. 29/SEOJK.03/2022 on Cyber Resilience and Security for Commercial Banks.
3. PBI No. 2 of 2024 on Information System Security and Cyber Resilience for Payment System Providers, Money Market and Foreign Exchange Market Participants, and Other Parties Regulated and Supervised by Bank Indonesia.
4. PADG No. 24 of 2024 on Information System Security and Cyber Resilience for Payment System Providers, Money Market and Foreign Exchange Market Participants, and Other Parties Regulated and Supervised by Bank Indonesia.
5. Law No. 27 of 2022 on Personal Data Protection.
6. Law No. 11 of 2008 on Electronic Information and Transactions and Law No. 19 of 2016 on the Amendment to Law No. 11 of 2008 on Electronic Information and Transactions.
7. Minister of Communication and Information Technology Regulation No. 20/2016 on Personal Data Protection in Electronic System.
8. ISO 27001:2021 on Information Security Management Systems.
9. Danamon's Internal Cyber Risk Management Policy.

CUSTOMER EDUCATION

According to data from the Indonesia Digital Report 2025, there are approximately 143 million active social media users. With the increasing number of social media users and the increasing development of new technologies (such as AI, Deepfake, Voice Phishing, Fake WhatsApp, etc.), customers need to be more cautious in their activities on social media to avoid fraud, which typically targets their personal and financial data.

To address this issue, Danamon, as a customer-oriented bank and trusted provider of financial solutions, continuously increases public understanding and awareness through the #JanganKasihCelah campaign.

#JanganKasihCelah is a campaign that appeals to the public to be wise in using social media by understanding what information they should or should not share digitally and keeping the confidentiality of their data, including every post on social media, to prevent any personal data or confidential information from being unintentionally shared. Education is disseminated through the following channels:

- Social Media
- E-mail Marketing
- WhatsApp
- Communication through Danamon branch teams.

Danamon actively provides financial literacy education to the public through platforms such as MUFG N0W and its CSR programs, delivering financial and sustainability literacy to customers and the wider community, including raising awareness and encouraging progress toward a low-carbon economy. Further information on Danamon's literacy initiatives is presented in the Community Contribution section of this Report.

PERSONAL DATA PROTECTION

As a banking institution, Danamon is committed to safeguarding the confidentiality and security of customer data and information in accordance with applicable regulations. Personal Data Protection is one of the Bank's key focus areas, implemented through continuously enhanced security measures aligned with industry best practices.

To ensure that all employees understand the importance of information security, Danamon regularly conducts awareness initiatives through email blasts, social media content, simulations, training programs, and e-learning modules.

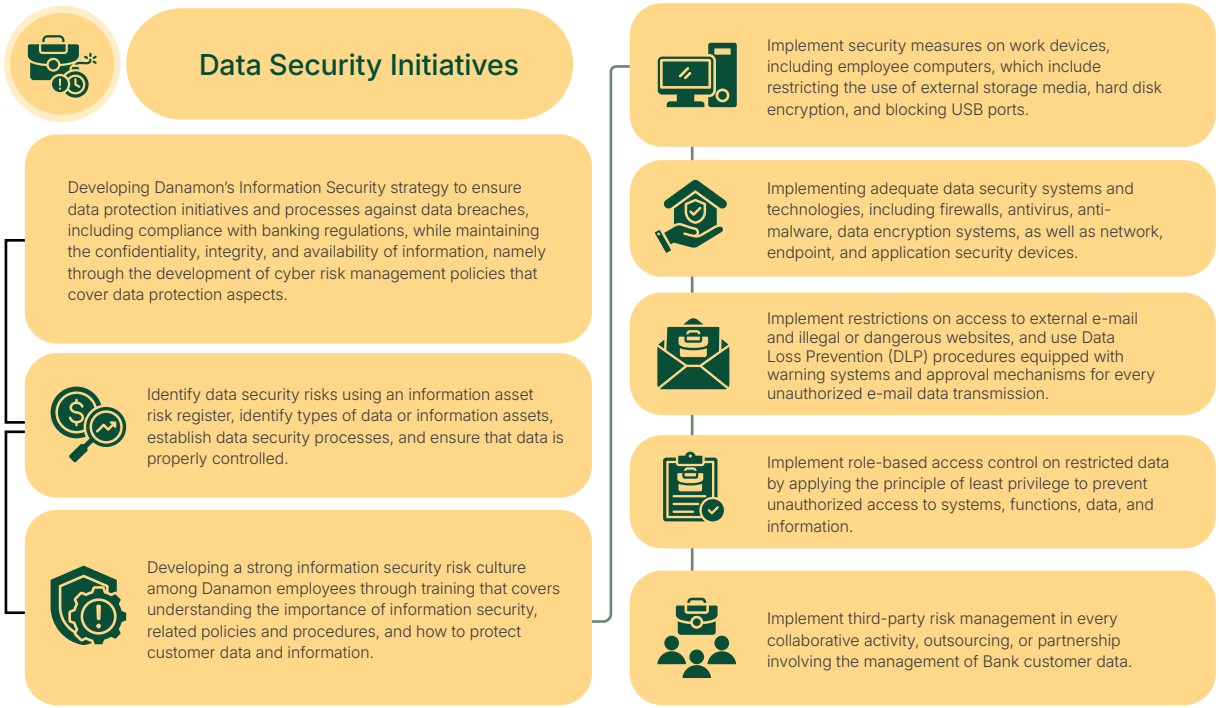
Personal data and corporate data protection are also applied within the procurement process. Danamon utilizes mechanisms such as confidentiality agreements to safeguard information security, as well as the Procure-to-Pay (P2P) system as an essential component in enhancing procurement and transaction efficiency.

DATA SECURITY AND CYBER THREATS

Danamon leverages technology by implementing system security standards to create a more effective, efficient business. To ensure data security from cyber threats, Danamon involves five divisions, namely; The IT Cybersecurity Division under the Information Technology (IT) & Digital Directorate is responsible for setting and monitoring cybersecurity standards, and is independent of the IT operational management function; The Information Risk Management Division under the Risk Management Directorate responsible for developing policies and monitoring information technology and cyber risk management; the Operational Risk Management Division develops policies, frameworks, tools (ORM tools), and monitors the implementation of operational risk management; The Compliance Division that is responsible for overseeing regulatory compliance on data security; while the Internal Audit Working Unit (SKAI) Division that is responsible for conducting independent assessments of the implementation of system security and cyber resilience.

Danamon mitigates the risks of data breaches and malware by ensuring that data shared to and from external parties is secure, preventing malware from disrupting banking operations, and deploying layered security defenses through the use of antivirus and firewall systems. In addition, Danamon has established a Computer Security Incident Response Team (CSIRT) to proactively detect, respond to, and recover from cyber threats in a timely and effective manner.

Steps to Ensure Customer Data Security



CUSTOMER DATA COMPLAINT MECHANISM

Danamon has established reporting mechanisms for both internal stakeholders and customers. Internal reporting can be made through the IT Helpdesk or the Security Operations Center, while customers may submit reports via Hello Danamon. Every report received is followed up by the relevant unit and involves the IT Cyber Security team if it is related to data security or cyber threats.

Danamon is open to and values feedback and complaints from customers, the community, and other stakeholders. For issues concerning customer data security, grievances can be delivered through Hello Danamon or at any branch offices. By 2025, Danamon will not receive any complaints related to customer privacy/data. [SASB FN-CB-230a.1] [GRI 418-1]

CUSTOMER SERVICE AND SATISFACTION

Danamon evaluates the quality of the Bank's services across various touchpoints and compares Danamon's performance with other banks by conducting customer satisfaction surveys using the Customer Engagement (CE) Survey and Net Promoter Score (NPS) methods. The CE Survey measures various aspects of the bank's services. In 2025, Danamon achieved a score of 4.28, an improvement compared to the previous year.

NPS, which indicates the likelihood of customers recommending Danamon, recorded an increment from 42% to 45%, showing a 7% improvement compared to the previous year. This growth was driven by branch service enhancements and the launch of D-Bank PRO 2.0, aimed at improving service quality and customer experience.

Customer Engangement

Scale 1-5

2025	2024	2023
4.28	4.14	4.11

Net Promoter Score

Scale -100 to 100

2025	2024	2023
45	42	35

ABOUT
SUSTAINABILITY REPORT

This Sustainability Report presents information on Danamon's sustainability performance for the period from January 1 to December 31, 2025. Danamon publishes its Sustainability Report annually in accordance with regulatory requirements. The previous Sustainability Report was published on February 26, 2025. [GRI 2-3]

The financial data and information on employee headcount presented in this Report are consolidated data, including the Bank's subsidiary, PT Adira Dinamika Multi Finance Tbk (ADMF). In this report, there are several restatements, namely:

- Financial data for 2024, related to the merger of Mandala Finance and ADMF.
- GHG emissions data, related to:
  a. data measurement method adjustment,
  b. adjustment subsequent to REC Certificate and emission reduced published by PT PLN EMI in 2025.

Further details can be found in their respective sections.

This Report has been prepared in accordance with Financial Services Authority Regulation (POJK) No. 51/POJK.03/2017 on the Implementation of Sustainable Finance, OJK Circular Letter (SEOJK) No. 16/SEOJK.04/2021 on the Form and Content of Annual Reports of Issuers or Public Companies, as well as OJK Circular Letter (SEOJK) No. 14/SEOJK.03/2025 on the Implementation of Governance for Commercial Banks. In addition, this Report also refers to the Global Reporting Initiative (GRI) Standards 2021 and the Sustainability Accounting Standards Board (SASB) standards for the Commercial Banking sector. [GRI 2-2, 2-4]

Through the publication of this Report, Danamon aims to provide information to stakeholders regarding the Bank's active role in supporting the sustainability agenda. There were no significant changes to Danamon's business and value chain throughout 2025. [OJK C.6.]

Danamon values all feedback and constructive input from stakeholders regarding the Sustainability Report published. All feedback received will be used as evaluation material to improve the quality of the Report in the following year. During the current reporting period, Danamon did not receive any feedback on the previous year's report. [OJK G.3.]

ASSURANCE OF **THE REPORT** [GRI 2-5]

To ensure the quality of the Report, Danamon conducted an internal review and verification process by the relevant teams under the direct supervision of the Board of Directors. In addition, Danamon appointed Decar Verite Asia as an independent party to perform external verification of the Sustainability Report.

Decar Verite Asia was not involved in the preparation of the Report and had no conflicts of interest during the verification process. The external assurance was conducted in accordance with the AA1000 Assurance Standard (AA1000AS) v3, Type 1, with a Moderate level of assurance, in line with the principle of Accountability.

Detailed information on the results and methodology of the external assurance is available in the Independent Assurance Statement on page 556-558 of this Report.

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08 CORPORATE **DATA**

PT Bank Danamon Indonesia Tbk
2025 Annual Report

PRODUCTS AND **SERVICES**

CONSUMER BANKING

DANAMON LEBIH PRO

Danamon LEBIH PRO is a unique savings product designed to meet the needs of transactions in foreign currencies. Here are some advantages of the Danamon LEBIH PRO Savings Account:

- 12 currencies in 1 account, consisting of USD, EUR, JPY, AUD, CAD, CNY, GBP, HKD, NZD, SGD, SAR.
- Competitive foreign exchange rates, with a 5x difference guarantee if a more competitive rate is found.
- Ease and benefits of transacting abroad with the Danamon LEBIH PRO Debit Card:
  - No conversion fees.
  - Auto switching currency.
  - 5% cashback per month for every transaction overseas.
  - Savings on cash withdrawal overseas. Applicable in +210 countires at Mastercard/Cirrus/Maestro network ATMs.
- Ease and benefits of transacting domestically with the Danamon LEBIH PRO Debit Card:
  - 5% cashback per month for transactions at Gas Stations & Supermarket/ Minimarket.
  - Enjoy 30x free BI-Fast transfers per monthly at D-Bank PRO and free cash withdrawals at more than 100 thousand ATMs in Indonesia's ALTO/Prima/ ATM Bersama network with a minimum balance before the transaction of Rp1 million.

DANAMON SAVE

Danamon Save provides you with digital savings suitable for fulfilling all your digital transaction needs with the following advantages:

- No administration fees.
- No cash withdrawal fees at various domestic ATMs for up to 20 times per month.
- No transfer fees via BI-FAST through D-Bank PRO for up to 20 times per month.

FLEXIMAX

Premium savings product with several benefits, such as:

- Attractive interest rates.
- NoRTGS/SKN/Clearing transfer fees.
- No transfer fees to other Banks via BI-FAST.
- No domestic cash withdrawal fees for up to 25 times at ATMs of other banks in the ALTO/ Prima/ATM Bersama network.
- No overseas cash withdrawal fees for up to 25 times per month in Mastercard/Cirrus/ Maestro ATM network (for individual customer).

TABUNGAN DANAMONADIRA

Tabungan DanamonAdira is a savings account specifically designed for customers who open an account through PT Adira Dinamika Multi Finance Tbk (ADMF) when they apply for ADMF credit facilities, featuring a special autodebit for Adira financing that is activated immediately.

TABUNGAN CITA2KU

An installment savings product with attractive interest rates to make all your dreams come true. Deposits start at Rp200,000 per month, with flexible periods ranging from 1 to 15 years.

DANAMON TIME DEPOSIT

A product with the placement of funds that offers a competitive interest rate, flexibility of tenor and multiple choices of currencies.

WEALTH MANAGEMENT

We provide a wide selection of investment products according to customer needs, which include:

MUTUAL FUND

Choice of various Mutual Fund products (including equity, fixed income, balanced, money market, and protected fund) in Rupiah & USD denominations covering various markets and sectors from all over the world, with support from 9 leading Investment Manager business partners who have long experience running business in Indonesia.

- PT Schroder Investment Management Indonesia.
- PT BNP Paribas Asset Management.
- PT Manulife Aset Manajemen Indonesia.
- PT BRI Manajemen Investasi.
- PT Batavia Prosperindo Aset Manajemen.
- PT Bahana TCW Investment Management.
- PT Ashmore Asset Management Indonesia Tbk.
- PT Eastspring Investments Indonesia.
- PT Sucorinvest Asset Management).

Apart from that, Danamon also has several choices of ETF Mutual Fund products in collaboration with PT Indo Premier Investment Management as Investment Manager and PT Indo Premier Sekuritas as dealer participant.

BONDS

- Indonesian Government Bonds denominated in Indonesian Rupiah and US Dollars are debt securities issued by the Government of the Republic of Indonesia based on conventional principles (Surat Utang Negara) or Sharia principles (Surat Berharga Syariah Negara), with fixed or floating coupons/income distribution and various tenors.

- Corporate Bond Products in Rupiah denomination are debt securities issued by companies (state-owned enterprises/private) with fixed coupons and various tenors.

FOREIGN EXCHANGE

A foreign exchange transaction service with an agreed rate by both parties on the transaction date. Since 2022, Danamon launched the FX Online Feature in D-Bank PRO with competitive live rates in trading hours. This feature provides convenience for customers to fulfill their forex transaction needs directly from the palm of their hand. These forex products are also supported by 'FX Direct Call' services, which give customers the possibility to do forex transactions directly with the Treasury Team and 'FX Leave Order' services, which give customers a chance to do forex transaction order placement with an agreed rate starting from market closing until market opening on the next day.

STRUCTURED PRODUCT

Investment in Rupiah and foreign currencies that are a combination of derivative and non-derivative instruments, offering potentially higher returns compared to conventional time deposits. Structured Products can serve as an alternative investment for investors with a short to medium-term investment horizon. Currently, PT Bank Danamon Indonesia Tbk offers 2 (two) Structured Products: Market Linked Deposit (MLD) and Dual Currency Investment (DCI).

DANAMON CARDS

Danamon credit, charge, and payment cards offer seamless transactions and are designed to complement your lifestyle.

DANAMON GRAB CREDIT CARD

Danamon Grab Credit Card is designed to empower Indonesia's young generation with smart financial solutions. Cardholders earn D-Points for every Rp2,500 spent which is redeemable for exciting rewards, including shopping vouchers, airline miles and various other redemption options. Additionally, the card offers a flexible installment program of up to 36 months, allowing greater flexibility in managing your finances.

DANAMON VISA PLATINUM CREDIT CARD

The Danamon Visa Platinum Credit Card offers exclusive benefits tailored for you and your family. Enjoy 10% cashback up to Rp200,000 every month for retail transactions on weekends, get 1 D-Points for every transaction of Rp2,500 and enjoy exciting promos for you and your family.

DANAMON MASTERCARD PLATINUM CREDIT CARD

Now, make #WacanaJadiNyata easier for the whole family! With the Danamon Mastercard Platinum Credit Card, various personal needs can be fulfilled more practically and economically. Get 1 D-Points reward for every transaction worth Rp2,500, 5% cashback for bill payments up to Rp100,000 and easy transactions through QRIS.

DANAMON JCB PRECIOUS CREDIT CARD

Danamon JCB Precious Credit Card is designed for travel enthusiasts seeking exclusive privileges. Enjoy D-Points for every transaction of Rp2.500, as well as bonus 8.000 D-Point every month with minimum accumulated transactins of Rp10 million. Accumulated point can be redeemed to airline miles and various rewards redemption options. In addition to that, enjoy a comfortable travel experience with complimentary Indonesia and overseas airport lounge access.

DANAMON MASTERCARD® WORLD CREDIT CARD

This premium card is designed to complement your modern lifestyle with exclusive benefits and privileges. Enjoy various attractive rewards, such as collecting rewards D-Point for every Rp2,500 spent and redeemfor a variety of exciting rewards. Enjoy complimentary access to airport lounges in major cities across Indonesia, along with exclusive offers at select hotels and restaurants, making every experience more rewarding.

DANAMON VISA INFINITE CREDIT CARD

This premium card offers exclusive privileges tailored for a refined lifestyle. Enjoy a variety of attractive features, such as earning D-Points for every Rp2.500 retail spent that can be exchanged for a variety of point redemption options and exclusive privileges as well complimentary 24/7 personal service through Visa Concierge. This card also provides exclusive access to airport lounges in major cities in Indonesia as well as various special offers at partner hotels and restaurants.

DANAMON WORLD ELITE™ MASTERCARD® CREDIT CARD

A prestigious credit card presented exclusively for premium clients and designed to make every life experience more memorable. Enjoy the various advantages of this product, such as earning D-Points for every Rp2,500 retail transaction in domestic and overseas. Furthermore, enjoy a range of premium facilities such as complimentary access to domestic and international airport lounges, free access to golf clubs, travel insurance, and a dedicated Relationship Manager for an added convenience in fulfilling all your needs.

DANAMON AMERICAN EXPRESS® GOLD CARD

The Danamon American Express Gold® Card comes in two physical designs: Gold and Rose Gold, crafted to support a premium lifestyle by offering valuable benefits such as facilitating transactions, and a range of exclusive perks through earning Membership Rewards® Points for every Rp2,500 retail transaction. These benefits include travel insurance, access to domestic and international airport lounges, and special promotions at fashion outlets and restaurants in Indonesia.

DANAMON PLATINUM CARD®

The Danamon Platinum Card® is presented exclusively to select individuals to offer an exceptional transactional experience. As a premium card, you will enjoy a rewarding accumulation of Membership Rewards® Points for every Rp2,500 retail transaction, complemented by comprehensive travel insurance protection for you and your family. This card provides flexibility with a dynamically adjusted credit limit based on your spending patterns, supported by 24/7 priority service through a dedicated Relationship Manager and The Platinum Card® Service, ready to fulfill all your needs with the highest standard of service.

DANAMON AMERICAN EXPRESS® GOLD BUSINESS CARD

The Danamon American Express® Gold Business Card is designed for individuals within the small-to-medium business sector who require a reliable payment tool to support their business operations. This card offers enhanced flexibility with two key features: Early Pay Cashback, which rewards customers for making full payments, and a low interest rate of up to 1.5% for monthly bill payments, providing ease in managing business cash flow.

DANAMON AMERICAN EXPRESS® CORPORATE CARD

This card is designed to provide efficiency and cost-saving solutions for medium-sized and multinational companies, enabling them to effectively manage their daily business expenses.

DANAMON PAYLIGHT CARD

Danamon PayLight Card is a virtual card designed to make shopping effortless and convenient for users, embodying the spirit of #AntiRibet #JadiRingan (free of hassle and unburdening). With the ability to shop now and pay in installments, this card offers a 0% interest installment feature for up to 3 months. Users can set spending limits tailored to their needs and enjoy the flexibility of customizing the virtual card display according to their preferences.

CONSUMER CREDIT PRODUCTS

MORTGAGE

The Danamon Mortgage product is a consumptive financing facility issued by PT Bank Danamon Indonesia Tbk with property collateral. It has a minimum installment period of 1 (one) year and a maximum of 30 (thirty) years. Interest rates for Danamon Mortgage products consist of:

- Fixed tiers until the end of the credit period (for certain loan tenors).
- Fixed for a certain period and will be floating in the period thereafter.

Terms and interest rates may differ according to the type of product and the financing objectives.

Danamon Mortgage is designed to assist customers in financing the purchase of houses, shop houses and apartments home renovations, home construction, with property as collateral, through various product choices and characteristics.

a. **KPR Danamon**
This provides financing for the purchase of houses/shop houses/offices, whether new or used, as well as for buildings that are ready stock or are indented. The maximum loan offered is Rp15 billion while the installment periods range from 1 to 30 years*.

b. **Kredit Pemilikan Apartemen (KPA)**
This product provides financing for the purchase of apartments/SOHOs (Small Office Home Offices)/ Condotels/Town House Strata Titles/Shop Houses Strata Titles/Condominiums, whether new or used, as well as buildings in ready stock or indented. The maximum loan offered is Rp15 billion with installment periods ranging from 1 to 30 years*.

c. **Kredit Perbaikan dan Pembangunan Rumah (KPPR)**
These are loans granted for the purpose of building or renovating residential houses/ shop-houses/apartement. The maximum loan offered is Rp15 billion with installment periods ranging from 1 to 10 years*.

d. **Kavling Siap Bangun (KSB)**
This service grants loans for the purpose of purchasing lots on top of which residential houses will be built. KSB is only granted for certain developer locations. The maximum loan offered is Rp15 billion with installment periods ranging from 1 to 7 years*.

e. **Kredit Multi Guna (KMG)**
A loan of cash funds wherein collateral is owned by the debtor. The type of collateral is homes, shop-houses or apartments. The maximum loan offered is Rp8 billion, with installment periods ranging from 1 to 10 years*.

*) Subject to change according to Danamon's policy.

KREDIT PEMILIKAN MOBIL/ MOTOR (KPM) PRIMA

Kredit Pemilikan Mobil/Motor (KPM) Prima is a vehicle financing product managed by PT Adira Dinamika Multi Finance Tbk that offers 2-wheeled (motorcycle) and 4-wheeled (car) vehicle financing to Danamon customers with competitive interest rates. It provides this service for both passenger and commercial vehicles and has simple document requirements and comprehensive insurance options.

MULTI-PURPOSE LOAN (MPL)

This Multi-Purpose Loan (MPL) is a cash loan product that is provided by pledging vehicle or motorcycle ownership documents. This service is managed by PT Adira Dinamika Multi Finance Tbk and is offered to Danamon customers with competitive interest rates, simple document requirements and comprehensive insurance options.

BANCASSURANCE

PRIMAJAGA 100

This term life insurance product provides protection against death and disability risks through monthly benefits (or as a substitute for family income). Customers get a premium refund according to the entry age level if no claims are made during the coverage period.

PROTEKSI PRIMA MEDIKA

Prima Medika Protection is an insurance product with Hospital Treatment Benefits with a premium refund at the end of the contract if no claims are made for 5 (five) consecutive policy years.

PROTEKSI PRIMA AMANAH

A sharia life insurance product that provides Death Benefits, Total Permanent Disability Benefits, and End of Membership Benefits. It offers a minimum of 100% of the total premiums (contributions) that have been paid.

PROTEKSI PRIMA INVESTA OPTIMAL

Unit linked life insurance with a lump sum premium payment that provides investment benefits and life protection at the same time. Key benefits include additional protection against inflation risks and investment benefits.

PROTEKSI PRIMA INVESTA UTAMA

Unit linked life insurance with regular premium payments, which provides several benefits; the benefits include investment benefits, death benefits due to illness, and death benefits due to accidents amounting to 200% of the total asset insured.

PROTEKSI PRIMA PERLINDUNGAN UTAMA

A unit-linked life insurance with periodic premium payments. It provides optimal protection until the insured is 110 years old and comes with a variety of additional insurance options.

PROTEKSI PRIMA RENCANA UTAMA

Proteksi Prima Rencana Utama is a unit-linked life insurance product done with regular premium payments that offers comprehensive life protection. It

targets middle and upper-class customers who need optimal protection. It comes with an investment element.

PROTEKSI PRIMA PERLINDUNGAN UTAMA SYARIAH

Sharia-based unit linked life insurance with regular premium payments that provides optimal protection until the Insured is 110 years old, equipped with a variety of additional insurance options.

PROTEKSI PRIMA EMAS PLUS

Proteksi Prima Emas Plus is an endowment insurance product that provides guaranteed benefit payments for retirement needs. It also offers transfers of wealth from the age of maturity to the end-of- coverage period.

PROTEKSI PRIMA PENDAPATAN BERENCANA

A dual-purpose life insurance product with a coverage period of 20 (twenty) years. The premium payment period varies: premiums are all at once or every 5 years. It provides coverage benefits in the form of annual cash payment benefits starting from the 6th anniversary of the policy, death benefits and benefits at the end of the coverage period.

PROTEKSI PRIMA WARISAN TERENCANA

Proteksi Prima Warisan Terencana is a whole life insurance that offers death benefits due to natural causes and additional benefits for death due to accidents and benefits for the end of the coverage period.

PROTEKSI PRIMA MASA DEPAN

This is a Dwi Guna insurance product for customers who want to protect their family and children in the future by providing them with long-term protection benefits to prepare them for future funds.

PROTEKSI PRIMA SEHAT GLOBAL

A health insurance product that offers comprehensive protection for medical expenses within and beyond Indonesia (according to individual billings). It comes with optional benefits (i.e. Outpatient Benefits, Dental Benefits and Childbirth Benefits) and is also marketed under a Family Plan option.

PROTEKSI PRIMA KRITIS ANDALAN

A health insurance product that provides coverage benefits for four major critical end-stage illnesses (Cancer, Heart Attack, Stroke, or Kidney Failure) with a 100% premium refund.

PROTEKSI PRIMA SIAGA

An insurance product that provides death benefits, total permanent disability benefits, temporary disability benefits and end-of-coverage benefits (customers get a 50% premium return at the end of the 5th year).

PROTEKSI PRIMA HARAPAN

This is a Critical Illness Insurance product with two stages of protection benefits against critical illness: Early Stage Critical Illness Benefits and Late Stage Critical Illness Benefits.

PENSION FUNDS OF FINANCIAL INSTITUTION (DPLK) OF MANULIFE INDONESIA

This is a defined contribution pension fund program designed to provide employees/participants with financial guarantees when they reach retirement age. This product can be used by employees as part of their companies or as individuals. It's a pension program that allows employees to more easily be able to retire in prosperity. The program can also help companies/entrepreneurs to be successful in their business, as it can boost employee loyalty and productivity in the workplace.

GROUP LIFE AND HEALTH

This Protection program is aimed at companies to provide their employees with a sense of security in case unexpected risks occur, such as health issues. This offer works for both outpatients and inpatients, as well as for mental healthcare services.

ASURANSI KEBAKARAN

An insurance product that provides compensation for your residence and personal property in the event of loss or damage due to risks such as fire, explosion, lightning, aircraft collision, and smoke.

ASURANSI PROPERTI

Development of Fire Insurance products with extended coverage options for risks such as riots & civil commotion, theft, landslides, floods, earthquakes, volcanic eruptions, and tsunamis. This insurance product also provides protection for properties and their contents (inventory) according to the occupation.

ASURANSI KENDARAAN BERMOTOR RODA 4 (AUTOCILLIN)

An insurance product that provides coverage for your car. The coverage provided by Autocillin Car Insurance includes Comprehensive and Total Loss Only guarantees, which can be extended to cover risks such as floods, earthquakes, civil commotion, legal liability to third parties, and personal accident coverage for drivers and passengers. Currently, Autocillin is equipped with the best features, such as Emergency Roadside Assistance, and service features like the Autocillin Mobile Claim Application and Autocillin Mobile Service, ensuring continuous delivery of the best service with a fast and easy process.

ASURANSI KENDARAAN BERMOTOR RODA 2 (MOTOPRO)

An insurance product that provides coverage for your motorcycle ("Insured"). Compensation is provided for total loss/damage or damage exceeding 75% (seventy-five percent) of the motorcycle directly caused by fire or accidents such as collisions, impacts, overturning, skidding, falling, malicious acts, theft, or other traffic accidents, in accordance with the Indonesian Standard Motor Vehicle Insurance Policy (PSAKBI).

HEAVY EQUIPMENT INSURANCE

This insurance provides protection for your Company's heavy equipment, such as tractors, bulldozers, excavators and crane diggers (and others) from losses or damages due to collisions, fire, theft, or accidents caused by third parties.

ASURANSI KARGO

This insurance provides protection against risks that may occur during the shipment of goods, whether by land, air, or sea transportation. Coverage begins when the goods leave the warehouse or storage location and continues while they are in transit at the port (ordinary transit) until they reach their destination.

ASURANSI REKAYASA

This insurance provides protection against material damage or losses that occur accidentally, unexpectedly, and are not excluded from the insured object. It also provides liability coverage for damage or loss suffered by third-party. Protection is provided during the construction period or installation phase. Additionally, it covers damage or loss of machinery or electronic equipment under its responsibility.

ASURANSI PERLINDUNGAN UMKM (SME PACKAGES)

This insurance provides protection for businesses against asset loss, business interruption, customer or visitors, and for owners and employees. Business protection is maximized with the extended coverage options. It offers four extended coverage options (such as asset protection, business interruption, customer or visitor protection, and owner and employee protection).

ASURANSI PERJALANAN (ZURICH TRAVEL INSURANCE)

An insurance product that provides protection against various travel risks, both domestically and internationally, such as trip cancellation, loss or damage to luggage, and illness during travel.

HEALTH INSURANCE – MEDICILLIN

This product is a form of employee benefit in the health insurance program provided by companies for their employees. Medicillin guarantees outpatient health costs, hospitalization, childbirth, surgery and other medical procedures. Policyholders can easily access important information and policy data through the Medicillin App from their devices. Through this product, Medicillin has collaborated with Halodoc (a leading digital platform in Indonesia) to provide convenience in consulting services with doctors and for buying medicine online.

PERSONAL ACCIDENT INSURANCE

A product that provides protection if the insured dies or is permanently disabled due to an accident.

ASURANSI MIKRO TIPUS

A micro-health insurance product that specifically protects customers who suffer from typhus. It provides daily care benefits of Rp500,000 per day for up to 10 days when hospitalized.

ASURANSI MIKRO DEMAM BERDARAH

Micro health insurance product that specifically protects customers who suffer from Dengue Fever with daily treatment benefits of Rp500,000 per day for up to 10 days when hospitalized.

ASURANSI MIKRO DEMAM BERDARAH PLUS – D-BANK PRO

Micro health insurance product that provides daily inpatient compensation benefits and lump sum compensation if the Insured is diagnosed with Dengue Fever or Dengue Hemorrhagic Fever by a Doctor and laboratory examination results that show that the Insured has a decrease in platelet count to below 150,000 or a positive NS1 test result.

ASURANSI MIKRO HOSPITAL CASH PLAN 5 DISEASES – D-BANK PRO

Micro health insurance product that provides daily inpatient compensation up to the maximum coverage value specified in the Coverage Summary if the Insured medically requires inpatient services after being diagnosed by a doctor for one or more of the 5 covered diseases, including Dengue Fever and/or Dengue Hemorrhagic Fever, Typhus, Pneumonia, Meningitis, and Diphtheria.

AUTOCILLIN – D-BANK PRO

Autocillin has been recognized as a Top Brand in the car insurance industry in Indonesia for years. The comprehensive protection that Autocillin offers for the policyholder's car covers the risk of collisions, fire, theft, legal liability to third parties, riots, terrorism and sabotage, floods, earthquakes, and accidents for the policyholder and family (including medical expenses).

MOTOPRO – D-BANK PRO

This is Indonesia's leading motorcycle insurance product. It protects motorbikes from the risk of loss and total damage (that exceeds 75%) due to accidents. Policyholders are also protected if they have an accident while riding a motorbike, except for accidents at home and at work.

ASURANSI PERJALANAN (ZURICH TRAVEL INSURANCE) – D-BANK PRO

Travel insurance product that provides various protection benefits while traveling. The benefits provided include the risk of personal accidents, medical and other emergency benefits, trip cancellation and changes, protection for baggage and personal effects, costs for repatriating bodies and other related costs, and other need-based benefits.

PROTEKSI PRIMA ANDALAN

A life insurance product designed to help you prepare for the risks of Death Due to Natural Causes or Death Due to Accidents. Additionally, this product provides a Benefit at the End of the Coverage Period in the form of a 50% refund of the total premiums paid.

PROTEKSI PRIMA BERKAH

A Sharia-based dual-purpose (endowment) life insurance product that provides Cash Payment Benefits of up to 138% of the total contribution and Death Benefits of 132 times the monthly contribution with protection for 25 years and a payment period of 8 years.

PERLINDUNGAN OPTIMAL PENYAKIT KRITIS

Insurance that provides benefits in the form of compensation if the Insured experiences an early stage critical illness, late stage critical illness, terminal illness, and a second medical opinion as well as a no claim bonus of 25% if there are no claims for 2 years.

PROTEKSI PRIMA PERLINDUNGAN ANDALAN

A life insurance product from Manulife Indonesia with a limited premium payment term. This product provides Death Benefit, Critical Illness Benefit (if choosing the Maxima Plan), and a maximum Maturity Benefit.

DANAMON SYARIAH

DANAMON LEBIH PRO iB

Danamon LEBIH PRO iB is a Sharia savings product under a Custody (Wadiah) scheme provided for individual customers who need transaction solutions in various currencies, including 12 (twelve) in one currencies with one account : IDR, USD, EUR, JPY, AUD, CAD, CNY, GBP, HKD, NZD, SGD, SAR and no transaction fees.

DANAMON SAVE iB

A special savings product for individual customers in Rupiah, in accordance with the principles of Sharia Profit Sharing (Mudharabah) and Deposits (Wadiah), which prospective buyers can open anywhere and anytime through the digital services of the D-Bank PRO application. Danamon Save iB helps customers manage their finances for various needs such as monthly expense management or long-term planning.

TABUNGAN DANAMON LEBIH iB

Danamon LEBIH iB believes that every effort, every rupiah, or every little thing matters. Therefore, Danamon LEBIH iB is a Sharia product that tries to value every rupiah customers earn. It's time for the customers to have better financial control as they enjoy every feature of Danamon LEBIH iB.

TABUNGAN FLEXIMAX iB

Transactional savings products use sharia principles of profit sharing (mudharabah) in rupiah currency specifically offered to individual and institutional/ Company customers and provide attractive profit sharing according to their placement balance but with minimal costs such as administration fees and transaction fees via ATM.

TABUNGAN SYARIAH iB WADIAH

Savings product with a deposit agreement (Wadiah contract), which provides convenience and freedom of transactions for customers, with minimal costs such as free monthly administration and transaction fees (cash withdrawals & balance checks at ATMs of other Banks, transfers to other Banks).

TABUNGAN HAJI iB

Savings that facilitate customers realizing their intention to take Hajj. Both for customers who have met the initial deposit requirements and customers who are planning funds for the Hajj pilgrimage.

- **Rekening Tabungan Jemaah Haji (RTJH)**
  Providing convenience for customers to register for the Hajj pilgrimage by paying an initial deposit for the Hajj Organizing Fee (BPIH) of Rp25 million which is connected directly to the Indonesian Ministry of Religious Affairs' Integrated Hajj Computerized System (SISKOHAT).

- **Tabungan Rencana Haji iB**
  A Sharia-compliant savings plan of profit sharing (Mudharabah) in Rupiah currency offered specifically to realize customer's intention to do Hajj. Funds will be debited every month through an auto debit process from the source account to the iB Hajj Planning Savings account with the deposit amount and time period according to the customer's choice.

TABUNGAN BISA UMRAH iB

Sharia-compliant term savings under the Mudharabah (Profit Sharing) scheme that assists customers in planning funds for their Umrah. Customers save monthly through automatic debits from the debit source account to the BISA Umrah iB Savings account. The amount of regular deposits per month depends on customer's choice starting from Rp300,000 to Rp5 million with terms ranging from 6 to 72 months.

TABUNGAN BISA QURBAN iB

The planned savings product uses the Sharia principle under the profit sharing (Mudharabah) scheme in Rupiah currency, offered to realize the intention to do Qurban. Funds will be debited monthly through an auto debit process from the source account to the BISA Qurban iB Savings account with the deposit amount and time period depending on customer's choice.

TABUNGAN PERENCANAAN SYARIAH iB

Savings plan with Sharia principles of profit sharing (Mudharabah) to help customers plan personal finances for e.g. children's education, worship plans, and various other goals online via the D-Bank PRO application and Social Banking application. Opening an account becomes easier because it can be done anytime and anywhere. Customers can choose a regular savings period with daily or weekly or monthly options when opening an account.

GIRO BISA iB

The business current account product under the Mudharabah (profit sharing) scheme that offers transaction freedom, and provides more benefits for customers, such as ease of transactions using Internet Banking (D-Bank PRO & D-Connect), 24 Hour Account and Transaction Information Services via Hello Danamon, making it easier for customers to manage cash flow.

DEPOSITO SYARIAH

A term deposit product managed in accordance with sharia principles and intended for individual or Corporate customers under a profit sharing (Mudharabah) scheme.

LAYANAN PEMBAYARAN HAJI KHUSUS

PT Bank Danamon Indonesia Tbk (Danamon) through its Sharia Business Unit (UUS) has been appointed as the Bank that can receive deposits - fees for organizing the Hajj (BPS-Bipih) by the Hajj Financial Management Agency (BPKH) which gives convenience for members of the Hajj community and prospective Hajj pilgrims to access Danamon services, especially special Hajj deposit payment services through Danamon branches, which is a special Hajj deposit payment service in dollars (USD).

LAYANAN PENERIMAAN WAKAF TUNAI

Danamon Syariah has been appointed as an LKS-PWU (Sharia Financial Institution – Cash Waqf Recipient) which provides Cash Waqf Receipt Services and makes it easy to pay endowment cash waqf in cash via the Social Banking application or socialbanking.id. in collaboration with digital partner

PT Minasa Teknologi Universal and Nazhir who has been certified as a Cash Waqf Management Institution, giving waqf is now more comfortable and reliable.

PROTEKSI PRIMA AMANAH

Sharia-based term life insurance product that covers death compensation, total permanent disability benefits and benefits at the end of the membership period in the form of a return of contributions that have been formed (if any) when the policy matures.

SHARIA MORTGAGE iB

The Danamon Sharia Mortgage product is a financing tool issued by Sharia Business Unit PT Bank Danamon Indonesia Tbk with property as collateral. It has a minimum installment period of 1 (one) year and a maximum of 30 (thirty) years. Agreement scheme Danamon Sharia Mortgage products consist of:

- Leasing scheme (IMBT – Ijarah Muntahiya BIt tamlik).
- Partnership scheme (MMQ – Musyarakah Mutanaqisah).

Terms of the financing period and pricing for the profit sharing scheme and leasing scheme may differ according to the type of product and the financing objectives.

Danamon Sharia Mortgage is designed to assist customers in financing the purchase of houses, shop houses and apartments. It also helps them finance house/villas renovations and constructions through property as collateral, with various selections of products and characteristics.

a. **Pembiayaan Pemilikan Rumah (PPR)**
   This provides financing of houses/shop houses/offices, whether new or used, as well as for buildings that are ready stock or are indented. The maximum financing offered is Rp15 billion while the financing period ranging from 1 to 30 years*.

b. **Pembiayaan Pemilikan Apartemen (PPA)**
   This product provides financing for the purchase of apartments/SOHOs (Small Office Home Offices)/ Condotels/Town House Strata Titles/Shop Houses Strata Titles/Condominiums, whether new or used, as well as buildings in ready stock or indented. The maximum financing offered is Rp15 billion with financing period ranging from 1 to 30 years*.

c. **Pembiayaan Perbaikan dan Pembangunan Rumah (PPPR)**
   This product provides financing for the purpose of building or renovating residential houses, shop-houses. The maximum financing offered is Rp15 billion with financing period ranging from 1 to 10 years*.

d. **Kavling Siap Bangun (KSB)**
   This product provides financing land plot of which residential houses will be built. KSB only provides for certain developer locations. The maximum financing offered is Rp15 billion with financing period ranging from 1 to 7 years*.

e. **Pembiayaan Multi Guna (KMG)**
   This product provides financing for obtaining cash funds wherein collateral is owned by the customer. The type of collateral is homes, stores/offices or apartments. The maximum financing offered is Rp8 billion and with financing period ranging from 1 to 10 years*.

*) Financing period subject to Danamon's policy.

SHARIA EMPLOYEE COOPERATIVE FINANCING iB

Financing under Mudharabah (profit sharing) scheme to Employee Cooperative which is then distributed to members of the Employee Cooperative who needs financial services with receivables as collateral.

SHARIA RURAL BANK FINANCING iB

Working capital financing under Mudharabah (profit sharing) scheme to BPRS (Sharia Rural Bank) then distributed to BPRS customers to provides working capital and investment financing needs.

SHARIA WORKING CAPITAL FINANCING iB

A short-term financing product to provide working capital needs in accordance with Sharia principles.

SHARIA INVESTMENT FINANCING iB

A medium and longterm financing product to provide investment purposes such as capital goods/ fixed assets or non fixed asset in accordance with Sharia principles.

SHARIA LEASING iB (IJARAH MUNTAHIYA BIT TAMLIK/IMBT)

A working capital and investment financing product offered as leasing of certain assets with the option of transfer ownership at the end of the rental period through sale and purchase or grant according to Sharia principles.

TRADE FINANCE iB

Sharia-compliant and comprehensive Trade Finance services and financing solutions to provides working capital financing.

KORAN SHARIA ACCOUNT FINANCING (PRKS) iB

Working capital financing for business entities with an extendable term of 1 year in the form of a Current Account and in accordance with Sharia principles.

SPECIAL HAJJ PACKAGE FINANCING – DANAMON BISA HAJI

A Sharia-compliant financing service for Special Hajj packages, utilizing Ujrah (service fee) payment, designed to facilitate registration for Special Hajj. This service enables customers to obtain a Hajj registration number faster, provides affordable installment options within a defined term, and offers a shorter waiting period compared to regular Hajj.

UNSECURED LOAN

DANAMON DANA INSTANT

Danamon Dana Instant is an unsecured multi-purpose loan facility for individuals with competitive interest that can be used to meet all needs, the application and process are quite easy and come with many tenor options of up to 3 years and a loan limit of up to Rp200 million.

ATM SERVICES

24-hour Online Electronic Banking service with cash withdrawal facilities, balance checks, overbooking, Interbank transfers, purchases, and payments. Customers can access 90 Danamon ATMs across Indonesia, supported by tens of thousands of ATMs with local networks such as ATM Bersama, PRIMA and ALTO.

CRM SERVICES (CASH RECYCLE MACHINE)

24-hour online electronic Banking service with facilities for cash deposits, cash withdrawals, cardless cash withdrawals, balance inquiries, overbooking, interbank transfers, PIN changes, purchases, and payments. The CRM machine is currently available in 4 languages: Indonesian, English, Japanese, and Chinese. This service is available at more than 850 CRM (Cash Recycle Machine) locations across Indonesia.

HELLO DANAMON

As part of Danamon's commitment to prioritize service to customers, Hello Danamon serves customer needs, including giving information and service transactions, and operates as a designated channel where customers can voice their complaints on Banking products. Hello Danamon can be accessed via phone 24 hours every day, e-mail, live chat, and social media.

ELECTRONIC BANKING CHANNEL

D-BANK PRO

D-Bank PRO by Danamon is the Bank's digital channel that aims to provide need-based services to customers. Danamon sees how the need for digital channels has shifted since they are now used not only to fulfill Banking transaction needs but also to cater to customer's lifestyles, such as Top-up Game Vouchers, Foreign Exchange Transactions, and Credit Card Transactions, as well as public service transactions such as payments for property tax or BPJS.

With D-Bank PRO by Danamon, Danamon aims to provide financial solution with benefits and offers through the D-Bank PRO #SelaluMenggoda campaign.

Given below are some of D-Bank PRO's signature features:

1. **Payment:**
   Payments via QRIS D-Bank PRO can be made using funds available in the savings account or Danamon credit cards.

   QRIS D-Bank PRO can be accessed without logging in (just by entering m-PIN) and from the D-Bank PRO main page. Also available for cross-border transactions in Malaysia, Singapore, Japan, and Thailand.

2. **Foreign Exchange:**
   With a competitive exchange rate, customers can make foreign exchange transactions and order Bank Notes through the app. Customers can do foreign exchange transactions 24/7, whenever and wherever.

3. **Credit Card:**
   For easier cash flow management, customers can use the My Own Installment feature to change Danamon Credit Card bills or transactions into installments or the Money Transfer feature and have the remaining Danamon Credit Card limit transferred to a Danamon Savings account within only 30 seconds.

4. **Protection:**
   Apply for Vehicle, Health (Car & Motorbike), and Travel Insurance from Zurich via the app.

5. **Application Personalization:**
   Customers can customize the D-Bank PRO menu display to

suit their needs, from menu order to the appearance of favorite transactions for easier access. Customers can also change their avatar in the D-Bank PRO application.

6. **Ease of Other Transactions:** Customers can register favorite transactions in the Quick Menu for repeated transactions of the same amount and purpose through the main menu. Additionally, customers can register transfers or bill payments as Scheduled Transactions to repeat transactions on a regular basis.

LAYANAN MERCHANT QR DANAMON

Payment services using QR as a digital payment medium facilitated by Danamon. This service can be used by Merchants who have collaborated with Danamon for the management of their payment transactions where buyers scan QR Codes that comply with QRIS. Merchants will get a the Static QR Code which is used to process payment transactions as well as access to the Danamon QR Application. The Danamon QR application can be accessed by Merchants via mobile phones with an Android and iOS operating system that is connected to the internet network. This application provides convenience for Danamon QR Merchants to receive notifications in the form of push notifications, monitor transaction history, generate dynamic QR codes, check static QR codes, as well as change and reset their PIN. In addition, Sameday Settlement services have been introduced as a new feature.

LAYANAN EDC MERCHANT DANAMON

Danamon provides comprehensive payment transaction facilities for Merchants through EDC machines, which can now accept card payments (Credit/Debit Visa, Mastercard, GPN) via contact (dip) and contactless (tap without a PIN) methods, as well as domestic and international QRIS scanning. These machines come with various standard operational features, such as purchase transactions for various card types and QRIS, cancellation, reversal, settlement, and installment payments for Danamon credit cards.

DANAMON BILLINK

It is a digital solution in the form of an integrated website from Danamon that can be used by the Community to manage and receive one time/regular payments from its Members. The Community can manage member data, billing data, and view payment history.

Danamon BillLink offers flexible payment options, such as paying bills via Auto Debit from your Danamon account or by transfer to a Danamon Virtual Account from any bank.

DIRECT DEBIT DANAMON

The service provided to Danamon individual customers for conducting online payment transactions using a Danamon Account as a payment option on Third-Party applications/ websites that have partnered with Danamon. Direct Debit Danamon offers convenience in transactions, requiring only a one-time registration service through the third-party application/site by entering the Bank account and phone number that are registered on Danamon. Direct Debit Danamon transactions are easy and secure, as they use a PIN or SMS OTP code for transaction verification.

D-WALLET BY DANAMON

An electronic money service from Danamon that can be accessed through Android or iOS smartphones, without prior savings account opening. This application offers various features that help you with your daily digital transactions, such as:

1. Practical QRIS Payments for paying at merchants or for shopping at minimarkets.
2. No Admin Fee Transfers to other D-Wallet accounts. You can also transfer to a Danamon Bank Account or Other Bank Accounts.
3. Hassle-Free Cash Withdrawals, allowing you to withdraw cash at Danamon ATM machines without needing a debit card.
4. Quick and Easy Top-Up for GoPay, OVO, ShopeePay, DANA, and LinkAja, anytime and anywhere.

D-Wallet by Danamon services can also be accessed through partner applications of Danamon. Currently, customers can use the D-Wallet by Danamon electronic money service in the Adiraku application by Adira Finance.

DANAMON DIGITAL ONBOARDING

API services that allow Danamon account opening are available in third-party applications such as Adira Finance, DANA, and Bareksa, which have become Danamon's partners.

Prospective customers as users of the above third-party Application can easily open an account (end-to-end), including the KYC process conducted digitally with Danamon video banking agents.

PRODUK PEMBIAYAAN UKM

OVERDRAFT LOAN (KRK)

These are loan facilities provided for working capital purposes. They are extendable short-term loans. This product offers flexibility where withdrawals can be made at any time using a draft (cheque/bilyet giro) and can be extended.

KREDIT BERJANGKA (KB)

A loan facility intended for short-term working capital needs and can be extended. Withdrawal of loan funds can be done using a Promissory Note (Promes) with a certain maximum period until the maturity of the credit facility. The maximum Promissory Note period is 180 days and must not exceed the term of the Credit Agreement (SPK).

KREDIT ANGSURAN BERJANGKA (KAB)

A financing facility intended to support customers' business activities by meeting their investment and business development needs. The types of investments eligible for financing include productive assets such as land, buildings, equipment, and industrial machinery, as well as working capital financing and the refinancing of business premises in the form of commercial properties, including office buildings, factories, shophouses, office units, kiosks, and strata-title kiosks.

KREDIT KEPEMILIKAN TEMPAT USAHA RUKO (KTU RUKO)

A financing facility for the purchase of business premises, such as warehouses, shophouses, or office buildings, with low installment plans and long loan terms. One of its key features is its lower installments because part of the principal can be repaid at the end of the loan term.

TRADE FINANCE

LETTER OF CREDIT/SKBDN

With the use of a Letter of Credit (LC) or SKBDN facility, Danamon will guarantee payments to the seller (exporter) while also guaranteeing the buyer (importer) that the payment will only be made on the basis of presentation of documents in accordance with the terms and conditions in the LC/SKBDN.

INCOMING COLLECTION SERVICES (ICS)

These are services provided by Danamon to handle document collection using a documentary collection payment method sent by the Remitting Bank to Danamon which acts as the Collecting Bank (or a Presenting Bank).

INCOMING COLLECTION AVALIZATION (ICA)

Incoming Collection Avalization (ICA), also known as Billing Availability, provides avalization of billing for imported documents that guarantees payment to the Seller (Exporter) in the Documentary Collection payment method.

SHIPPING GUARANTEE (SG)

A facility provided to importer customers (on a LC/SKBDN opened at Danamon) to obtain power of attorney over goods from a shipping Company if the original Bill of Lading has not been received by Danamon or the customer while the goods have arrived at the port of destination.

CLEAN LC/SKBDN NEGOTIATION (CLN)

These are facilities provided to exporter customers (beneficiaries) in the form of negotiations with conditions where the documents presented are in accordance with the terms and conditions of the LC/SKBDN.

DISCREPANT LC/ SKBDN NEGOTIATION (DLN)

These are facilities provided to exporter customers (beneficiaries) in the form of document negotiations under conditions where the documents presented are not in accordance with the terms and conditions of the LC/SKBDN.

OUTGOING COLLECTION SERVICES (OCS)

A service provided by Danamon to exporter customers (drawers) to handle documents from documentary collection. Through this, Danamon acts as a Remitting Bank that will send documents from drawers (exporters) and obtain payments from importers (drawees) through the Collecting Bank.

TRANSFERABLE LC/SKBDN

Transferable LC/SKBDN are LCs/ SKBDNs that can be transferred by the original (first) beneficiary to one or more second beneficiaries. Transferable LCs/SKBDNs are used when the supplier of goods sells goods through an intermediary and does not have direct contact with the final buyer.

CONFIRM LC/SKBDN

Confirm LC/SKBDN is guarantee Danamon offers to the Exporter Customer (Beneficiary) in addition to the guarantee from the Issuing Bank, to pay for the presentation of documents in accordance with the terms and conditions of the LC/SKBDN.

IMPORT LC/SKBDN FINANCING (ILF)

ILF is a financing alternative that can be provided to the Customer (Applicant) to obtain an extension of the payment tenor in the LC/SKBDN payment method. There are two types of Import LC/SKBDN Financing (ILF) products owned by Danamon: (1) Import LC/SKBDN Financing Usance Payable at Sight (ILF UPAS) dan (2) Import LC/SKBDN Financing Usance Payable at Usance (ILF UPAU).

FINANCING AGAINST TRUST RECEIPT (FATR)

This is short-term financing for importer customers to meet working capital needs and settle obligations to suppliers that are due on the basis of LC/SKBDN or Documentary Collection.

PRE-SHIPMENT FINANCING (PSF)

Short-term trade financing provided to exporters to meet working capital needs (purchase of raw materials, production activities and others) prior to shipment related to export schedules and can be provided either on the basis of LC/SKBDN or Purchase Orders.

OUTGOING COLLECTION FINANCING (OCF)

Funding on the basis of receivables by Danamon provided to finance the bills of customers who act as sellers (Drawers) and are billed through Outgoing Collection Services (OCS).

OPEN ACCOUNT FINANCING (OAF)

Financing provided to buyers/importers or sellers/exporters for domestic and international underlying Open Account transactions.

BANK GUARANTEE (BG)/ STANDBY LETTER OF CREDIT (SBLC)/DEMAND GUARANTEE (DG)

A written guarantee provided by Danamon for the benefit of the customer to the recipient of the guarantee based on a specific contract. Payments are made on claims submitted by the recipient of the guarantee on account of the guaranteed party (customer) being unable to fulfill its obligations (default).

FINANCIAL SUPPLY CHAIN

DISTRIBUTOR FINANCING (DF)

This is a working capital financing product for Distributors from Principals in the business chain community. This product provides solutions for Principals, including accuracy of bill payments to Principals and ease of transactions.

On the other hand, Distributors can also enjoy optimal benefits through the payment term extension feature and competitive warranty terms.

EARLY COLLECTION STRUCTURE (ECS)

Early Collection Structure (ECS) is a facility for Principals to get payment earlier than the invoice due date. This facility is an additional feature in the DF program that can be used by the Principal as needed.

TRANCHE ADMF I - NEW VEHICLES

Collaboration between PT Bank Danamon Indonesia Tbk and PT Adira Dinamika Finance Tbk in providing working capital financing for the purchase of new vehicle units to dealers who have collaborated with PT Adira Dinamika Finance Tbk.

SUPPLIER FINANCING (SF)

Supplier Financing is a solution in the form of working capital support for selected Suppliers to ensure the smooth supply of raw materials and for service execution towards Principals.

ACCOUNT RECEIVABLE PURCHASE FINANCING (ARPF)

ARPF is a solution in the form of working capital support for Principals in financing receivables from the sale of goods/services to selected Buyers.

TRADE SUPPLIER FINANCING (TSF)

Trade Supplier Financing (TSF) is financing without recourse to the Supplier where Danamon takes the Principal's risk and provides funds to the Supplier, until the I maturity date of the Bill of Exchange that has been accepted by Principal.

SUPPLIER PREPAYMENT (SP)

Supplier Prepayment (SP) is financing without recourse to the Supplier where Danamon takes the Principal's risk and provides funds to the Supplier, until the maturity date of the receivables that has been accepted by Principal.

CASH MANAGEMENT

DANAMON GIRO BISA IDR

The Danamon Giro BISA account is a Banking solution specifically designed for companies that need convenience in their rupiah-denominated cash flow management. Giro BISA helps companies operate run more efficient daily activities. Equipped with security features and digital integration, the IDR Giro BISA account provides full transparency and better control over financial management.

DANAMON GIRO BISNIS USD

The Danamon Giro Bisnis USD account is a Banking solution designed to facilitate companies in managing cash flow in US Dollars (USD). The Giro Bisnis USD account offers a comprehensive solution for companies that need convinience in managing international finances. It offers foreign exchange needs in one convenient package with security, flexibility, and affordable costs.

DANAMON CASH CONNECT

Danamon Cash Connect (DCC) is a Corporate Internet Banking service designed to facilitate the financial management of customers' businesses by providing a comprehensive cash management and Financial Supply Chain solution that is accessible and flexible according to customer needs. This service is available in both website and mobile app versions supported by host-to-host connectivity, equipped with encryption security systems to ensure the safety and confidentiality of data, as well as to provide fast and efficient transaction convenience directly from anywhere and at any time via the internet.

DANAMON API CENTRAL

Application Programming Interfaces (APIs) developed by Danamon enable interaction between the applications of third parties (third-party applications) and Danamon Banking services, thus enabling process automation, operational efficiency, and secure real-time data exchange. With this API, customers can directly connect their internal systems with Danamon's Banking services, supporting dynamic business needs.

CASH PICK UP & DELIVERY SERVICES

Services provided to customers for collecting and sending cash where the cash delivery process is insured and has method of debiting and crediting funds with based-need frequency of service.

CASH COLLECTION MACHINE

Services provided to customers to make cash deposits via deposit machines installed at the customer's location and funds will be credited in real-time to a predetermined account.

CASH PICK UP WITH MOBILE DEVICE

The cash pick up service uses a mobile device that operates with a wireless connection for the real-time process of crediting funds to customer accounts.

VIRTUAL ACCOUNT

The Cash Management Solution provided by Danamon makes it easy to identify the sender of funds and the reconciliation process (Virtual Account Collection) and provides ease of operational transactions via Virtual Account Debit.

E-TAX

State revenue payment services (Tax, Customs & Excise, Non-Tax State Revenue) using single and multiple ID Billing methods in real-time via Danamon Cash Connect. Proof of State Revenue (BPN) can be downloaded directly after the transaction is successfully made.

LIQUIDITY MANAGEMENT

Liquidity management services for customer operational accounts to maximize control functions and maximize current account services obtained, liquidity management products include: Cash Pooling, Cash Distribution and Range Balance.

DANAMON OPTIMAL

Danamon Optimal provides comprehensive package solutions to achieve financial goals at every life stage through #CaraOptimalku (my optimal way), offering variety of products and convenient daily transactions to complement your lifestyle. This service is available for individual customers with minimum assets under management of Rp50 million.

DANAMON PRIVILEGE

Danamon Privilege offers comprehensive services to ensure the wellbeing of you and your family by protecting every generation and guarding all aspirations. Our range of financial solutions and benefits includes Wealth Advisory, Wealth Growth and Preservation, World of Privileges, and Convenient Access. This exclusive service is available to individual customers with minimum assets under management of Rp500 million.

SENIOR EXECUTIVE OFFICERS & **EXECUTIVE OFFICERS**

No.	Name	Position	Nationality
1	Agus Pratama*	Head of SME Business	Indonesia
2	Evi Damayanti*	Chief Human Capital and Operations Officer	Indonesia
3	Reza Iskandar*	Chief Strategy Officer	Indonesia
4	Theresia Adriana Widjaja*	Chief Financial Officer	Indonesia
5	Abrianto Ascein Gultom	IT Cyber Security Head	Indonesia
6	Ade Prima Ratu Bagus	Market & Liquidity Risk Head	Indonesia
7	Adeline Inggrisari Yonatan	EB Business Head	Indonesia
8	Adhe Chandra	Portfolio, Policy & Analytics Head	Indonesia
9	Andi Syaiful Wahdi	EB Business Head	Indonesia
10	Andreas Kurniawan	Chief Digital Officer	Indonesia
11	Antonius Hartandyo Danang Saputro	Business Operational Risk & Control Head	Indonesia
12	Antony Tan	IT Digital Channels, Core and Integration Systems Head	Indonesia
13	Bondan Muliawan	IT Production & Infrastructure Management Head	Indonesia
14	Budi Setiawan	Senior Credit Risk Officer - Enterprise Banking	Indonesia
15	Dwi Susiyanto	Risk Modeling,Quant.Tech.&Analytics Head	Indonesia
16	Edward Francois Marbun	Global Strategy Head	Indonesia
17	Edy Supriyanto	Transaction Banking Head	Indonesia
18	Eka Dinata	Branch Network Head	Indonesia
19	Elmi Christina	EB Business Head	Indonesia
20	Enriko Sutarto	Consumer Lending Business Head	Indonesia
21	Firdody Istivano Fairahmad	IT Business Partner, Analyst & Project Portfolio Management Head	Indonesia
22	Flint Indrawan Kamil	EB Business Head	Indonesia
23	Gemilang Madyakusuma	Special Project Office	Indonesia
24	Gunawan Te	EB Business Head	Indonesia
25	Handojo Pamudji	SME Credit Head	Indonesia
26	Hary Sutedja	IT Strategy & Architecture and Payment Solution Head	Indonesia
27	Hasan	EB Business Management Head	Indonesia
28	Hendry Sunaryo	Partnership & Innovation Head	Indonesia
29	Ifonne Muljadi	EB Business Analyst Head	Indonesia
30	Indriani Pratiwi Susantio	CREM Head	Indonesia
31	Iqbal Maulana	Syariah Assurance & Sustainability Finance Head	Indonesia
32	Ivan Adrian Jaya	Consumer Funding & Wealth Business Head	Indonesia
33	Jenny Widjaja	Treasury & Capital Market Head	Indonesia
34	Kho Tjhing Kian	ORM Fraud & QA Head	Indonesia
35	Lie Chen	Regulatory Compliance & Assurance Head	Indonesia
36	Margaretha Sherly	Financial Institution Head	Indonesia
37	Masahiro Shimada	Global Alignment Head for Finance	Japan
38	Masashi Yoshikawa	Japan Desk Head for Consumer	Japan
39	Melissa Marioto	Service Excellence & Customer Care Head	Indonesia
40	Merci Santi Adriani	Syariah Funding Business Head	Indonesia
41	Mireille Makmur	Customer Experience Head	Indonesia

No.	Name	Position	Nationality
42	Muhammad Arief Fatchur Rochman	EB Business Head	Indonesia
43	Palupi	Regulatory Compliance & Advisory Head	Indonesia
44	Ratih Damayanti	Head Of Financial Crime Compliance	Indonesia
45	Refita Rulli Arief	Syariah Strategic & Financing Business Head	Indonesia
46	Reisan Lesmana	IT Robotics, Digital Automation and AI System Head	Indonesia
47	Rio Irhandi Sasmita	IT Data, Reporting & Risk System Head	Indonesia
48	Roberto Trio	EB Business Head	Indonesia
49	Roncy Sinaga	Senior Credit Risk Officer - EB Remedial	Indonesia
50	Rony Iskandar Kustendro	Information Risk Management Head	Indonesia
51	Rusmin Basuki	Credit & Enterprise Risk Management Head	Indonesia
52	Sabrina Rakhmaputri Azhairie	BPR, Control & Compliance Head	Indonesia
53	Satyo Haryo Wibisono	Head of Legal Counsel	Indonesia
54	Sheky Lemasoa	Senior Credit Risk Officer - Enterprise Banking	Indonesia
55	Toshihiro Senoo	Platform Collaboration Head	Japan
56	Toshiya Shobayashi	Executive Officer Business Collaboration	Japan
57	Widianto	EB Business Analyst Head	Indonesia
58	Yenny	Chief Internal Auditor	Indonesia
59	Anastasia Susy Herawati	Senior Vice President	Indonesia
60	Chiau Winarto	Senior Vice President	Indonesia
61	Handriady Chia	Senior Vice President	Indonesia
62	I Gusti Agus Indrawan	Senior Vice President	Indonesia
63	Novily Chandra	Senior Vice President	Indonesia
64	Pinastika Junia	Senior Vice President	Indonesia
65	Riana Suagiat	Senior Vice President	Indonesia
66	Solaiman Widjaja	Senior Vice President	Indonesia
67	Sonny Gunawan	Senior Vice President	Indonesia
68	Thamrin Tambunan	Senior Vice President	Indonesia

* Senior Executive Officer

BRANCHES OFFICES & **SHARIA BRANCHES**

No	Branches	Address	Province	City/Regency
1	BDI JAKARTA ITC CEMPAKA MAS	Graha Rukan ITC Cempaka Mas Blok B No. 7 Jakarta Pusat DKI Jakarta	JAKARTA	Central Jakarta
2	BDI JAKARTA KELAPA GADING I	Jl. Boulevard Barat Blok XB No. 8 Kelapa Gading Jakarta Utara DKI Jakarta	JAKARTA	North Jakarta
3	BDI JAKARTA KELAPA GADING II	Jl. Boulevard Raya Blok FY No. 1/9-12 Jakarta Utara DKI Jakarta	JAKARTA	North Jakarta
4	BDI JAKARTA MUARA KARANG	Jl. Muara Karang Raya No. 72 Blok Z-3 Selatan Jakarta Utara DKI Jakarta	JAKARTA	North Jakarta
5	BDI JAKARTA ARTHA GADING	Rukan Artha Gading Blok C No. 18 Jl. Boulevard Artha Gading Kelapa Gading Jakarta Utara DKI Jakarta	JAKARTA	North Jakarta
6	BDI CEMPAKA PUTIH TENGAH	Jl. Cempaka Putih Raya No. 11 Jakarta Pusat DKI Jakarta	JAKARTA	Central Jakarta
7	BDI JAKARTA DANAU SUNTER	Jl. Danau Sunter Utara Blok B.I.B No. 15-16 Sunter Podomoro Jakarta Utara DKI Jakarta	JAKARTA	North Jakarta
8	BDI JAKARTA ENGGANO	Jl Enggano Raya No 36 Tanjung Priok Jakarta Utara DKI Jakarta	JAKARTA	North Jakarta
9	BDI JAKARTA JEMBATAN LIMA	Jl. KHM. Mansyur No. 255 Jembatan Lima Jakarta Barat DKI Jakarta	JAKARTA	West Jakarta
10	BDI JAKARTA KAPUK TELUK GONG	Jl. Teluk Gong Raya Komp. TPI II Blok M No. 34 Kampung Gusti Jakarta Utara DKI Jakarta	JAKARTA	North Jakarta
11	BDI JAKARTA PANTAI INDAH KAPUK	Galeria Niaga Mediterania Blok X-3 Kav. No.A-8M & A-8N Pantai Indah Kapuk Jakarta Utara DKI Jakarta	JAKARTA	North Jakarta
12	BDI JAKARTA PANTAI INDAH KAPUK 2	Ruko Crown Golf Blok A No. 53 Jl. Marina Raya RT 07 Rw 02 Kel. Kamal Muara Kec Panjaringan Pantai Indah Kapuk Jakarta Utara DKI Jakarta	JAKARTA	North Jakarta
13	BDI JAKARTA PLUIT KENCANA	Jl. Pluit Kencana Raya 45-47 Jakarta Utara DKI Jakarta	JAKARTA	North Jakarta
14	BDI JAKARTA PS PADEMANGAN	Ps. Pademangan Timur Lt.Dasar No 137 Jakarta Utara DKI Jakarta	JAKARTA	North Jakarta
15	BDI JAKARTA TELEPON KOTA	Jl. Telepon Kota No.7 RT.6/RW.2 Roa Malaka Kec. Tambora Kota Jakarta Barat DKI Jakarta	JAKARTA	West Jakarta
16	BDI JAKARTA BANDENGAN INDAH	Ruko Bandengan Indah Blok B No 7 Jl. Bandengan Utara No. 80 RT/RW 05/16 Penjaringan Jakarta Utara DKI Jakarta	JAKARTA	North Jakarta
17	BDI JAKARTA GROGOL MUWARDI	Jl. Muwardi Raya No. 7 Grogol Jakarta Barat DKI Jakarta	JAKARTA	West Jakarta
18	BDI JAKARTA JELAMBAR	Jl. Jelambar Baru.1 B Jakarta Barat 1 Jakarta	JAKARTA	West Jakarta
19	BDI JAKARTA CENTRAL PARK	Ruko GSA Db 08 Jl S. Parman Tj Duren Jakarta Barat DKI Jakarta	JAKARTA	West Jakarta
20	BDI JAKARTA ORION MANGGA DUA	Ruko Komp.Orion Mangga Dua Jl.Raya Mangga Dua Komp.Rukan Orion Mangga Dua No.3 Jakarta Utara DKI Jakarta	JAKARTA	North Jakarta
21	BDI JAKARTA PANGERAN JAYAKARTA	Jl. Pangeran Jayakarta No. 22 Kel. Mangga Dua Selatan Kec. Sawah Besar Jakarta Pusat DKI Jakarta	JAKARTA	Central Jakarta
22	BDI JAKARTA MALL TAMAN ANGGREK	Mall Taman Anggrek Ground Floor G-42 Jl. S. Parman Kav.21 Jakarta Barat DKI Jakarta	JAKARTA	West Jakarta
23	BDI JAKARTA TAMAN DUTA MAS	Rukan Taman Duta Mas D9A No.8 Jelambar Jakarta Barat DKI Jakarta	JAKARTA	West Jakarta
24	BDI JAKARTA MANGGA 2 RAYA	Ruko Textile Blok E4/6 Jalan Mangga Dua Raya Jakarta Utara DKI Jakarta	JAKARTA	North Jakarta
25	BDI JAKARTA USMAN HARUN (DH KEBON SIRIH)	Jalan Prapatan No. 50 Kel. Gambir Kec. Gambir Jakarta Pusat DKI Jakarta	JAKARTA	Central Jakarta
26	BDI JAKARTA MENARA BANK DANAMON	Jl. Hr Rasuna Said Blok C No. 10 Kelurahan Karet Kecamatan Setiabudi Jakarta Selatan DKI Jakarta	JAKARTA	South Jakarta

No	Branches	Address	Province	City/Regency
27	BDI BOGOR JUANDA	Jl. Ir. H. Juanda No. 46 Kota Bogor Jawa Barat	WEST JAVA	Bogor
28	BDI JAKARTA BENHIL	Jl. Bendungan Hilir Raya No. 21 Jakarta Pusat DKI Jakarta	JAKARTA	Central Jakarta
29	BDI JAKARTA AGUS SALIM	Jl. H. Agus Salim No. 59 A Jakarta Pusat DKI Jakarta	JAKARTA	Central Jakarta
30	BDI JAKARTA PALMERAH	Jl. Palmerah Barat No. 38 A Blok 5-6 Grogol Utara Jakarta Barat DKI Jakarta	JAKARTA	West Jakarta
31	BDI JAKARTA WISMA BNI	Wisma 46 Kota BNI Lt. Dasar Jl. Jend. Sudirman Kav. 1 Jakarta Pusat DKI Jakarta	JAKARTA	Central Jakarta
32	BDI JAKARTA KALIBATA	Kalibata Tengah Blok I F-G Jakarta Selatan DKI Jakarta	JAKARTA	South Jakarta
33	BDI JAKARTA DEPOK MARGONDA	Ruko Graha 99 Jl Margonda Raya RT 008/03 No.99 Kemiri Muka Kota Depok Jawa Barat	WEST JAVA	Depok
34	BDI JAKARTA PANGLIMA POLIM	Jalan Panglima Polim Raya No 59 Rt/Rw : 007/004 Kelurahan Melawai Kecamatan Kebayoran Baru Jakarta Selatan DKI Jakarta	JAKARTA	South Jakarta
35	BDI JAKARTA CYBER 2	Cyber 2 Tower Level Ground Floor Unit B 2 Jl. Hr. Rasuna Said Blok X-5 No. 13 Kuningan Jakarta Selatan DKI Jakarta	JAKARTA	South Jakarta
36	BDI JAKARTA MENARA BEJ	Gd. BEJ Tower 2 Lt.1 Jl. Jend. Sudirman Kav.52+53 Jakarta Selatan DKI Jakarta	JAKARTA	South Jakarta
37	BDI JAKARTA CINERE	Jl. Cinere Raya Kav. 48-49 A Cinere Jakarta Selatan DKI Jakarta	JAKARTA	South Jakarta
38	BDI JAKARTA FATMAWATI	Jl. RS. Fatmawati No. 24 Cipete Utara Jakarta Selatan DKI Jakarta	JAKARTA	South Jakarta
39	BDI JAKARTA KEMANG	Jl. Kemang Raya 4 Jakarta Selatan DKI Jakarta	JAKARTA	South Jakarta
40	BDI JAKARTA PONDOK INDAH MALL	Pondok Indah Mall 2 Lt.Dasar No.G 34 B Pondok Indah Jakarta Selatan DKI Jakarta	JAKARTA	South Jakarta
41	BDI JAKARTA PERMATA HIJAU	Jl. Nikel Blok D No. 23-24 Permata Hijau Jakarta Selatan DKI Jakarta	JAKARTA	South Jakarta
42	BDI JAKARTA PONDOK INDAH	Komplek Pertokoan Pondok Indah Blok Ua No. 1 Jl. Metro Duta Pondok Indah Jakarta Selatan DKI Jakarta	JAKARTA	South Jakarta
43	BDI JAKARTA SUDIRMAN PLAZA	Sudirman Plz Indofood Tower.Jl Jend Sudirman Kav 76-78 Jakarta Selatan DKI Jakarta	JAKARTA	South Jakarta
44	BDI JAKARTA SUPOMO	Jl. Prof. Dr. Supomo No. 55 Tebet Jakarta Selatan DKI Jakarta	JAKARTA	South Jakarta
45	BDI JAKARTA WARUNG BUNCIT	Jl. Warung Buncit Raya No. 107 Jakarta Selatan DKI Jakarta	JAKARTA	South Jakarta
46	BDI JAKARTA TRINITY TOWER	Trinity Tower Lantai Dasar Suite 0101. Jl. H.R. Rasuna Said Kav. C22 Blok lib Kec. Setiabudi Kel. Karet Kuningan Jakarta Selatan DKI Jakarta	JAKARTA	South Jakarta
47	BDI CIBINONG CITY CENTER	Ruko Cibinong City Center Blok A.25 Kel. Pakansari Kec. Cibinong Kab. Bogor Jawa Barat	WEST JAVA	Bogor
48	BDI BOGOR - SURYAKENCANA	Jl. Suryakencana No. 331 Kota Bogor Jawa Barat	WEST JAVA	Bogor
49	BDS LAPANGAN ROS	Jl. KH Abdullah Syafei No. 127 ATebet Jakarta Selatan DKI Jakarta	JAKARTA	South Jakarta
50	BDI JAKARTA MATRAMAN	Jl. Matraman Raya No. 52 Jakarta Timur DKI Jakarta	JAKARTA	East Jakarta
51	BDI JAKARTA GAJAH MADA	Jl. Gajah Mada No. 90 A Jakarta Barat DKI Jakarta	JAKARTA	Central Jakarta
52	BDI BEKASI LIPPO CIKARANG	Ruko Plaza Menteng Blok A No. 25 Rt 03/Rw.09 Desa Cibatu Kec. Lemahabang (Cikarang Selatan) Kab. Bekasi Jawa Barat	WEST JAVA	Bekasi
53	BDI JAKARTA CIBUBUR TIMES SQUARE	Jl. Transyogi Km.3 Komp.Rukan Cibubur Times Square Blok B1 No.10 Cibubur Kab. Bekasi Jawa Barat	WEST JAVA	Bekasi
54	BDI JAKARTA GUNUNG SAHARI	Jl. Gunung Sahari Raya No. 49 Jakarta Pusat DKI Jakarta	JAKARTA	Central Jakarta
55	BDI BEKASI HARAPAN INDAH	Komp Ruko Sentra Niaga Boulevard HijauPerumahan Harapan Indah Blok Sn 2 No 16 -17 Medan Satria Kab. Bekasi Jawa Barat	WEST JAVA	Bekasi
56	BDI JAKARTA HASYIM ASHARI	Jl. Kh. Hasyim Ashari No. 21 & 21A Jakarta Pusat DKI Jakarta	JAKARTA	Central Jakarta
57	BDI BEKASI JUANDA	Jl. Ir. H. Juanda No. 159 Kota Bekasi Jawa Barat	WEST JAVA	Bekasi

No	Branches	Address	Province	City/Regency
58	BDI JAKARTA KALIMALANG TARUM	Jl. Tarum Barat Hi No. 1 Kalimalang Jakarta Timur DKI Jakarta	JAKARTA	East Jakarta
59	BDI JAKARTA PECENONGAN	Jl. Pecenongan Raya No. 5 B-C Jakarta Pusat DKI Jakarta	JAKARTA	Central Jakarta
60	BDI JAKARTA PONDOK GEDE	Rukan Pondok Gede Plaza Blok D No 1 S/D 2 P.Gede Bekasi Rt 04/01 Jatiwaringin Jakarta Timur DKI Jakarta	JAKARTA	East Jakarta
61	BDI JAKARTA TANAH ABANG FACHRUDIN	Jl. Fachrudin 36 Blok A No. 56-57 Tanah Abang Jakarta Pusat DKI Jakarta	JAKARTA	Central Jakarta
62	BDI KARAWANG TUPAREV	Jl. Tuparev Komplek Karawang Plaza Ruko No. 5-6 Kab. Karawang Jawa Barat	WEST JAVA	Karawang
63	BDI JAKARTA ABDUL MUIS	Jl. Abdul Muis No 60 Jakarta Pusat DKI Jakarta	JAKARTA	Central Jakarta
64	BDI JAKARTA CIKINI	Jl. Cikini Raya No. 71 Jakarta Pusat DKI Jakarta	JAKARTA	Central Jakarta
65	BDI JAKARTA SURYOPRANOTO 2	Jl. Suryopranoto No.75 Jakarta Pusat DKI Jakarta	JAKARTA	Central Jakarta
66	BDI JAKARTA JATINEGARA	Jl. Jatinegara Barat No. 135 Jakarta Timur DKI Jakarta	JAKARTA	East Jakarta
67	BDI JAKARTA PLAZA KENARI MAS	Plaza Kenari Mas Lantai 4 (P1) No.Unit K 001. Jl.Kramat Raya No.101 Jakarta Pusat DKI Jakarta	JAKARTA	Central Jakarta
68	BDI JAKARTA PASAR BARU	Jl. Pasar Baru Selatan No. 16 Jakarta Pusat DKI Jakarta	JAKARTA	Central Jakarta
69	BDI JAKARTA PEGAMBIRAN ARTOMORO	Jl. Peggambiran No. 33-D Rawamangun Jakarta Timur DKI Jakarta	JAKARTA	East Jakarta
70	BDI JAKARTA PULO GADUNG TRADE CENTER	PTC Pulogadung Blok I No.008 Jakarta Timur DKI Jakarta	JAKARTA	East Jakarta
71	BDI JAKARTA ROXY MAS	Jl. K.H Hasyim Ashari Blok C 2 No. 6 & 7 Jakarta Pusat DKI Jakarta	JAKARTA	Central Jakarta
72	BDI JAKARTA SENEN	Pusat Grosir Senen Jaya Lt.3 Rtu L3 / C9 -9 Jl. Senen Raya Kel.Senen Kec.Senen Jakarta Pusat DKI Jakarta	JAKARTA	Central Jakarta
73	BDI BEKASI TAMAN GALAXY RAYA	Jl. Taman Galaxy Raya No. 12 AD Bekasi Selatan Kab. Bekasi Jawa Barat	WEST JAVA	Bekasi
74	BDI JAKARTA TANAH ABANG BLOK A	Pasar Regional Tanah Abang Blok A Basement 2 No. 67 A-B Los F Jakarta Pusat DKI Jakarta	JAKARTA	Central Jakarta
75	BDI JAKARTA GLODOK PLAZA 1	Jl. Pinang Sia Raya Komplek Ruko Glodok Plaza Blok A No. 26-28 Jakarta Barat DKI Jakarta	JAKARTA	West Jakarta
76	BDI JAKARTA MANGGA BESAR	Jl. Mangga Besar Raya No. 42 A-B Jakarta Barat DKI Jakarta	JAKARTA	West Jakarta
77	BDI JAKARTA TAMAN SARI	Jl. Tamansari Raya No. 53 A Jakarta Barat DKI Jakarta	JAKARTA	West Jakarta
78	BDI JAKARTA TOMANG RAYA	Jl. Tomang Raya No. 51 C-D Blok Mm Kav. 557 Jakarta Barat DKI Jakarta	JAKARTA	West Jakarta
79	BDI JAKARTA SAMANHUDI	Jl. Samanhudi No 81 Jakarta Pusat DKI Jakarta	JAKARTA	Central Jakarta
80	BDI JAKARTA - WAHID HASYIM	Jl. Wahid Hasyim No. 171 Jakarta Pusat DKI Jakarta	JAKARTA	Central Jakarta
81	BDI BEKASI - KALIMALANG COMMERCIAL CENTER	Kalimalang Commercial Center Blok A6/8 Jl. Ahmad Yani Kota Bekasi Jawa Barat	WEST JAVA	Bekasi City
82	BDI KARAWANG KIIC	Sentra KIIC Lantai 1 Jl. Permata Raya Blok Lot C-A1 Karawang Barat Kab. Karawang Jawa Barat	WEST JAVA	Karawang Regency
83	BDS CIRACAS	Jl. Raya Bogor No. 2 KM.22 Kel. Rambutan Kec. Ciracas Jakarta Timur DKI Jakarta	JAKARTA	East Jakarta
84	BDI TELUK BETUNG PATTIMURA	Jl. Pattimura No.2-4 Telukbetung Kota Bandar Lampung Lampung	LAMPUNG	Bandar Lampung City
85	BDI TANGERANG ALAM SUTRA	Jl. Sutera Niaga I/17 Komplek Alam Sutera Serpong Kota Tangerang Selatan Banten	BANTEN	South Tangerang City
86	BDI TANGERANG BINTARO III	Komp. Rukan Bintaro Jaya Sektor III A Blok A No. 8-10 Bintaro Kota Tangerang Selatan Banten	BANTEN	South Tangerang City
87	BDI TANGERANG DAAN MOGOT	Jl. Daan Mogot No. 48 Kota Tangerang Banten	BANTEN	Tangerang City
88	BDI JAKARTA GREEN GARDEN	Ruko Green Garden Blok I / 9 No. 18 Jakarta Barat DKI Jakarta	JAKARTA	West Jakarta
89	BDI TANJUNG KARANG KARTINI	Jl. Kartini No.182 Tanjung Karang Kota Bandar Lampung Lampung	LAMPUNG	Bandar Lampung City
90	BDI JAKARTA KEBON JERUK INTERCON	Jl. Raya Meruya Ilir Komplek Intercon Plaza Blok A 1-2 Kebon Jeruk Jakarta Barat DKI Jakarta	JAKARTA	West Jakarta

No	Branches	Address	Province	City/Regency
91	BDI CILEGON S. A. TIRTAYASA	Jl. Sultan Agung Tirtayasa No. 145 Kota Cilegon Banten	BANTEN	Cilegon City
92	BDI METRO SUMUR BANDUNG	Komplek Pasar Sumur Bandung Blok B No 15 -16 Lingkungan III RT 012 Rw 005 Metro Pusat Kota Metro Lampung	LAMPUNG	Metro City
93	BDI JAKARTA TAMAN PALEM LESTARI	Rukan Taman Palem Lestari Blok A II No. 33 Jl. Kamal Raya Outer Ring Road Cengkareng Jakarta Barat DKI Jakarta	JAKARTA	West Jakarta
94	BDI JAKARTA TANJUNG DUREN	Jl. Tanjung Duren Raya No. 62 Jakarta Barat DKI Jakarta	JAKARTA	West Jakarta
95	BDI JAKARTA CITRA GARDEN II	Komplek Citra Garden II Blok I-I No. 12A Jakarta Barat DKI Jakarta	JAKARTA	West Jakarta
96	BDI PRINGSEWU A.YANI	Jl. Ahmad Yani No.65 Kab. Pringsewu Lampung	LAMPUNG	Pringsewu Regency
97	BDI TANGERANG BSD	Jl. Raya Serpong BSD Commercial I Blok 201 Bsd Sektor Vi Kota Tangerang Selatan Banten	BANTEN	South Tangerang City
98	BDI TANGERANG CIKUPA	Perumahan Citra Raya Blok L1 Cikupa Kab. Tangerang Banten	BANTEN	Tangerang City
99	BDI JAKARTA DURI KOSAMBI	Jl.Komplek Ruko Taman Semanan Indah Blok C - 26 Duri Kosambi Jakarta Barat DKI Jakarta	JAKARTA	West Jakarta
100	BDI TANGERANG GADING SERPONG	Jl. Blv Gading Serpong Alexandrite 3/9 Kota Tangerang Selatan Banten	BANTEN	South Tangerang City
101	BDI JAKARTA GREEN VILLE	Komplek Green Ville Blok AY No. 20 Jakarta Barat DKI Jakarta	JAKARTA	West Jakarta
102	BDI JAKARTA PURI INDAH	Jl. Puri Indah Raya Blok I No. 41 Pesanggrahan Jakarta Barat DKI Jakarta	JAKARTA	West Jakarta
103	BDI JAKARTA PURI KENCANA	Ruko Puri Niaga 3 Blok M8 - 1APuri Kencana Jakarta Barat DKI Jakarta	JAKARTA	West Jakarta
104	BDI CILEGON SERANG	Jl. Maulana Hasanuddin Serang Plaza Blok I No. 5-6-7 Kota Serang Banten	BANTEN	Serang City
105	BDI TANGERANG SUPERMALL KARAWACI	Unit FF 59 A Supermall Karawaci Jl. Bulevar Diponegoro Lippo Karawaci Kab. Tangerang Banten	BANTEN	Tangerang Regency
106	BDI TANGERANG ROSEVILLE	Roseville Soho & Suite Sunburst Cbd Lot I.8 Bsd City Rukan Unit F Jl. Kapten Soebianto Djojohadikusumo Rw 08 Lengkong Gudang Kec. Serpong Kota Tangerang Selatan Banten	BANTEN	South Tangerang City
107	BDI TANGERANG ALAM SUTRA 2	Jl. Jalur Sutera 29 D No. 21 Pakualam Kec. Serpong Utara Kota Tangerang Selatan Banten	BANTEN	South Tangerang City
108	BDI TANGERANG JATIUWUNG	Ruko Sol Marina Blok A No.1 Kel. Gandasari Kec. Jatiuwung Kota Tangerang Banten	BANTEN	Tangerang City
109	BDI BANDUNG MERDEKA	Jl. Merdeka No. 40 Kota Bandung Jawa Barat	WEST JAVA	Bandung City
110	BDI CIREBON YOS SUDARSO	Jl. Yos Sudarso No. 2 Kota Cirebon Jawa Barat	WEST JAVA	Cirebon City
111	BDI TASIKMALAYA YUDA NEGARA	Jl. Yudanegara No.40 Kota Tasikmalaya Jawa Barat	WEST JAVA	Tasikmalaya City
112	BDI BANDUNG A YANI	Jl. Ahmad Yani No. 638 Kota Bandung Jawa Barat	WEST JAVA	Bandung City
113	BDI SUKABUMI A YANI	Jl. Jend. Ahmad Yani No. 30 Kota Sukabumi Jawa Barat	WEST JAVA	Sukabumi
114	BDI BANDUNG ASIA AFRIKA	Jl. Asia Afrika No. 180 Kota Bandung Jawa Barat	WEST JAVA	Bandung
115	BDI CIMAHI CIBABAT	Jl. Raya Cibabat No.349 Cigugur Tengah Kota Cimahi Jawa Barat	WEST JAVA	Cimahi
116	BDI CIANJUR COKROAMINOTO	Jl. Hos. Cokroaminoto No.36 Kab. Cianjur Jawa Barat	WEST JAVA	Cianjur
117	BDI BANDUNG KOPO	Jl. Kopo No.26 Kota Bandung Jawa Barat	WEST JAVA	Bandung
118	BDI PURWAKARTA MARTADINATA	Jl. Re Martadinata No. 7 Kab. Purwakarta Jawa Barat	WEST JAVA	Purwakarta
119	BDI SUBANG OTISTA	Jl. Otto Iskandardinata No 55. Kel. Karanganyar Kec. Subang Kab. Subang Jawa Barat	WEST JAVA	Subang Regency
120	BDI BANDUNG SETIA BUDI	Jl. Dr. Setiabudi 62 Kota Bandung Jawa Barat	WEST JAVA	Bandung
121	BDI BANDUNG KOPO SAYATI	Komp. Taman Kopo Indah Ruko 2 & 3 Kab. Bandung Jawa Barat	WEST JAVA	Bandung

No	Branches	Address	Province	City/Regency
122	BDI BANDUNG BUAH BATU	Jl. Buah Batu No. 166 Kota Bandung Jawa Barat	WEST JAVA	Bandung
123	BDI BANDUNG JAMIKA	Jl. Jamika No. 11 A Kel. Jamika Kec. Bojongloa Kaler Kota Bandung Jawa Barat	WEST JAVA	Bandung
124	BDI BANDUNG JUANDA	Jl. Ir Juanda No.64 Kota Bandung Jawa Barat	WEST JAVA	Bandung
125	BDI BANDUNG TAMAN KOPO INDAH II	Taman Kopo Indah II 1B No.26 Kota Bandung Jawa Barat	WEST JAVA	Bandung
126	BDI BANDUNG SUNIARAJA	Jl. Suniaraja No. 57 - 59 Kota Bandung Jawa Barat	WEST JAVA	Bandung
127	BDI BANDUNG PAJAJARAN	Jl. Pajajaran No. 151 Kota Bandung Jawa Barat	WEST JAVA	Bandung
128	BDI BANDUNG PASIRKALIKI 2	Jalan Pasirkaliki No. 150 C Kota Bandung Jawa Barat	WEST JAVA	Bandung
129	BDI BANDUNG SUMBER SARI 2	Komp. Pertokoan Sumber Sari Indah T9 Jl. Sumber Sari Indah Kota Bandung Jawa Barat	WEST JAVA	Bandung
130	BDI BANDUNG SUDIRMAN	Jl. Jenderal Sudirman No. 30-32 Kota Bandung Jawa Barat	WEST JAVA	Bandung
131	BDI BANDUNG KOTA BARU PARAHYANGAN	Ruko Pancawarna – Kota Baru Parahyangan Jl. Bujanggamanik Blok D - No. 79 Kel. Kertajaya Kec. Padalarang Kab. Bandung Barat Bandung Jawa Barat	WEST JAVA	West Bandung
132	BDS BANDUNG MERDEKA	Jl. Merdeka No. 40 Bandung Jawa Barat 40117	WEST JAVA	Bandung
133	BDI YOGYAKARTA JALAN MAGELANG (dh BDI YOGYAKARTA DIPONEGORO)	Jl Magelang No 93 Desa Sinduadi Kecamatan Mlati Kab. Sleman Yogyakarta	D.I. YOGYAKARTA	Sleman
134	BDI SEMARANG PEMUDA	Jl. Pemuda No. 175 Kota Semarang Jawa Tengah	CENTRAL JAVA	Semarang
135	BDI PURWOKERTO SUDIRMAN	Jl. Jend. Sudirman No. 183 Purwokerto Kab. Banyumas Jawa Tengah	CENTRAL JAVA	Banyumas
136	BDI SOLO URIP SUMOHARJO	Jl. Urip Sumoharjo No. 91 Kelurahan Kepatihan Wetan Kecamatan Jebres Kota Surakarta / Solo Jawa Tengah	CENTRAL JAVA	Surakarta/Solo
137	BDI KUDUS A YANI	Jl. A. Yani No. 77 Kab. Kudus Jawa Tengah	CENTRAL JAVA	Kudus
138	BDI YOGYAKARTA BRIGJEN KATAMSO	Jl. Brigjen Katamso No.151 RT. 011/RW. 003, Kel. Keparakan, Kec. Mergangsan, Kota Yogyakarta, Daerah Istimewa Yogyakarta	D.I. YOGYAKARTA	Yogyakarta
139	BDI MAGELANG PEMUDA	Jl. Pemuda No. 149 Kota Magelang Jawa Tengah	CENTRAL JAVA	Magelang
140	BDI KLATEN PEMUDA	Jl. Pemuda No.135 Kab. Klaten Jawa Tengah	CENTRAL JAVA	Klaten
141	BDI SEMARANG PURI ANJASMORO	Jl. Puri Anjasmoro G 1 No. 36 Kel. Tawangsari Kec. Semarang Barat Kota Semarang Jawa Tengah	CENTRAL JAVA	Semarang
142	BDI SOLO SLAMET RIYADI	Jl. Slamet Riyadi No.312 Kelurahan Sriwedari Kecamatan Laweyan Kota Surakarta / Solo Jawa Tengah	CENTRAL JAVA	Surakarta/Solo
143	BDI SEMARANG SUARI	Jl. Suari No.17A Kota Semarang Jawa Tengah	CENTRAL JAVA	Semarang
144	BDI CILACAP SUDIRMAN	Jl. Jend Sudirman No.21 Kab. Cilacap Jawa Tengah	CENTRAL JAVA	Cilacap
145	BDI PURBALINGGA SUDIRMAN	Jl. Jend Sudirman No.111 Kab. Purbalingga Jawa Tengah	CENTRAL JAVA	Purbalingga
146	BDI SALATIGA SUDIRMAN	Jl. Jend. Sudirman No.170 Kota Salatiga Jawa Tengah	CENTRAL JAVA	Salatiga
147	BDI WONOSOBO SUMBING	Jl. Sumbing 22 Kab. Wonosobo Jawa Tengah	CENTRAL JAVA	Wonosobo
148	BDI PURWOREJO AHMAD DAHLAN	Jl. Kiayi Haji Ahmad Dahlan No. 60 Kab. Purworejo Jawa Tengah	CENTRAL JAVA	Purworejo
149	BDI SEMARANG BANGKONG	Jl. Mt Haryono Bangkong Plaza C-2 Kota Semarang Jawa Tengah	CENTRAL JAVA	Semarang
150	BDI SEMARANG CITRALAND	Komp. Citraland. Jl. Anggrek Raya Kav 23-25 Kota Semarang Jawa Tengah	CENTRAL JAVA	Semarang
151	BDI SEMARANG GG TENGAH	Gang Tengah No. 77 Kota Semarang Jawa Tengah	CENTRAL JAVA	Semarang
152	BDI REMBANG PEMUDA	Jl Pemuda No 8, Tawangsari, RT/RW 04/03, Kel. Leteh, Kec. Rembang, Kab. Rembang, Jawa Tengah	CENTRAL JAVA	Rembang

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153	BDI SEMARANG MAJAPAHIT	Jl. Majapahit Ruko Gayamsari Blok A3 Kota Semarang Jawa Tengah	CENTRAL JAVA	Semarang
154	BDI SEMARANG MT HARYONO	Jl. MT Haryono Nomor 427–429 Blok A7 RT 001 RW 001 Kota Semarang Jawa Tengah	CENTRAL JAVA	Semarang
155	BDI JEPARA PATIMURA	Jl. Patimura Ruko Blok A2 Kab. Jepara Jawa Tengah	CENTRAL JAVA	Jepara
156	BDI PATI PEMUDA	Jl. Pemuda No. 239 C Kab. Pati Jawa Tengah	CENTRAL JAVA	Pati
157	BDI PURWODADI R. SUPRAPTO	Jl. R Soeprapto 66 Purwodadi Kab. Grobogan Jawa Tengah	CENTRAL JAVA	Grobogan Regency
158	BDI SUKOHARJO IR SOEKARNO	Jl. Ir. Soekarno Blok C Kel. Madeondo Kec. Grogol Sukoharjo Kab. Sukoharjo Jawa Tengah	CENTRAL JAVA	Sukoharjo Regency
159	BDI SEMARANG SETIABUDI	Jl. Setiabudi No 119 Kota Semarang Jawa Tengah	CENTRAL JAVA	Semarang City
160	BDI JUWANA SILUGONGGONG	Jl. Silugonggong No. 12 Juwana Kab. Pati Jawa Tengah	CENTRAL JAVA	Pati Regency
161	BDI TEMANGGUNG TENTARA PELAJAR	Jl. Tentara Pelajar No. 6 Kec. Temanggung Kab. Temanggung Jawa Tengah	CENTRAL JAVA	Temanggung Regency
162	BDI YOGYAKARTA URIP S.	Jl. Urip Sumohardjo 123 Kota Yogyakarta Yogyakarta	D.I. YOGYAKARTA	Yogyakarta
163	BDI GOMBONG YOS SUDARSO	Jl. Yos Sudarso No. 428 Gombong Kab. Kebumen Jawa Tengah	CENTRAL JAVA	Kebumen
164	BDI PEKALONGAN H WURUK	Jl. Hayam Wuruk No.11A Kota Pekalongan Jawa Tengah	CENTRAL JAVA	Pekalongan
165	BDI TEGAL SUDIRMAN	Jl. Jend Sudirman No.11A Kota Tegal Jawa Tengah	CENTRAL JAVA	Tegal
166	BDS SOLO SLAMET RIYADI	Jl. Slamet Riyadi No.312, Kelurahan Sriwedari, Kecamatan Laweyan, Kota Surakarta / Solo, Jawa Tengah, 57142	CENTRAL JAVA	Surakarta/Solo
167	BDI KEDIRI BRAWIJAYA	Jl. Brawijaya No.33 Kota Kediri Jawa Timur	EAST JAVA	Kediri
168	BDI JEMBER GAJAH MADA	Jl. Gajah Mada No. 84 Kab. Jember Jawa Timur	EAST JAVA	Jember
169	BDI SURABAYA GUBERNUR SURYO	Jl. Gubernur Suryo No.12 Kota Surabaya Jawa Timur	EAST JAVA	Surabaya
170	BDI SURABAYA CITRALAND	Ruko One Arcade, Blok ARC No.003 ,Kawasan One Arcade Citraland Surabaya	EAST JAVA	Surabaya
171	BDI MALANG KAWI	Jl. Kawi No. 15 Kota Malang Jawa Timur	EAST JAVA	Malang
172	BDI SURABAYA KEDUNGDORO 2	Jl. Kedungdoro No. 139, Surabaya, Jawa Timur	EAST JAVA	Surabaya
173	BDI BANYUWANGI A YANI	Jl. Jend A. Yani No.41 Kab. Banyuwangi Jawa Timur	EAST JAVA	Banyuwangi Regency
174	BDI SIDOARJO A YANI	Jl. A. Yani No.7 Kab. Sidoarjo Jawa Timur	EAST JAVA	Sidoarjo Regency
175	BDI SURABAYA COKLAT	Jl. Coklat No. 8 Kota Surabaya Jawa Timur	EAST JAVA	Surabaya City
176	BDI MADIUN COKROAMINOTO	Jl. HOS Cokroaminoto 124-126 Kota Madiun Jawa Timur	EAST JAVA	Madiun City
177	BDI SURABAYA DARMO	Jl. Raya Darmo No. 59 Kota Surabaya Jawa Timur	EAST JAVA	Surabaya City
178	BDI SURABAYA DHARMAHUSADA	Jl. Dharmahusada No.168 Kota Surabaya Jawa Timur	EAST JAVA	Surabaya City
179	BDI SURABAYA HR MUHAMMAD	Jl. Hr Muhammad 86 C-D Kota Surabaya Jawa Timur	EAST JAVA	Surabaya City
180	BDI SURABAYA JEMUR ANDAYANI	Jl. Jemur Andayani 46 B-C Kota Surabaya Jawa Timur	EAST JAVA	Surabaya City
181	BDI SURABAYA KAPAS KRAMPUNG	Jl. Kapas Krampung No. 106 Kota Surabaya Jawa Timur	EAST JAVA	Surabaya City
182	BDI GRESIK KARTINI	Jl. R.A. Kartini No. 236/5 Kab. Gresik Jawa Timur	EAST JAVA	Gresik Regency
183	BDI TULUNG AGUNG KASIHIN	Jl. Kapten Kasihin No. 157 Kab. Tulungagung Jawa Timur	EAST JAVA	Tulungagung Regency
184	BDI SURABAYA KEMBANG JEPUN	Jl.Kembang Jepun No.43 Kota Surabaya Jawa Timur	EAST JAVA	Surabaya City
185	BDI JOMBANG KH WAHID HASYIM	Jl. KH Wahid Hasyim 121 Kab. Jombang Jawa Timur	EAST JAVA	Jombang Regency
186	BDI SURABAYA KLAMPIS	Jl. Klampis Jaya No.136 Kota Surabaya Jawa Timur	EAST JAVA	Surabaya City

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187	BDI SURABAYA MARGOREJO INDAH	Jl.Margorejo Indah No.90 Kota Surabaya Jawa Timur	EAST JAVA	Surabaya City
188	BDI SURABAYA MAYJEN SUNGKONO	Jl. Mayjen Sungkono No.75 Kota Surabaya Jawa Timur	EAST JAVA	Surabaya City
189	BDI BLITAR MERDEKA	Jl. Merdeka 28 Kav.4-5 Kota Blitar Jawa Timur	EAST JAVA	Blitar City
190	BDI MOJOKERTO SUDIRMAN	Jl. Mojopahit No. 282 Kel. Mentikan Kec. Prajurit Kulon Kota Mojokerto Jawa Timur	EAST JAVA	Mojokerto City
191	BDI PASURUAN PANDAAN	Kawasan Central Niaga Pandaan Kav. 7-8 Lk. Petungwulung Rt. 05 Rw. 06 Kelurahan Petungsari Kecamatan Pandaan Kab. Pasuruan Jawa Timur	EAST JAVA	Pasuruan Regency
192	BDI SURABAYA MARGOMULYO	Jl. Raya Margomulyo No. 9 Blok Aa No. 10 Kel. Balongsri Kec. Tandes Kota Surabaya Jawa Timur	EAST JAVA	Surabaya City
193	BDI BOJONEGORO SUROPATI	Jl. Untung Suropati No. 26 Kab. Bojonegoro Jawa Timur	EAST JAVA	Bojonegoro Regency
194	BDI MALANG SOEKARNO HATTA	Jl. Soekarno Hatta No. 5- 6A, 6B, Kel. Mojolangu, Kec. Lowokwaru, Malang, Jawa Timur	EAST JAVA	Malang City
195	BDI PAMEKASAN TRUNOJOYO	Jl. Trunojoyo No. 63 Kab. Pamekasan Jawa Timur	EAST JAVA	Pamekasan Regency
196	BDI SURABAYA DIPONEGORO	Jl. Diponegoro No. 160 Kota Surabaya Jawa Timur	EAST JAVA	Surabaya City
197	BDI SURABAYA KERTAJAYA	Jl. Kertajaya No. 141 Kota Surabaya Jawa Timur	EAST JAVA	Surabaya City
198	BDI SURABAYA MULYOSARI	Jl. Raya Mulyosari 134 Pb 14 Kota Surabaya Jawa Timur	EAST JAVA	Surabaya City
199	BDI SURABAYA PASAR TURI	Komp. Sinar Galaxy B-70 Kota Surabaya Jawa Timur	EAST JAVA	Surabaya City
200	BDI SURABAYA MERR	Komplek Ruko Promenade No 5 Jl Ir. Soekarno Hatta No. 5 Kedung Baruk Rungkut Kota Surabaya Jawa Timur	EAST JAVA	Surabaya City
201	BDS SURABAYA DIPONEGORO	Jl. Diponegoro No. 31, Surabaya, Jawa Timur 60241	EAST JAVA	Surabaya City
202	BDI DENPASAR GUNUNG AGUNG	Jl. Gunung Agung No. 1 A Kota Denpasar Bali	BALI	Denpasar City
203	BDI MATARAM PEJANGGIK	Jl. Pejanggik 117 Kota Mataram Nusa Tenggara Barat	WEST NUSA TENGGARA	Mataram City
204	BDI KUPANG SUMATERA	Jl. Sumatera No. 43 Kota Kupang Nusa Tenggara Timur	EAST NUSA TENGGARA	Kupang City
205	BDI SINGARAJA A YANI	Jl. A. Yani No. 46 Singaraja Kab Buleleng Bali	BALI	Buleleng Regency
206	BDI BIMA SOEKARNO HATTA	Jl. Ir Soekarno Hatta RT 008 Rw 003 Kelurahan Taruga Kecamatan Rasanae Barat Kab. Bima Nusa Tenggara Barat	WEST NUSA TENGGARA	Bima City
207	BDI DENPASAR DIPONEGORO	Jl. Diponegoro No. 137 Kota Denpasar Bali	BALI	Denpasar City
208	BDI SUMBAWA DIPONEGORO	Jl. Diponegoro No. 26 Kel. Bugis Kec. Sumbawa Kab. Sumbawa Nusa Tenggara Barat	WEST NUSA TENGGARA	Sumbawa Regency
209	BDI TABANAN GAJAH MADA	Jl. Gajah Mada No.9 Desa Delod Peken Kecamatan Tabanan Kab. Tabanan Bali	BALI	Tabanan Regency
210	BDI DENPASAR GATOT SUBROTO	Jl. Gatot Subroto No.79 Kota Denpasar Bali	BALI	Denpasar City
211	BDI BADUNG GATOT SUBROTO BARAT	Jl. Gatot Subroto Barat 354 Kab. Badung Bali	BALI	Badung Regency
212	BDI DENPASAR HAYAM WURUK	Jl. Hayam Wuruk No. 246 Kota Denpasar Bali	BALI	Denpasar City
213	BDI KUTA LEGIAN	Jl. Raya Legian No. 87 Kuta Kab. Badung Bali	BALI	Badung Regency
214	BDI MANGGARAI ADI SUCIPTO	Jl. Adi Sucipto 88A Ruteng Kab. Manggarai Nusa Tenggara Timur	EAST NUSA TENGGARA	Manggarai Regency
215	BDI NEGARA NGURAH RAI	Jl. Ngurah Rai No. 101 Negara Kab. Jembrana Bali	BALI	Jembrana Regency
216	BDI MAUMERE RAYA CENTIS	Jl. Raya Centis No. 27, RT 011/RW.003, Kel. Kota Baru, Kec. Alok, Kab. Sikka, Nusa Tenggara Timur	EAST NUSA TENGGARA	Sikka Regency
217	BDI ENDE SOEKARNO	Jl. Soekarno No. 77 Kab. Ende Nusa Tenggara Timur	EAST NUSA TENGGARA	Ende Regency
218	BDI ATAMBUA SUDIRMAN	Jl. Jendral Sudirman No. 22, Atambua, Kab. Belu, Nusa Tenggara Timur, 85711	EAST NUSA TENGGARA	Belu Regency
219	BDI SWETA TEGUH FAISAL	Jl. Sandubaya No 35. Bertais Sweta Kota Mataram Nusa Tenggara Barat	WEST NUSA TENGGARA	Mataram City

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220	BDI UBUD CAMPUAN	Jl. Ida Bagus Manik Peliatan - Ubud Bali	BALI	Gianyar Regency
221	BDI GIANYAR DHARMA GIRI	Jl. Dharma Giri No. 21 Kab. Gianyar Bali	BALI	Gianyar Regency
222	BDI BADUNG KEROBOKAN	Jl. Raya Kerobokan Desa Kerobokan Kelurahan Badung Kec. Kuta Utara Kab. Badung Bali	BALI	Badung Regency
223	BDI BADUNG NGURAH RAI	Jl. By Pass Ngurah Rai 100C Kel. Mumbul/Bualu Kec. Kuta Selatan Kab. Badung Bali	BALI	Regency
224	BDS DENPASAR GUNUNG AGUNG	Jl. Gunung Agung No. 1 A, Kota Denpasar, Bali, 80117	BALI	Denpasar City
225	BDI SIBOLGA IMAM BONJOL	Jl. Imam Bonjol No.63 Kota Sibolga Sumatera Utara	NORTH SUMATERA	Sibolga City
226	BDI MEDAN PUTRI HIJAU	Jl. Putri Hijau No. 2 Kota Medan Sumatera Utara	NORTH SUMATERA	Medan City
227	BDI P.SIANTAR SUTOMO	Jl. Sutomo No. 5 D/E Kota Pematang Siantar Sumatera Utara	NORTH SUMATERA	Pematang Siantar City
228	BDI BATAM NAGOYA	Bank Duta Building Nagoya Jl.Imam Bonjol Nagoya Batam Kota Batam Kepulauan Riau	RIAU ISLANDS	Batam City
229	BDI MEDAN BINJAI	Jl. Jend. Sudirman No.60 Kota Binjai Sumatera Utara	NORTH SUMATERA	Binjai City
230	BDI MEDAN DIPONEGORO	Jl. P. Diponegoro No. 35 Kota Medan Sumatera Utara	NORTH SUMATERA	Medan City
231	BDI RANTAU PRAPAT A DAHLAN	Jl. KH Ahmad Dahlan No.94 Rantau Prapat Kab. Labuhan Batu Sumatra Utara	NORTH SUMATERA	Labuhan Batu Regency
232	BDI TANJUNG BALAI COKROAMINOTO	Jl. Cokroaminoto 48 A Tj. Balai Asahan Kota Tanjung Balai Sumatera Utara	NORTH SUMATERA	Tanjung Balai
233	BDI DELI SERDANG SUTOMO	Jl. Sutomo No. 85 Lubuk Pakam Kab. Deli Serdang Sumatra Utara	NORTH SUMATERA	Deli Serdang Regency
234	BDI KISARAN IMAM BONJOL	Jl. Imam Bonjol No.145 - 147 Kisaran Timur Kab. Asahan Sumatra Utara	NORTH SUMATERA	Asahan Regency
235	BDI MEDAN ISKANDAR MUDA	Jl. Iskandar Muda No.226-230 Kota Medan Sumatera Utara	NORTH SUMATERA	Medan City
236	BDI MEDAN KRAKATAU	Jl.Krakatau No.127 - 127A Kota Medan Sumatera Utara	NORTH SUMATERA	Medan City
237	BDI PADANG SIDEMPUAN MERDEKA	Jl. Merdeka No.22 Kota Padang Sidempuan Sumatera Utara	NORTH SUMATERA	Padang Sidempuan City
238	BDI MEDAN PANDU	Jl. Pandu 41/70 Kota Medan Sumatera Utara	NORTH SUMATERA	Medan City
239	BDI MEDAN PEMUDA	Jl. Pemuda No. 5 A-D Kota Medan Sumatera Utara	NORTH SUMATERA	Medan City
240	BDI TEBING TINGGI SUDIRMAN	Jl. Jend. Sudirman No. 158 Kel. Badak Bejuang Kec. Rambutan Kota Tebing Tinggi Sumatera Utara	NORTH SUMATERA	Tebing Tinggi City
241	BDI MEDAN THAMRIN	Jl. Thamrin No.93-95 Medan - Sumatera Utara	NORTH SUMATERA	Medan City
242	BDI MEDAN TOMANG ELOK	Komp.Tomang Elok Blok Bb No.98 Seikambing Kota Medan Sumatera Utara	NORTH SUMATERA	Medan City
243	BDI MEDAN ASIA MEGA MAS	Ruko Medan Asia Jl.Asia Indah Blok C No.10-11 Kel. Sukaramai Ii Kec. Medan Area Kota Medan Sumatera Utara	NORTH SUMATERA	Medan City
244	BDI GUNUNG SITOLI DIPONEGORO	Jl.Diponegoro No.143 Kel. Ilir Kec.Gunung Sitoli Kab Nias Sumatera Utara	NORTH SUMATERA	Nias Regency
245	BDI MEDAN BRIGJEND ZEIN HAMID	Jl. Brigjend Zein Hamid Km. 55 No. 12 C LK V Kelurahan Titi Kuning Kecamatan Medan Johor Kota Medan Sumatera Utara	NORTH SUMATERA	Medan City
246	BDI MEDAN PETISAH	Jl. Nibung Utama No.3-4 Kelurahan Petisah Tengah Kecamatan Medan Barat Kota Medan Sumatera Utara	NORTH SUMATERA	Medan City
247	BDI MEDAN PUSAT PASAR	Jl. Pusat Pasar No.P 187 Kota Medan Sumatera Utara	NORTH SUMATERA	Medan City
248	BDI MEDAN RAHMADSYAH	Jl. Rahmadsyah No. 22 Kota Medan Sumatera Utara	NORTH SUMATERA	Medan City

No	Branches	Address	Province	City/Regency
249	BDI MEDAN SETIA BUDI	Jl. Setiabudi No.4 Kota Medan Sumatera Utara	NORTH SUMATERA	Medan City
250	BDI MEDAN TANJUNG PURA	Jl. Pemuda No. 30 Tanjungpura Kab. Langkat Sumatera Utara	NORTH SUMATERA	Langkat Regency
251	BDI MEDAN CEMARA ASRI	Komp. Ruko Cemara Asri No. 8D Jl. Boulevard Timur Kel. Sampali Kec. Percut Sei Tuan Kota Medan Sumatera Utara	NORTH SUMATERA	Deli Serdang Regency
252	BDI STABAT ZAINAL ARIFIN	Jl. Zainal Arifin 774 Stabat Kab. Langkat Sumatera Utara	NORTH SUMATERA	Langkat Regency
253	BDI BATAM RADEN PATAH	Jl. Raden Patah No. 15 A Lubuk Baja Kota Batam Kepulauan Riau	RIAU ISLANDS	Batam City
254	BDI TANJUNG PINANG POS	Jl. Ketapang No.49 Kota Tanjung Pinang Kepulauan Riau	RIAU ISLANDS	Tanjung Pinang City
255	BDI KARIMUN RAJA OESMAN	Batu Lipai Jl. Raja Oesman Ruko No. 5 RT. 001 / RW 001. Kel. Baran Timur Kec. Meral Kab. Karimun Provinsi Kepulauan Riau	RIAU ISLANDS	Karimun Regency
256	BDI BATAM PALM SPRING	Komplek Palm Spring Batam Center Blok D1 No. 8 Dan 9 Kota Batam Kepulauan Riau	RIAU ISLANDS	Batam City
257	BDS LHOKSUMAWE PERDAGANGAN	Jl. Perdagangan No. 47-49 Lhokseumawe Kec. Banda Sakti Kota Lhokseumawe Aceh	ACEH	Lhokseumawe City
258	BDS BIREUEN KOL. HUSEIN YUSUF	Jl. Kolonel Husein Yusuf No. 1 Bireun Aceh	ACEH	Aceh Jeumpa/ Bireuen
259	BDS LANGSA TEUKU UMAR	Jl. Teuku Umar No.114 Langsa Aceh	ACEH	Langsa City
260	BDS ACEH	Jl. Sri Ratu Safiatuddin No.54 Nanggroe Aceh Darussalam	ACEH	Banda Aceh City
261	BDS MEDAN DIPONEGORO	Jl.P.Diponegoro No.35, Kelurahan Madras Hulu, Kecamatan Medan Polonia, Kabupaten Medan, Sumatera Utara 20152	NORTH SUMATERA	Medan City
262	BDI BENGKULU S. PARMAN	Jl. S. Parman No. 35 Kota Bengkulu Bengkulu	BENGKULU	Bengkulu
263	BDI PADANG SUDIRMAN	Jl. Jend. Sudirman No. 40 Kota Padang Sumatera Barat	WEST SUMATERA	Padang
264	BDI PALEMBANG SUDIRMAN	Jl. Jendral Sudirman No. 1129 Kelurahan 20 Ilir Kecamatan Ilir Timur I Kota Palembang Sumatera Selatan	SOUTH SUMATERA	Palembang
265	BDI JAMBI SUTOMO	Jl. Dr. Sutomo No. 40 Kota Jambi Jambi	JAMBI	Jambi
266	BDI PEKANBARU WAHID HASYIM	Jl. W Hasyim No. 2 Kota Pekanbaru Riau	RIAU	Pekanbaru
267	BDI BUKITTINGGI A YANI	Jl. A. Yani No.116F Kota Bukit Tinggi Sumatera Barat	WEST SUMATERA	Bukittinggi
268	BDI BATU RAJA AKMAL	Jl. Akmal No.756 Rt/Rw. 015 / 006 Kelurahan Pasar Baru Kecamatan Batu Raja Timur Batu Raja Kab. Ogan Komering Ulu Sumatera Selatan	SOUTH SUMATERA	Ogan Komering Ulu
269	BDI PALEMBANG BASUKI RAHMAT	Jl. Basuki Rahmat No.897 C-D Kota Palembang Sumatera Selatan	SOUTH SUMATERA	Palembang City
270	BDI PADANG BUNDO KANDUNG	Jl. Bundo Kandung No. 23 Kota Padang Sumatera Barat	WEST SUMATERA	Padang City
271	BDI LUBUK LINGGAU YOS SUDARSO	Jl. Yos Sudarso No.103 RT.001 Kel. Cereme Taba Kec. Lubuklinggau Timur II Kota Lubuklinggau Sumatera Selatan	SOUTH SUMATERA	Lubuklinggau City
272	BDI PEKANBARU HR SUBRANTAS	Jl.Hr Subrantas Komp.Metropolitan City Blok A-6 Panam Kota Pekanbaru Riau	RIAU	Pekanbaru City
273	BDI JAMBI KOTA INDAH	Jl. Gatot Subroto Komp. Kota Indah Blok A-B No.1 Jambi Kota Jambi Jambi	JAMBI	Jambi City
274	BDI JAMBI KUALA TUNGKAL	Jl. Nelayan No. 5 Kuala Tungkal Kab. Tanjung Jabung Barat Jambi	JAMBI	Tanjung Jabung Barat Regency
275	BDI PANGKAL PINANG SUDIRMAN	Jl. Masjid Jamik No. 27 Kota Pangkal Pinang Bangka Belitung	BANGKA BELITUNG	Pangkal Pinang City
276	BDI PEKANBARU RIAU	Jl. Griya Ruko No. 1 & 2 Tampan Kota Pekanbaru Riau	RIAU	Pekanbaru City
277	BDI DURI SUDIRMAN	Jl. Sudirman No. 151-152 Duri Kab. Bengkalis Riau	RIAU	Bengkalis Regency

No	Branches	Address	Province	City/Regency
278	BDI BAGAN BATU SUDIRMAN	Jl.Jend Sudirman No.761 Bagan Batu Kab. Rokan Hilir Riau	RIAU	Rokan Hilir Regency
279	BDI DUMAI SUKAJADI	Jl. Diponegoro No. 81 A-B Kota Dumai Riau	RIAU	Dumai City
280	BDI PEKANBARU TUANKU TAMBUSAI	Jl.Tuanku Tambusai No.12 A Kota Pekanbaru Riau	RIAU	Pekanbaru City
281	BDI INDRAGIRI HILIR M.BOYA	Jl.M.Boya Rt/Rw.01/11 Kel. Tembilahan Kab. Indragiri Hilir Riau	RIAU	Indragiri Hilir Regency
282	BDI PALEMBANG MESJID LAMA	Jl. Mesjid Lama No. 170 Kota Palembang Sumatera Selatan	SOUTH SUMATERA	Palembang City
283	BDI PEKANBARU SIMPANG PASAR BAWAH	Jl. M. Yatim No. 65 Rt/Rw 003/001 Kel. Kampung Dalam Kec. Senapelan Kota Pekanbaru Riau	RIAU	Pekanbaru City
284	BDS PALEMBANG SUDIRMAN	Jl. Jendral Sudirman No. 1129 Kelurahan 20 Ilir Kecamatan Ilir Timur I Kota Palembang Sumatera Selatan	SOUTH SUMATERA	Palembang City
285	BDI PALANGKARAYA A YANI	Jl. A. Yani No. 82 Kota Palangkaraya Kalimantan Tengah	CENTRAL KALIMANTAN	Palangkaraya City
286	BDI BANJARMASIN LAMBUNG MANGKURAT	Jl. Lambung Mangkurat No. 50 Kota Banjarmasin Kalimantan Selatan	SOUTH KALIMANTAN	Banjarmasin City
287	BDI BALIKPAPAN SUDIRMAN	Jl. Jend.Sudirman No. 54 Kota Balikpapan Kalimantan Timur	EAST KALIMANTAN	Balikpapan City
288	BDI SAMARINDA SUDIRMAN	Jl. Jend. Sudirman No. 31 Kota Samarinda Kalimantan Timur	EAST KALIMANTAN	Samarinda City
289	BDI PONTIANAK TANJUNG PURA	Jl. Tanjung Pura No. 102 Kota Pontianak Kalimantan Barat	WEST KALIMANTAN	Pontianak City
290	BDI TANJUNG REDEP MANGGA	Jl. Mangga II. No. 4D RT. 016 RW. 00 Kel. Tanjung Redeb Kec. Tanjung Redeb Kab. Berau Kalimantan Timur	EAST KALIMANTAN	Berau Regency
291	BDI PANGKALAN BUN ANTASARI	Jl Pangeran Antasari No. 135 Rt/Rw 01/01 Desa Kampung Raja Kecamatan Arut Selatan Kab. Kotawaringin Barat Propinsi Kalimantan Tengah	CENTRAL KALIMANTAN	West Kotawaringin
292	BDI SANGATTA YOS SUDARSO	Jl. Yos Sudarso II RT. 14 Sangatta Utara Kec. Sangatta Kab Kutai Timur Kalimantan Timur	EAST KALIMANTAN	East Kutai
293	BDI KETAPANG MERDEKA	Jl. Merdeka No. 181 Kab. Ketapang Kalimantan Barat	WEST KALIMANTAN	Ketapang
294	BDI BONTANG A. YANI	Jl. Jend Ahmad Yani No. 2 Rt. 09 Kota Bontang Kalimantan Timur	EAST KALIMANTAN	Bontang
295	BDI KOTABARU PUTRI CIPTASARI	Jl. Putri Ciptasari 8-10 Kab. Kota Baru Kalimantan Selatan	SOUTH KALIMANTAN	Baru
296	BDI TARAKAN MULAWARMAN	Jl. Mulawarman No 9, RT 044, Kel. Karang Anyar, Kec. Tarakan Barat, Kota Tarakan, Kalimantan Utara	EAST KALIMANTAN	Tarakan
297	BDI BANJARMASIN A YANI	Jl. A.Yani Km. 2.5 No. 81 Kota Banjarmasin Kalimantan Selatan	SOUTH KALIMANTAN	Banjarmasin
298	BDI BANJAR BARU A. YANI	Jl. A. Yani Km 34 No 4, RT. 002, RW. 002, Kelurahan Loktabat Utara, Kecamatan Banjarbaru Utara, Kota Banjarbaru, Kalimantan Selatan	SOUTH KALIMANTAN	Banjarbaru
299	BDI KOTABARU BATU LICIN	Jl. Raya Batu Licin No. 2-3 Batu Licin Kab. Kota Baru Kalimantan Selatan	SOUTH KALIMANTAN	Kota Baru
300	BDI SAMARINDA ACHMAD YANI	Jl. Achmad Yani, RT 18, Kel. Temindung Permai, Kec. Sungai Pinang, Kota Samarinda, Kalimantan Timur	EAST KALIMANTAN	Samarinda
301	BDI SIANTAN KHATULISTIWA	Jl. Khatulistiwa No. H- 99 Siantan Kab. Pontianak Kalimantan Barat	WEST KALIMANTAN	Pontianak
302	BDI SAMPIT MAYJEN SUTOYO	Jl. Mayjend. Sutoyo No 86 Sampit Kab. Kotawaringin Timur Kalimantan Tengah	CENTRAL KALIMANTAN	East Kotawaringin
303	BDI MELAWI JUANG	Jl. Juang Blok H No. 3 Dan 4 Nanga Pinoh Kab. Melawi Kalimantan Barat	WEST KALIMANTAN	Melawi
304	BDI SINTANG MT HARYONO	Jl MT. Haryono No. 5 Kab. Sintang Kalimantan Barat	WEST KALIMANTAN	Sintang
305	BDI SINGKAWANG NIAGA	Jl. Niaga No. 5-7 Kota Singkawang Kalimantan Barat	WEST KALIMANTAN	Singkawang
306	BDI BALIKPAPAN PANDANSARI	Jl. Pandansari No .2 Rt 15 Kota Balikpapan Kalimantan Timur	EAST KALIMANTAN	Balikpapan City

No	Branches	Address	Province	City/Regency
307	BDI TANAH GROGOT SUPRAPTO	Jl. R.A Kartini No. 42 Tanah Grogot Kab. Pasir Kalimantan Timur	EAST KALIMANTAN	Pasir Regency
308	BDI SAMARINDA PAHLAWAN	Jl. Pahlawan Rt.032 Kel. Dadi Mulya Kec. Samarinda Ulu Kota Samarina Kalimantan Timur	EAST KALIMANTAN	Samarinda City
309	BDI PONTIANAK SEIPINYUH	Jl. Jurusan Pontianak Sungai Pinyuh Kab. Pontianak Kalimantan Barat	WEST KALIMANTAN	Pontianak Regency
310	BDI TANJUNG SELOR SENGKAWIT	Jl. Sengkawit No. 100, RT,051 / RW,019, Kel. Tanjung Selor Hilir, Kec. Tanjung Selor, Kab. Bulungan, Kalimantan Utara	EAST KALIMANTAN	Bulungan Regency
311	BDI PONTIANAK ST MUHAMMAD	Jl. Sultan Muhammad No 176 RT/RW 001/01 Benua Melayu Laut Pontianak Selatan	WEST KALIMANTAN	Pontianak City
312	BDI SANGGAU A YANI	Jl. Ahmad Yani No. 99 Kab. Sanggau Kalimantan Barat	WEST KALIMANTAN	Sanggau Regency
313	BDI PONTIANAK GAJAH MADA	Jl. Gajah Mada No.181 -183 RT/RW. 004/027 Kel. Benua Melayu Darat Kec. Pontianak Selatan Kota Pontianak Kalimantan Barat	WEST KALIMANTAN	Pontianak City
314	BDI PONTIANAK KH. WAHID HASYIM	Jl. KH Wahid Hasyim No. 24 - 26 Kota Pontianak Kalimantan Barat	WEST KALIMANTAN	Pontianak
315	BDI PEMANGKAT M HAMBAL	Jl. Muh. Hambal No. 48 Pemangkat Kab. Sambas Kalimantan Barat	WEST KALIMANTAN	Sambas Regency
316	BDI PONTIANAK SUNGAI RAYA DALAM	Jl. Sungai Raya Dalam No. C. Kel. Bangka Belitung Darat Kec. Pontianak Tenggara Kota Pontianak Kalimantan Barat	WEST KALIMANTAN	Pontianak City
317	BDS BANJAR BARU A. YANI	Jl. A. Yani Km 34 No 4, RT. 002, RW. 002, Kelurahan Loktabat Utara, Kecamatan Banjarbaru Utara, Kota Banjarbaru, Kalimantan Selatan	SOUTH KALIMANTAN	Banjarbaru City
318	BDI PALU HASANUDIN	Jl. St.Hasanudin No.27 Kota Palu Sulawesi Tengah	CENTRAL SULAWESI	Palu City
319	BDI JAYAPURA A YANI	Jl. A.Yani No.9 Kota Jayapura Papua	PAPUA	Jayapura City
320	BDI MAKASSAR A YANI	Jl. A.Yani No.11- 13 Kota Makassar Sulawesi Selatan	SOUTH SULAWESI	Makassar City
321	BDI GORONTALO A YANI	Jl.A.Yani No.58 Kota Gorontalo Gorontalo	GORONTALO	Gorontalo
322	BDI AMBON DIPONEGORO	Jl. Diponegoro No 80 RT. 002 RW.05 Kel. Ahusen Kec. Sirimau Kota Ambon Maluku	MALUKU	Ambon City
323	BDI KENDARI SAM RATULANGI	Jl. Dr Sam Ratulangi No 96 - 97 RT.001 / RW .001 Kel. Mandonga Kec. Mandonga Kota Kendari Prov Sulawesi Tenggara.	SOUTHEAST SULAWESI	Kendari
324	BDI MANADO SUTOMO	Jl.Dr.Sutomo No.62 Kota Manado Sulawesi Utara	NORTH SULAWESI	Manado
325	BDI TERNATE PAHLAWAN REVOLUSI	Jl. Boulevard Ruko Jatiland Kel. Gamalama Kec. Kota Ternate Tengah Kota Ternate Maluku Utara	NORTH MALUKU	Ternate
326	BDI PINRANG A MAKASAU	Jalan A. Makkasau No. 34 Pinrang, Sulawesi Selatan	SOUTH SULAWESI	Pinrang Regency
327	BDI SORONG A YANI	Jl. Jendral Ahmad Yani Kel Remu Utara Kec. Sorong Kota Sorong Papua Barat	WEST PAPUA	Sorong City
328	BDI BONE AGUS SALIM	Jl.Agus Salim No.1 Kab. Bone Sulawesi Selatan	SOUTH SULAWESI	Bone Regency
329	BDI LUWUK BANGGAI	Jl. A. Yani No.104 Luwuk Banggai Kab. Banggai Sulawesi Tengah	CENTRAL SULAWESI	Banggai Regency
330	BDI RANTEPAO DIPONEGORO	Jl. Diponegoro No.58, Kel.Pasele, Kec. Rantepao, Kab. Toraja Utara, Sulawesi Selatan	SOUTH SULAWESI	Tana Toraja Regency
331	BDI PARE PARE HASANUDIN	Jl. St. Hasanudin No.50 Kota Pare-Pare Sulawesi Selatan	SOUTH SULAWESI	Pare-Pare
332	BDI BIAK IMAM BONJOL	Jl.Imam Bonjol No.34 Kab. Biak Numfor Papua	PAPUA	Biak Numfor
333	BDI KOTAMOBAGU LETJEN SUPRAPTO	Jl. Letjen Suprapto RT/RW 001/001 Kel. Gogagoman Kec. Kotamobagu Barat Kotamobagu Sulawesi Utara	NORTH SULAWESI	Kotamobagu City
334	BDI MAKASSAR LATIMOJONG	Jl. G. Latimojong No. 22 Kota Makassar Sulawesi Selatan	SOUTH SULAWESI	Makassar City
335	BDI MERAUKE MANDALA	Jl.Raya Mandala No.71 Kab Merauke Papua	PAPUA	Merauke Regency

No	Branches	Address	Province	City/Regency
336	BDI WAJO SENGKANG	Jl.RA.Kartini No.124 - 126 Kab. Wajo Sulawesi Selatan	SOUTH SULAWESI	Wajo Regency
337	BDI PALOPO KELAPA	Jl. Kelapa No. 1 RT. 02 / RW. 04 Kel. Dangerako Kec. Wara Kota Palopo Prov. Sulawesi Selatan	SOUTH SULAWESI	Palopo City
338	BDI BULUKUMBA SAM RATULANGI	Jl. Sam Ratulangi Kel Caile Kec. Ujung Bulu Kab Bulukumba Sulawesi Selatan	SOUTH SULAWESI	Bulukumba Regency
339	BDI MAKASSAR SLAMET RIYADI	Jl. Slamet Riyadi No. 1 Kota Makassar Sulawesi Selatan	SOUTH SULAWESI	Makassar City
340	BDI MANADO TOAR	Jl. Toar No. 17 Kota Manado Sulawesi Utara	NORTH SULAWESI	Manado City
341	BDI MINAHASA TOMOHON	Jl. Raya Tomohon No.40A Tomohon Minahasa - Sulawesi Utara	NORTH SULAWESI	Tomohon City
342	BDI TOLI TOLI USMAN BINOL	Jl. Usman Binol Rw Vii Kecamatan Baolan Kelurahan Baru Kab. Tolitoli Sulawesi Tengah	CENTRAL SULAWESI	Toli-Toli City
343	BDI SUNGGUMINASA W HASYIM	Jl KH Wahid Hasyim No 183 RT/RW 02/03 Kel. Sungguminasa, Kec. Somba Opu Kab Gowa, Sulawesi Selatan	SOUTH SULAWESI	Gowa Regency
344	BDI BAU BAU BATARAGURU	Jl. Bataraguru No. 62 RT. 014/RW. 004 Kel. Wajo Kec. Betoambari Kota Bau Bau Prov. Sulawesi Tenggara	SOUTHEAST SULAWESI	Bau-Bau City
345	BDI MANOKWARI Y SUDARSO	Jl. Yos Sudarso No.41 E/F Kab. Manokwari Papua	WEST PAPUA	Manokwari Regency
346	BDI NABIRE YOS SUDARSO	Jl. Yos Sudarso No.12 Kab. Nabire Papua	PAPUA	Nabire Regency
347	BDI TIMIKA YOS SUDARSO	Jl. Yos Sudarso No. 12 Timika Kab. Mimika Papua	PAPUA	Mimika Regency
348	BDI MAKALE MERDEKA	Jl. Merdeka No.30 Makale Kab. Tana Toraja Sulawesi Selatan	SOUTH SULAWESI	Tana Toraja Regency
349	BDI MAKASSAR PANAKUKKANG	Jl. Boulevard Ruko Jasper I No. 12-13 RT. 005/RW.004 Kel. Masale Kec. Panakkukang Kota Makassar Provinsi Sulawesi Selatan.	SOUTH SULAWESI	Makassar City
350	BDI MAKASSAR YOS SUDARSO	Jl. Yos Sudarso No. 302 Kelurahan Tabaringan Kecamatan Ujung Tanah Kota Makassar Sulawesi Selatan	SOUTH SULAWESI	Makassar City
351	BDI SENTANI KEMIRI	Jl. Kemiri Depan No. 751 RT/RW 01/04 Kelurahan Hinekombe Kecamatan Sentani Kabupaten Jayapura Papua	PAPUA	Jayapura City
352	BDI MAKASSAR VETERAN SELATAN	Jl. Veteran Selatan No. 455C - 455 D Kota Makassar Sulawesi Selatan	SOUTH SULAWESI	Makassar City
353	BDI BITUNG YOS SUDARSO	Jl. Yos Sudarso No. 76 Kel. Bitung Tengah Kota Bitung Sulawesi Utara	NORTH SULAWESI	Bitung City
354	BDS MAKASSAR A YANI	Jl. A.Yani No.11- 13, Kota Makassar, Sulawesi Selatan, 90174	SOUTH SULAWESI	Makassar City
355	BDI MOROWALI BUNGKU	Jl. Trans Sulawesi, RT.000/RW.000, Kel. IPI, Kec. Bungku Tengah, Kab. Morowali, Provinsi Sulawesi Tengah.	CENTRAL SULAWESI	Morowali Regency
356	KFNO PROF. SATRIO	Satrio Tower, Jl. Prof. Satrio kav c4 lantai 7, Kel. Karet Setiabudi, Kec. Setiabudi, Kodya. Jakarta Selatan, Provinsi DKI Jakarta	JAKARTA	South Jakarta
357	MOBIL KAS KELILING KONVEN 1	Komplek Green Ville Blok Ay No. 20, Jakarta Barat, DKI Jakarta, 11510	JAKARTA	West Jakarta
358	MOBIL KAS KELILING KONVEN 2	Jl. Pemuda No. 175 Kota Semarang Jawa Tengah	CENTRAL JAVA	Semarang City
359	MOBIL KAS KELILING KONVEN 3	Jl. Gubernur Suryo No.12 Kota Surabaya Jawa Timur	EAST JAVA	Surabaya City
360	MOBIL KAS KELILING KONVEN 4	Jl. Hayam Wuruk No. 246 Kota Denpasar Bali	BALI	Denpasar City
361	MOBIL KAS KELILING SYARIAH	Komplek Green Ville Blok Ay No. 20, Jakarta Barat, DKI Jakarta, 11510	JAKARTA	West Jakarta

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Independent Assurance Statement
No. DECAR-IAS/025/II/2026

Provided by **Decar Verite Asia**
On specified disclosures within the scope of work, included in PT Bank Danamon Indonesia Tbk's Sustainability Report 2025.

To: **PT Bank Danamon Indonesia Tbk Stakeholders**
As an independent licensed provider of sustainability assurance services, Decar Verite Asia has been engaged by PT Bank Danamon Indonesia Tbk ("the Bank") to provide independent assurance on the information reported in the PT Bank Danamon Indonesia Tbk's Sustainability Report 2025 ("the Sustainability Report") for the period beginning on 1st January 2025 and ending on 31st December 2025.

Objective

The objective of this assurance is to provide an independent opinion and to enhance the credibility of the information presented in the Sustainability Report. The assurance work was conducted within the define scope and limitations; therefore, this statement is not intended to serve as a basis for interpreting the sustainability or overall performance of the Bank.

Scope

Decar Verite Asia conducted a **Type 1** assurance engagement in accordance with AA1000AS v3 regarding the Bank's adherence to the AA1000 Accountability Principles (2018) for the material topics disclosed in the Sustainability Report. The engagement was performed at a **Moderate Level** of Assurance. The scope included reviewing disclosures related to material topics, such as commitments, governance approaches, and initiatives. Assurance procedures consisted of reviewing the specified disclosures and assessing supporting evidence on a sample basis to evaluate whether the Report has been prepared and presented in accordance with the applicable reporting principles and criteria.

Reference and Criteria

Decar Verite Asia performed the assurance in accordance with AA1000AS v3. The criteria used include the AA1000 Accountability Principles (2018) and the standards/regulation referenced in the Sustainability Report, namely:

- Regulation of Indonesia Financial Service Authority:
  a. Financial Services Authority Regulation (Peraturan Otoritas Jasa Keuangan/POJK) No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies;
  b. Financial Services Authority Circular Letter (Surat Edaran Otoritas Jasa Keuangan/SEOJK) No. 16/SEOJK.04/2021 concerning the Form and Content of Annual Reports of Issuers or Public Companies; and
  c. Financial Services Authority Regulation (Peraturan Otoritas Jasa Keuangan/POJK) No. 17/2023 concerning the Implementation of Governance for Commercial Banks
  d. Financial Services Authority Circular Letter (Surat Edaran Otoritas Jasa Keuangan/SEOJK) No. 14/SEOJK.03/2025 concerning the Implementation of Good Corporate Governance for Commercial Banks – Part XVIII Implementation of Sustainable Finance.
- GRI Standards 2021; and
- SASB Financial Sector – Commercial Banks.

Responsibilities

PT Bank Danamon Indonesia Tbk

Preparing the information and evidence in accordance with accepted reporting practices. This responsibility also includes ensuring that the information is fairly stated and that the data and information are not edited or amended in any way after assurance process.

Decar Verite Asia

Evaluating the content of the Sustainability Report, collecting and assessing evidence on the agreed-upon subject matter and criteria, in accordance with the terms of reference agreed upon with the Bank.

Methodology

The team undertook the following activities to render their opinion:

- Conducted an initial review of the material topics in the Sustainability Report to generate a list of evidence required;
- Engaged with individuals responsible for managing the material topics;
- Evaluated the management system, processes, and controls over information used to support disclosures in the Sustainability Report;

- Verified the information and evidence related to the material topics against the criteria;
- Communicated the recommendations to provide an opportunity for corrections;
- Reviewed the final content of the Sustainability Report;
- Prepared the statement letter and management letter, followed by the necessary approval as per Decar Verite Asia's assurance protocols.

Limitations

Decar Verite Asia planned and performed the engagement to obtain sufficient and appropriate evidence to provide a basis for a conclusion at a Moderate Level of Assurance. In accordance with a Type 1 assurance engagement under AA1000AS v3, procedures included reviewing and evaluating evidence on a risk-based sampling basis to assess the Bank's adherence to the AA1000 Accountability Principles (2018). The engagement did not include assurance over the reliability of specific sustainability performance data. However, the conformity of disclosures with the applicable sustainability reporting criteria was assessed. These processes enabled Decar Verite Asia to reduce the risk of error in its conclusions but does not reduce the risk to zero.

Statement of Competency and Independence

Decar Verite Asia is an independent licensed provider of assurance services. Our team of experts possesses the technical expertise, competency, and extensive experience necessary to conduct assurance engagements on environmental, social, and various other topics in accordance with the AA1000AS v3. No member of the assurance team has a business relationship with the Bank beyond this assignment. Decar Verite Asia conducted this assurance engagement independently and impartially with no conflicts of interest.

Adherence to AA1000 Accountability Principles (2018)

Conclusions in regard to the AA1000 Accountability Principles (2018) are presented below:

Inclusivity

The Bank has applied the principle of Inclusivity by identifying stakeholder groups significant to its operations, including customers, investors, employees, business partners, regulators, academics, communities, and non-governmental organizations (NGOs). Appropriate engagement activities were conducted to obtain stakeholder feedback, support the improvement of sustainable products and services, and understand stakeholder needs and expectations. Stakeholders were also involved in the assessment of the Bank's material topics.

Materiality

In 2024, the Bank identified and prioritized its most relevant sustainability topics with reference to MUFG, industry peers, rating agencies, and applicable standards and frameworks, incorporating expert judgment and stakeholder input. A double materiality approach was applied, considering impacts on both the Bank and its stakeholders. In 2025, the Bank reviewed the established material topics and determined that no revisions were required, as no significant changes occurred in its operations or value chain. Accordingly, Decar Verite Asia concludes that the principle of Materiality has been applied.

Responsiveness

The Bank demonstrates responsiveness through targeted programs addressing social and environmental impacts, including the integration of climate considerations into its sustainable financing products and the promotion of financial inclusion initiatives for underserved communities. In collaboration with MUFG, the Bank has established a decarbonization strategy with defined targets and initiatives toward net zero emissions, aligned with applicable regulatory requirements and industry expectations. The Bank also maintains grievance and whistleblowing mechanisms and integrates material sustainability topics into its governance and decision-making processes to ensure systematic and effective responses.

Impact

The Bank has applied the principle of Impact by identifying, measuring, and managing the economic, environmental, and social effects of its activities. Environmental impacts are addressed through measurable targets, including reductions in energy use and greenhouse gas emissions, assessment of financed emissions (Scope 3, Category 15), and ecosystem restoration initiatives. The Bank also evaluates the outcomes of its social programs and integrates sustainability performance, including sustainable finance targets, into governance mechanisms through Board-level KPIs, while continuing to expand financing toward sustainable business activities.

POJK No. 51/POJK.03/2017, SEOJK No. 16/SEOJK.04/2021, POJK No.17/2023, and SEOJK No. 14/SEOJK.03/2025 – Part XVIII Implementation of Sustainable Finance

The disclosure provided in the Sustainability Report align with the disclosure requirements outlined in Financial Services Authority Regulation No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies, Financial Services Authority Circular Letter No. 16/SEOJK.04/2021 concerning the Form and Content of Annual Reports of Issuers or Public Companies, POJK No.17/2023 concerning the Implementation of Governance for Commercial Banks, and Financial Services

Authority Circular Letter No. 14/SEOJK.03/2025 concerning the Implementation of Good Corporate Governance for Commercial Banks – Part XVIII Implementation of Sustainable Finance.

Adherence to GRI Standards 2021

Based on the assurance result, Decar Verite Asia can confirm that the disclosures are in line with the Bank's claim that the Sustainability Report has been prepared with reference to the GRI standards. The disclosures of management approach for material topic in general are fairly disclosed. The principles to achieving quality sustainability reporting have been applied. Supporting documents were adequately presented during the assurance.

SASB Financial Sector – Commercial Banks

While some disclosure remains as point of improvements, the Sustainability Report has, overall, provided sustainability disclosures and metrics in alignment with the SASB Standard.

Conclusions

Based on the methodology applied and the evidence obtained, within the scope of this assurance engagement, nothing has come to our attention that causes us to believe that the Bank has not, in all material respects, adhered to the AA1000 AccountAbility Principles (2018). The disclosures in the Sustainability Report have been prepared in alignment with the applicable criteria.

Bogor, 26th February 2026
Signed on behalf of Decar Verite Asia

Corey Pernieda
Director
Decar Verite Asia

AA1000
Licensed Report
000-667/V3-1VOXK

FEEDBACK **SHEET**

PT Bank Danamon Indonesia Tbk released its latest sustainability report that elaborates on the various initiatives the Bank and its subsidiary undertook as they ran responsible business practices during the reporting period. The Bank welcomes inputs such as suggestions and criticism or feedback to improve matters deemed inconsistent and uses them as evaluation materials in the future. Please fill out the feedback sheet and send it back to us

Name: _____
Institution: _____
E-mail: _____
Contact Number: _____

Stakeholder Group:

- ☐ Customer
- ☐ Shareholders or investor
- ☐ Employee
- ☐ Suppliers or business partners
- ☐ Regulator
- ☐ Academia
- ☐ Public
- ☐ Mass media
- ☐ Other

Please select answer you think most suitable with ✓ mark

The report discloses information of your concern
Yes ☐ No ☐
The report gives comprehensive and transparent information
Yes ☐ No ☐
The report is appealing and has been designed well
Yes ☐ No ☐

What topics do you find most informative and useful?
.....
.....

Tell us what other information do you want to get other than what has been disclosed here?
.....
.....
.....

Please provide feedback and suggestions on how we can improve this report in the future.
.....
.....

Thank you for taking the time to fill out this feedback sheet. Please send it to us via:

PT Bank Danamon Indonesia Tbk

Head Office: Menara Bank Danamon Jl. H.R. Rasuna Said, Blok C No.10 Karet Setiabudi, Jakarta 12920 Indonesia
E-mail: corporate.communications@danamon.co.id

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09 FINANCIAL STATEMENTS

PT Bank Danamon Indonesia Tbk
2025 Annual Report

PT Bank Danamon Indonesia Tbk
dan Entitas Anak/*and Subsidiary*

Laporan keuangan konsolidasian
Tanggal 31 Desember 2025
dan untuk tahun yang berakhir pada tanggal tersebut
beserta laporan auditor independen/
Consolidated financial statements
As of 31 December 2025
and for the year ended with the independent auditor's report

Danamon

A member of MUFG

SURAT PERNYATAAN DIREKSI
TENTANG
TANGGUNG JAWAB ATAS LAPORAN KEUANGAN KONSOLIDASIAN
TANGGAL 31 DESEMBER 2025
DAN UNTUK TAHUN YANG BERAKHIR PADA TANGGAL TERSEBUT
PT BANK DANAMON INDONESIA Tbk
DAN ENTITAS ANAK

Kami yang bertanda tangan di bawah ini:

1. Nama : Daisuke Ejima
   Alamat Kantor : Menara Bank Danamon Lt 12, Jl. HR. Rasuna Said Blok C No.10 Karet Setiabudi, Jakarta, Indonesia 12920
   Alamat Rumah : Plaza Residence unit 35 E Jl Jend. Sudirman Kav 10 -11 Jakarta 10220
   Nomor Telepon : (021) 80645000
   Jabatan : Direktur Utama

2. Nama : Dadi Budiana
   Alamat Kantor : Menara Bank Danamon Lt 6, Jl. HR. Rasuna Said Blok C No.10 Karet Setiabudi, Jakarta, Indonesia 12920
   Alamat Rumah : Apartemen Pavilion 3-2402 Jl. Mas Mansyur Kav. 24 Jakarta Pusat 10220
   Nomor Telepon : (021) 80645000
   Jabatan : Direktur

Menyatakan bahwa:

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian PT Bank Danamon Indonesia Tbk dan Entitas Anak;

2. Laporan keuangan konsolidasian PT Bank Danamon Indonesia Tbk dan Entitas Anak telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;

3. a. Semua informasi dalam laporan keuangan konsolidasian PT Bank Danamon Indonesia Tbk dan Entitas Anak telah dimuat secara lengkap dan benar;

   b. Laporan keuangan konsolidasian PT Bank Danamon Indonesia Tbk dan Entitas Anak tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material;

BOARD OF DIRECTORS' STATEMENT
REGARDING
THE RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS
AS OF 31 DECEMBER 2025
AND FOR THE YEAR ENDED
PT BANK DANAMON INDONESIA Tbk
AND SUBSIDIARY

We, the undersigned:

1. *Name* : *Daisuke Ejima*
   Office Address : *Menara Bank Danamon 12th Floor, Jl. HR. Rasuna Said Blok C No.10, Karet Setiabudi, Jakarta, Indonesia 12920*
   Residential Address : *Plaza Residence unit 35 E Jl Jend. Sudirman Kav 10 -11 Jakarta 10220*
   Telephone : *(021) 80645000*
   Title : *President Director*

2. *Name* : *Dadi Budiana*
   Office Address : *Menara Bank Danamon 6th Floor, Jl. HR. Rasuna Said Blok C No.10, Karet Setiabudi, Jakarta, Indonesia 12920*
   Residential Address : *Apartment Pavilion 3-2402 Jl. Mas Mansyur Kav. 24 Jakarta Pusat 10220*
   Telephone : *(021) 80645000*
   Title : *Director*

Declare that:

1. *We are responsible for the preparation and presentation of the consolidated financial statements of PT Bank Danamon Indonesia Tbk and Subsidiary;*

2. *The consolidated financial statements of PT Bank Danamon Indonesia Tbk and Subsidiary have been prepared and presented in accordance with Indonesian Financial Accounting Standards;*

3. a. *All information in the consolidated financial statements of PT Bank Danamon Indonesia Tbk and Subsidiary have been disclosed in a complete and truthful manner;*

   b. *The consolidated financial statements of PT Bank Danamon Indonesia Tbk and Subsidiary do not contain any incorrect information or material facts, nor do they omit information or material facts;*

Danamon

A member of MUFG

SURAT PERNYATAAN DIREKSI
TENTANG
TANGGUNG JAWAB ATAS LAPORAN KEUANGAN KONSOLIDASIAN
TANGGAL 31 DESEMBER 2025
DAN UNTUK TAHUN YANG BERAKHIR PADA TANGGAL TERSEBUT
PT BANK DANAMON INDONESIA Tbk
DAN ENTITAS ANAK

4. Kami bertanggung jawab atas sistem pengendalian internal PT Bank Danamon Indonesia Tbk dan Entitas Anak.

Demikian pernyataan ini dibuat dengan sebenarnya.

BOARD OF DIRECTORS' STATEMENT
REGARDING
THE RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS
AS OF 31 DECEMBER 2025
AND FOR THE YEAR ENDED
PT BANK DANAMON INDONESIA Tbk
AND SUBSIDIARY

4. *We are responsible for the internal control system of PT Bank Danamon Indonesia Tbk and Subsidiary.*

This statement has been made truthfully.

Jakarta, 18 Februari/*February* 2026

Atas nama dan mewakili Direksi/*For and on behalf of the Board of Directors*

Daisuke Ejima
Direktur Utama/*President Director*

Dadi Budiana
Direktur/*Director*

PT Bank Danamon Indonesia Tbk berizin dan diawasi oleh Otoritas Jasa Keuangan dan Bank Indonesia serta merupakan peserta penjaminan LPS

Deloitte.

Liana Ramon Xenia & Rekan
Registered Public Accountants
License No. 432/KM.1/2024
The Plaza Office Tower 32nd Floor
Jl. M.H. Thamrin Kav 28-30
Jakarta 10350
Indonesia

Tel: +62 21 5081 8000
Fax: +62 21 2992 8300
Email: iddttl@deloitte.com
www.deloitte.com/id

Laporan Auditor Independen

No. 00014/2.1460/AU.1/07/0849-5/1/II/2026

Pemegang Saham, Dewan Komisaris dan Direksi

PT Bank Danamon Indonesia Tbk

Opini

Kami telah mengaudit laporan keuangan konsolidasian PT Bank Danamon Indonesia Tbk dan entitas anak ("Grup"), yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2025, serta laporan laba rugi dan penghasilan komprehensif lain konsolidasian, laporan perubahan ekuitas konsolidasian, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan konsolidasian, termasuk informasi kebijakan akuntansi material.

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup tanggal 31 Desember 2025, serta kinerja keuangan konsolidasian dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan Indonesia.

Independent Auditor's Report

No. 00014/2.1460/AU.1/07/0849-5/1/II/2026

To the Shareholders, Boards of Commissioners and Directors

PT Bank Danamon Indonesia Tbk

Opinion

We have audited the consolidated financial statements of PT Bank Danamon Indonesia Tbk and its subsidiary (the "Group"), which comprise the consolidated statement of financial position as of 31 December 2025, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as of 31 December 2025, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with Indonesian Financial Accounting Standards.

Liana Ramon Xenia & Rekan ("LRX") is a member (as such term is used in Regulation of the Ministry of Finance Number 186/PMK.01/2021 and Regulation of the Financial Services Authority Number 9 of 2023 (the "Relevant Law")) of Deloitte Southeast Asia Limited ("DSEAL"). DSEAL is the registered Foreign Audit Organisation ("Organisasi Audit Asing" or "OAA") to LRX for the purposes of the Relevant Law.

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Basis Opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian pada laporan kami. Kami independen terhadap Grup berdasarkan ketentuan etika yang relevan dalam audit kami atas laporan keuangan konsolidasian di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

Hal Audit Utama

Hal audit utama adalah hal-hal yang, menurut pertimbangan profesional kami, merupakan hal yang paling signifikan dalam audit kami atas laporan keuangan konsolidasian periode kini. Hal-hal tersebut disampaikan dalam konteks audit kami atas laporan keuangan konsolidasian secara keseluruhan, dan dalam merumuskan opini kami atas laporan keuangan konsolidasian terkait, kami tidak menyatakan suatu opini terpisah atas hal audit utama tersebut.

Hal audit utama yang kami identifikasi dalam audit kami diuraikan sebagai berikut:

Kerugian kredit ekspektasian ("KKE") atas pinjaman yang diberikan, piutang pembiayaan konsumen dan piutang sewa pembiayaan

Mengacu pada Catatan 2o Informasi Kebijakan Akuntansi yang Material - Cadangan Kerugian Kredit Ekspektasian; Catatan 3a Penggunaan Estimasi dan Pertimbangan – Sumber utama atas ketidakpastian estimasi – a.1. Cadangan Kerugian Kredit Ekspektasian; Catatan 11 Pinjaman yang Diberikan; Catatan 12 Piutang Pembiayaan Konsumen; Catatan 13 Piutang Sewa Pembiayaan; dan Catatan 50b Manajemen Risiko Keuangan – Risiko Kredit.

Basis for Opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements paragraph of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

The key audit matter identified in our audit is outlined as follows:

Expected credit losses ("ECL") on loans, consumer financing receivables and finance lease receivables

Refer to Note 2o Material Accounting Policies - Allowance for Expected Credit Losses; Note 3a Use of Estimates and Judgments - Key Sources of Estimation Uncertainty – a.1. Allowance for Expected Credit Losses; Note 11 Loans; Note 12 Consumer Financing Receivables; Note 13 Finance Lease Receivables; and Note 50b Financial Risk Management – Credit Risk.

Pada tanggal 31 Desember 2025, Grup mencatat pinjaman yang diberikan, piutang pembiayaan konsumen, dan piutang sewa pembiayaan masing-masing sebesar Rp 159.289.592 juta, Rp 27.142.851 juta, dan Rp 1.802.343 juta, dan cadangan KKE terhadap pinjaman yang diberikan, piutang pembiayaan konsumen dan piutang sewa pembiayaan tersebut masing-masing sebesar Rp 6.874.505 juta, Rp 1.389.257 juta dan Rp 67.878 juta. Grup menerapkan persyaratan PSAK 109 Instrumen Keuangan untuk menghitung KKE atas pinjaman yang diberikan, piutang pembiayaan konsumen dan piutang sewa pembiayaan kecuali pembiayaan dan piutang syariah.

As of 31 December 2025, the Group recorded loans, consumer financing receivables, and finance lease receivables of Rp 159,289,592 million, Rp 27,142,851 million, and Rp 1,802,343 million, respectively, and allowance for ECL against these loans, consumer finance receivables and finance lease receivables amounted of Rp 6,874,505 million, Rp 1,389,257 million and Rp 67,878 million, respectively. The Group applies PSAK 109 Financial Instruments requirements to calculate ECL for loans, consumer financing receivables and finance lease receivables except for sharia financing and receivables.

Kami fokus pada area ini karena signifikansi nilai tercatat atas pinjaman yang diberikan, piutang pembiayaan konsumen dan piutang sewa pembiayaan terhadap laporan keuangan konsolidasian, yang mewakili 65.25% dari jumlah aset Grup pada tanggal 31 Desember 2025 dan saldo KKE terkait yang dibentuk, khususnya pertimbangan subjektif yang digunakan oleh manajemen dalam menentukan kebutuhan untuk, dan mengestimasi besaran dari, KKE terhadap pinjaman yang diberikan, piutang pembiayaan konsumen dan piutang sewa pembiayaan.

We focused on this area due to the significance of the carrying value of loans, consumer financing receivables and finance lease receivables to the consolidated financial statements, which represented 65,25% of the total assets of the Group as of 31 December 2025 and the related ECL provided, especially the subjective judgments used by management in determining the necessity for, and estimating the amount of ECL against the loans, consumer financing receivables and finance lease receivables.

Grup menghitung KKE untuk pinjaman yang diberikan yang tidak mengalami penurunan nilai maupun untuk yang mengalami penurunan nilai, piutang pembiayaan konsumen dan piutang sewa pembiayaan. Untuk pinjaman yang diberikan yang tidak mengalami penurunan nilai, dan pinjaman yang diberikan yang mengalami penurunan nilai, piutang pembiayaan konsumen dan piutang sewa pembiayaan, yang tidak dianggap signifikan secara individual, Grup menilai KKE secara kolektif. Untuk pinjaman yang diberikan yang mengalami penurunan nilai, yang nilainya signifikan secara individual, Grup menilai KKE secara individual.

The Group calculates ECL for both non-impaired and impaired loans, consumer financing receivables and finance lease receivables. For non-impaired and impaired loans, consumer financing receivables and finance lease receivables, which are not considered individually significant, the Group assesses ECL on a collective basis. For impaired loans, which are considered individually significant, the Group assesses ECL on an individual basis.

a. Penilaian kolektif KKE atas pinjaman yang diberikan, piutang pembiayaan konsumen dan piutang sewa pembiayaan

a. Collective assessment of ECL on loans, consumer financing receivables and finance lease receivables

Dalam menentukan KKE, Grup menggunakan metodologi pemodelan yang bergantung pada data internal dan eksternal serta sejumlah estimasi. Hal ini meliputi:

- penilaian atas peningkatan risiko kredit yang signifikan ("SICR");
- ekspektasi kondisi ekonomi makro masa depan; dan
- asumsi-asumsi model, termasuk penyesuaian di luar model.

Dengan pertimbangan faktor-faktor tersebut, kami mengidentifikasi hal ini sebagai hal audit utama.

b. Penilaian individual KKE atas pinjaman yang diberikan

Penilaian individual atas KKE melibatkan penggunaan pertimbangan dan estimasi, termasuk asumsi utama manajemen yang diterapkan pada arus kas masa depan yang diharapkan dari peminjam, termasuk jumlah dan waktu pemulihan dan penilaian agunan. Dengan mempertimbangkan faktor-faktor tersebut, kami mengidentifikasi hal ini sebagai hal audit utama.

Bagaimana audit kami merespon hal utama audit

a. Penilaian kolektif KKE atas pinjaman yang diberikan, piutang pembiayaan konsumen dan piutang sewa pembiayaan

Kami memperoleh pemahaman tentang pengendalian yang relevan dengan audit kami dan menilai desain dan penerapan pengendalian yang relevan tersebut atas KKE untuk pinjaman yang diberikan, piutang pembiayaan konsumen, dan piutang sewa pembiayaan. Hal ini meliputi:

- identifikasi peningkatan risiko kredit yang signifikan (SICR);

In determining the ECL, the Group utilizes modelling methodologies which are reliant on internal and external data as well as a number of estimates. These include:

- assessment of significant increase in credit risk ("SICR");
- expectations of forward-looking macro-economic factors; and
- the model assumptions, including the post model adjustment.

In view of these factors, we identified this as a key audit matter.

b. Individual assessment of ECL on loans

The individual assessment of ECL involves the use of judgments and estimates, including management's key assumptions applied on the expected future cash flows of the borrower, including amounts and timing of recoveries and collateral valuations. In view of these factors, we identified this as a key audit matter.

How our audit addressed the key audit matters

a. Collective assessment of ECL on loans, consumer financing receivables and finance lease receivables

We obtained an understanding of the controls relevant to our audit and assessed the design and implementation of such relevant controls over the ECL for loans, consumer financing receivables and finance lease receivables. These include:

- identification of significant increase in credit risk (SICR);

- peninjauan dan persetujuan atas informasi masa depan yang digunakan dalam model KKE;
- penggunaan elemen data utama yang andal dan akurat dalam model KKE;
- Peninjauan dan persetujuan atas hasil KKE, termasuk penyesuaian di luar model yang diterapkan untuk menanggapi risiko yang tidak sepenuhnya diakomodasi oleh model;
- pengujian *(back-testing)* kerugian aktual terhadap kerugian yang diprediksi (jumlah KKE); dan
- pengendalian umum dari teknologi informasi ("TI") atas sistem KKE dengan melibatkan spesialis TI kami.

Kami mengadakan diskusi dengan Komite Audit yang mencakup tata kelola dan pengendalian atas KKE, termasuk pertimbangan dan asumsi manajemen yang terlibat dalam model KKE, validasi dan pemantauan model, serta beberapa skenario.

Kami melibatkan spesialis kredit kami untuk membantu kami dalam melakukan prosedur berikut secara sampel:

- mengevaluasi kesesuaian dan kewajaran atas kriteria yang digunakan untuk menentukan SICR dan tata kelola model;
- menguji pendekatan Grup untuk pemilihan skenario ekonomi makro dan menilai kewajaran skenario ekonomi makro dan kesesuaian dengan pembobotan probabilitas yang diterapkan;
- menilai kewajaran asumsi utama yang digunakan oleh manajemen dalam model dan parameter *probabilities of default* (PD), *loss given default* (LGD); dan

- review and approval of forward-looking information used in the ECL models;
- use of reliable and accurate critical data elements in the ECL models;
- review and approval of the ECL results, including the post model adjustment which were applied to respond to risks not fully accommodated by the models;
- back-testing of actual losses against predicted losses (ECL amount); and
- general information technology ("IT") controls over the ECL system, by involving our IT specialist.

We held discussions with the Audit Committee covering governance and controls over ECL, including management's judgments and assumptions involved in the ECL model, model validation and monitoring, as well as multiple scenarios.

We involved our credit specialists to assist us in performing the following procedures on a sampling basis:

- evaluated the appropriateness and reasonableness of criteria used to determine SICR and model governance;
- challenged the Group's rationale for the selection of macro-economic scenario and assessed the reasonableness of the macro-economic scenarios and corresponding probability weighting applied;
- assessed the reasonableness of key assumptions made by management in the probabilities of default (PD), loss given default (LGD) models and parameters; and

- menilai asumsi utama yang digunakan manajemen dalam melakukan penyesuaian di luar model yang diterapkan untuk menanggapi risiko yang tidak sepenuhnya diakomodasi oleh model; dan

- melakukan validasi secara independen atas model-model KKE dan peninjauan hasil validasi model oleh manajemen.

Kami juga melakukan pengujian substantif secara sampel:

- mengevaluasi masukan dan asumsi relevan yang digunakan dalam model KKE secara sampel;

- menguji kewajaran ekspektasi Grup atas kondisi ekonomi makro masa depan;

- Mengevaluasi masukan dan asumsi relevan yang digunakan oleh Grup dalam melakukan penyesuaian di luar model;

- menilai ketepatan identifikasi manajemen atas pinjaman yang diberikan yang mengalami SICR, termasuk pertimbangan atas faktor kuantitatif dan kualitatif yang digunakan untuk menilai SICR serta keakurasian dan ketepatan alokasi waktu atas eksposur di antara tahapan yang diterapkan pada sampel pinjaman yang diberikan; dan

- menghitung ulang KKE secara independen untuk seluruh portofolio.

b. Penilaian individual KKE atas pinjaman yang diberikan

Kami memperoleh pemahaman tentang pengendalian yang relevan terhadap audit kami dan menilai desain dan implementasi pengendalian yang relevan atas KKE atas pinjaman yang diberikan, yang mencakup penilaian dan pemantauan agunan, pemantauan dan peninjauan kredit, serta peninjauan dan persetujuan dari KKE yang dinilai secara individual.

- assessed the key assumptions used by management in the post model adjustment which were applied to respond to risks not fully accommodated by the models; and

- performed independent validation of the ECL models and review of model validation results by management.

We also performed substantive testing on a sampling basis:

- evaluated relevant inputs and assumptions used in the ECL models on as sampling basis;

- challenged the reasonableness of the Group's expectation of forward-looking macro-economic factors;

- Evaluated relevant inputs and assumptions used by the Group's in the post model adjustment;

- assessed the appropriateness of management's identification of loans experiencing SICR, including the consideration of quantitative and qualitative factors used to assess SICR and accuracy and timeliness of allocation of exposures among the staging that applied to a sample of loans; and

- independently recalculated the ECL for the whole portfolio.

b. Individual assessment of ECL on loans

We obtained an understanding of the controls relevant to our audit and assessed the design and implementation of the relevant controls over the ECL on loans, which include collateral valuation and monitoring, credit monitoring and reviews, and review and approval of the individually assessed ECL.

Untuk sampel kami atas pinjaman yang diberikan yang dinilai secara individual, kami melakukan prosedur berikut:

- menilai fakta latar belakang dan keadaan terkini sehubungan dengan peminjam untuk menentukan ketepatan identifikasi manajemen atas penilaian individual dengan mempertimbangkan informasi keuangan dan non-keuangan peminjam, bukti eksternal yang relevan, dan faktor-faktor lain, sebagai bukti obyektif mengenai kredit yang mengalami penurunan nilai;
- menguji asumsi utama yang digunakan manajemen atas perhitungan arus kas masa depan yang diharapkan dari peminjam, termasuk jumlah dan waktu pemulihan, dan membandingkan nilai agunan bersih yang dapat direalisasikan dengan bukti-bukti eksternal, termasuk laporan penilaian independen, jika tersedia; dan
- menghitung ulang KKE secara independen.

Kami telah menilai ketepatan atas pengungkapan
terkait yang dibuat dalam laporan keuangan.

Informasi Lain

Manajemen bertanggung jawab atas informasi lain. Informasi lain terdiri dari informasi yang tercantum dalam laporan tahunan tetapi tidak mencantumkan laporan keuangan konsolidasian dan laporan auditor kami. Laporan tahunan diharapkan akan tersedia bagi kami setelah tanggal laporan auditor ini.

Opini kami atas laporan keuangan konsolidasian tidak mencakup informasi lain, dan oleh karena itu, kami tidak menyatakan bentuk keyakinan apapun atas informasi lain tersebut.

For our selected sample of loans that are individually assessed, we performed the following procedures:

- assessed the background facts and the latest circumstances in relation to the borrower in determining the appropriateness of management's identification of individual assessment considering the borrower's financial and non-financial information, relevant external evidence, and other factors, as objective evidence of credit impaired;
- challenged management's key assumptions applied on expected future cash flows of the borrower, including amounts and timing of recoveries, and compared the net realizable value of collaterals against external evidence including independent valuation reports, where available; and
- independently recalculated the ECL.

We have assessed the appropriateness of the related
disclosures made in the financial statements.

Other information

Management is responsible for the other information. The other information comprises the information included in the annual report but does not include the consolidated financial statements and our auditor's report thereon. The annual report is expected to be made available to us after the date of this auditor's report.

Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

Sehubungan dengan audit kami atas laporan keuangan konsolidasian, tanggung jawab kami adalah untuk membaca informasi lain yang teridentifikasi di atas, jika tersedia dan, dalam melaksanakannya, mempertimbangkan apakah informasi lain mengandung ketidakkonsistensian material dengan laporan keuangan konsolidasian atau pemahaman yang kami peroleh selama audit, atau mengandung kesalahan penyajian material.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

Ketika kami membaca laporan tahunan, jika kami menyimpulkan bahwa terdapat suatu kesalahan penyajian material di dalamnya, kami diharuskan untuk mengomunikasikan hal tersebut kepada pihak yang bertanggung jawab atas tata kelola dan mengambil tindakan yang tepat sesuai dengan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants.

Tanggung Jawab Manajemen dan Pihak yang Bertanggung Jawab atas Tata Kelola terhadap Laporan Keuangan Konsolidasian

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut sesuai dengan Standar Akuntansi Keuangan Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Dalam penyusunan laporan keuangan konsolidasian, manajemen bertanggung jawab untuk menilai kemampuan Grup dalam mempertahankan kelangsungan usahanya, mengungkapkan, sesuai dengan kondisinya, hal-hal yang berkaitan dengan kelangsungan usaha, dan menggunakan basis akuntansi kelangsungan usaha, kecuali manajemen memiliki intensi untuk melikuidasi Grup atau menghentikan operasi, atau tidak memiliki alternatif yang realistis selain melaksanakannya.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Grup.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian

Tujuan kami adalah untuk memperoleh keyakinan memadai tentang apakah laporan keuangan konsolidasian secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun secara agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan konsolidasian tersebut.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standard on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

Sebagai bagian dari suatu audit berdasarkan Standar Audit, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

As part of an audit in accordance with Standards on Auditing, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan konsolidasian, baik yang disebabkan oleh kecurangan maupun kesalahan, mendesain dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memperoleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi dari yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian pengendalian internal.

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Memperoleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk mendesain prosedur audit yang tepat sesuai kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektivitasan pengendalian internal Grup.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan Grup untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor kami ke pengungkapan terkait dalam laporan keuangan konsolidasian atau, jika pengungkapan tersebut tidak memadai, harus menentukan apakah perlu untuk memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Grup tidak dapat mempertahankan kelangsungan usaha.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Mengevaluasi penyajian, struktur, dan isi laporan keuangan konsolidasian secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan konsolidasian mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Memperoleh bukti audit yang cukup dan tepat terkait informasi keuangan entitas atau aktivitas bisnis dalam Grup untuk menyatakan opini atas laporan keuangan konsolidasian. Kami bertanggung jawab atas arahan, supervisi, dan pelaksanaan audit Grup. Kami tetap bertanggung jawab sepenuhnya atas opini audit kami.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group's audit. We remain solely responsible for our audit opinion.

Liana Ramon Xenia & Rekan

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang direncanakan atas audit, serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Kami juga memberikan suatu pernyataan kepada pihak yang bertanggung jawab atas tata kelola bahwa kami telah mematuhi ketentuan etika yang relevan mengenai independensi, dan mengomunikasikan seluruh hubungan, serta hal-hal lain yang dianggap secara wajar berpengaruh terhadap independensi kami, dan jika relevan, pengamanan terkait.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Dari hal-hal yang dikomunikasikan kepada pihak yang bertanggung jawab atas tata kelola, kami menentukan hal-hal tersebut yang paling signifikan dalam audit atas laporan keuangan konsolidasian periode kini dan oleh karenanya menjadi hal audit utama. Kami menguraikan hal audit utama dalam laporan auditor kami, kecuali peraturan perundang-undangan melarang pengungkapan publik tentang hal tersebut atau ketika, dalam kondisi yang sangat jarang terjadi, kami menentukan bahwa suatu hal tidak boleh dikomunikasikan dalam laporan kami karena konsekuensi merugikan dari mengomunikasikan hal tersebut akan diekspektasikan secara wajar melebihi manfaat kepentingan publik atas komunikasi tersebut.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

LIANA RAMON XENIA & REKAN

Elisabeth Imelda, S.E., M.Ak., CPA
Izin Akuntan Publik/*Public Accountant License* No. AP.0849

18 Februari/*February* 2026

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The original consolidated financial statements included herein are in the Indonesian language.

PT BANK DANAMON INDONESIA Tbk
DAN ENTITAS ANAK
LAPORAN POSISI KEUANGAN KONSOLIDASIAN
Pada Tanggal 31 Desember 2025 dan 2024
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK DANAMON INDONESIA Tbk
AND SUBSIDIARY
CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
As of 31 December 2025 and 2024
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2025	2024*)	
ASET				***ASSETS***
Kas	2b,2f,4	2.946.955	2.502.218	*Cash*
Giro pada Bank Indonesia	2b,2f, 2h,5	7.690.446	6.382.075	*Current accounts with Bank Indonesia*
Giro pada bank lain, setelah dikurangi kerugian kredit ekspektasian sebesar Rp273 pada tanggal 31 Desember 2025 (2024: Rp116)	2b,2f,2h, 2o,6			*Current accounts with other banks, net of expected credit losses of Rp273 as of 31 December 2025 (2024: Rp116)*
- Pihak berelasi	2ah,47	131.066	81.115	*Related parties -*
- Pihak ketiga		2.270.923	1.858.469	*Third parties -*
Penempatan pada bank lain dan Bank Indonesia, setelah dikurangi kerugian kredit ekspektasian sebesar Rp23 pada tanggal 31 Desember 2025 (2024: RpNihil)	2b,2f,2i, 2o,7	2.379.001	4.417.045	*Placements with other banks and Bank Indonesia, net of expected credit losses of Rp23 as of 31 December 2025 (2024: RpNil)*
Efek-efek, setelah dikurangi kerugian kredit ekspektasian sebesar Rp107.188 pada tanggal 31 Desember 2025 (2024: Rp225.130)	2f,2j, 2o,8			*Marketable securities, net of expected credit losses of Rp107,188 as of 31 December 2025 (2024: Rp225,130)*
- Pihak berelasi	2ah,47	74.334	148.300	*Related parties -*
- Pihak ketiga		19.254.067	12.545.156	*Third parties -*
Obligasi Pemerintah	2f,2j,15	21.379.405	18.699.423	*Government Bonds*
Efek yang dibeli dengan janji dijual kembali	2f,2k,9	2.017.413	1.785.799	*Securities purchased under resale agreements*
Tagihan derivatif	2f,2l,10			*Derivative receivables*
- Pihak berelasi	2ah,47	7.526	9.665	*Related parties -*
- Pihak ketiga		339.827	434.234	*Third parties -*
Pinjaman yang diberikan, setelah dikurangi kerugian kredit ekspektasian sebesar Rp7.383.046 pada tanggal 31 Desember 2025 (2024: Rp7.514.253)	2f,2m,2o, 11			*Loans, net of expected credit losses of Rp7,383,046 as of 31 December 2025 (2024: Rp7,514,253)*
- Pihak berelasi	2ah,47	574.694	1.235.901	*Related parties -*
- Pihak ketiga		165.802.581	147.460.841	*Third parties -*
Piutang pembiayaan konsumen, setelah dikurangi kerugian kredit ekspektasian sebesar Rp1.867.103 pada tanggal 31 Desember 2025 (2024: Rp1.919.141)	2f,2o,2q, 12	32.032.442	31.591.729	*Consumer financing receivables, net of expected credit losses of Rp1,867,103 as of 31 December 2025 (2024: Rp1,919,141)*
Piutang sewa pembiayaan, setelah dikurangi kerugian kredit ekspektasian sebesar Rp117.711 pada tanggal 31 Desember 2025 (2024: Rp74.454)	2f,2o,2r, 13	3.111.787	2.235.399	*Finance lease receivables, net of expected credit losses of Rp117,711 as of 31 December 2025 (2024: Rp74,454)*
Dipindahkan		260.012.467	231.387.369	*Carried Forward*

*) Disajikan kembali (Catatan 60)

*) *As restated (Note 60)*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

LAMPIRAN – 1/1 – SCHEDULE

PT BANK DANAMON INDONESIA Tbk
DAN ENTITAS ANAK
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PT BANK DANAMON INDONESIA Tbk
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	Catatan/ *Notes*	2025	2024*)	
Pindahan		260.012.467	231.387.369	*Carried Forward*
Tagihan akseptasi setelah dikurangi kerugian kredit ekspektasian sebesar Rp2.939 pada tanggal 31 Desember 2025 (2024: Rp6.470)	2f,2o,2v,14			*Acceptance receivables net of expected credit losses of Rp2,939 as of 31 December 2025 (2024: Rp6,470)*
- Pihak berelasi	2ah,47	76.089	170.308	*Related parties -*
- Pihak ketiga		1.002.125	959.222	*Third parties -*
Pajak dibayar dimuka	2ac,27a	1.947.530	2.141.388	*Prepaid taxes*
Investasi dalam saham	2f,2n,16			*Investments in shares*
- Pihak berelasi	2ah,47	420.717	396.870	*Related parties -*
- Pihak ketiga		52.469	79.813	*Third parties -*
Investasi pada entitas asosiasi	2d,20	999.691	968.670	*Investment in associate*
Aset takberwujud, setelah dikurangi akumulasi amortisasi sebesar Rp3.458.666 pada tanggal 31 Desember 2025 (2024: Rp3.526.602)	2p,2s,17	1.899.836	2.010.824	*Intangible assets, net of accumulated amortization of Rp3,458,666 as of 31 December 2025 (2024: Rp3,526,602)*
Aset tetap dan Aset hak guna, setelah dikurangi akumulasi penyusutan sebesar Rp3.683.473 pada tanggal 31 Desember 2025 (2024: Rp3.591.350)	2p,2t,18	2.693.370	2.690.562	*Fixed assets and Right-of-use assets, net of accumulated depreciation of Rp3,683,473 as of 31 December 2025 (2024: Rp3,591,350)*
Aset pajak tangguhan - neto	2ac,27d	1.288.365	2.056.243	*Deferred tax assets - net*
Beban dibayar dimuka dan aset lain-lain, setelah dikurangi kerugian kredit ekspektasian sebesar Rp28.630 pada tanggal 31 Desember 2025 (2024: Rp33.959)	2c,2f,2o,2p, 2u,19			*Prepayments and other assets, net of expected credit losses of Rp28,630 as of 31 December 2025 (2024: Rp33,959)*
- Pihak berelasi	2ah,47	98.654	89.253	*Related parties -*
- Pihak ketiga		5.223.054	5.016.870	*Third parties -*
JUMLAH ASET		**275.714.367**	**247.967.392**	***TOTAL ASSETS***

*) Disajikan kembali (Catatan 60)

*) *As restated (Note 60)*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

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LAMPIRAN – 1/2 – SCHEDULE

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PT BANK DANAMON INDONESIA Tbk
DAN ENTITAS ANAK
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PT BANK DANAMON INDONESIA Tbk
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(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2025	2024*)	
LIABILITAS DAN EKUITAS				***LIABILITIES AND EQUITY***
LIABILITAS				***LIABILITIES***
Simpanan nasabah	2f,2w,21			*Deposits from customers*
- Pihak berelasi	2ah,47	575.639	611.120	*Related parties -*
- Pihak ketiga		173.601.390	149.856.607	*Third parties -*
Simpanan dari bank lain	2f,2w,22			*Deposits from other banks*
- Pihak berelasi	2ah,47	100.297	98.299	*Related parties -*
- Pihak ketiga		8.021.472	4.106.450	*Third parties -*
Utang akseptasi	2f,2v,23			*Acceptance payables*
- Pihak berelasi	2ah,47	24.981	41.069	*Related parties -*
- Pihak ketiga		1.056.172	1.094.931	*Third parties -*
Efek yang dijual dengan janji dibeli kembali	2k,9	2.283.430	4.718.889	*Securities sold under repurchase agreements*
Utang obligasi	2f,2aa,24			*Bonds payable*
- Pihak berelasi	2ah,47	110.000	110.000	*Related parties -*
- Pihak ketiga		8.412.975	6.197.230	*Third parties -*
Sukuk mudharabah	2f,2ab,25			*Mudharabah bonds*
- Pihak berelasi	2ah,47	30.000	30.000	*Related parties -*
- Pihak ketiga		1.613.850	1.198.330	*Third parties -*
Pinjaman yang diterima	2f,26			*Borrowings*
- Pihak berelasi	2ah,47	4.647.677	5.600.836	*Related parties -*
- Pihak ketiga		4.554.416	6.772.108	*Third parties -*
Utang pajak	2ac,27b	266.898	368.388	*Taxes payable*
Liabilitas derivatif	2f,2l,10			*Derivative liabilities*
- Pihak berelasi	2ah,47	51.157	11.941	*Related parties -*
- Pihak ketiga		996.790	664.428	*Third parties -*
Pinjaman subordinasi	2f,2ah,2ai,28,47	25.000	25.000	*Subordinated loan*
Beban yang masih harus dibayar dan liabilitas lain-lain	2c,2f 2ad,29			*Accruals and other liabilities*
- Pihak berelasi	2ah,47	1.305.680	1.320.189	*Related parties -*
- Pihak ketiga		10.024.474	10.322.733	*Third parties -*
JUMLAH LIABILITAS		**217.702.298**	**193.148.548**	***TOTAL LIABILITIES***

*) Disajikan kembali (Catatan 60)

*) *As restated (Note 60)*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

The original consolidated financial statements included herein are in the Indonesian language.

PT BANK DANAMON INDONESIA Tbk
DAN ENTITAS ANAK
LAPORAN POSISI KEUANGAN KONSOLIDASIAN
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(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK DANAMON INDONESIA Tbk
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CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
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(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2025	2024*)	
EKUITAS				***EQUITY***
Ekuitas yang dapat diatribusikan kepada pemilik entitas induk				***Equity attributable to equity holders of the parent entity***
Modal saham - nilai nominal sebesar Rp50.000 (nilai penuh) per saham untuk seri A dan Rp500 (nilai penuh) per saham untuk seri B				*Share capital - par value per share of Rp50,000 (full amount) for A series shares and Rp500 (full amount) for B series shares*
Modal dasar - 22.400.000 saham seri A dan 17.760.000.000 saham seri B				*Authorized - 22,400,000 A series shares and 17,760,000,000 B series shares*
Modal ditempatkan dan disetor penuh - 22.400.000 saham seri A dan 9.751.152.870 saham seri B	30	5.995.577	5.995.577	*Issued and fully paid - 22,400,000 A series shares and 9,751,152,870 B series shares*
Tambahan modal disetor	2af,31	7.915.481	7.985.971	*Additional paid-up capital*
Modal disetor lainnya		189	189	*Other paid-up capital*
Komponen ekuitas lainnya	2d,2j,2l	434.237	(114.504)	*Other equity components*
Ekuitas *merging entity*		-	2.247.958	*Merging entity equity*
Saldo laba				*Retained earnings*
- Sudah ditentukan penggunaannya	33	595.680	563.887	*Appropriated -*
- Belum ditentukan penggunaannya	2ad	39.328.326	36.636.512	*Unappropriated -*
Jumlah saldo laba		39.924.006	37.200.399	*Total retained earnings*
		54.269.490	53.315.590	
Kepentingan non-pengendali	2d,48	3.742.579	1.503.254	***Non-controlling interests***
JUMLAH EKUITAS		**58.012.069**	**54.818.844**	***TOTAL EQUITY***
JUMLAH LIABILITAS DAN EKUITAS		**275.714.367**	**247.967.392**	***TOTAL LIABILITIES AND EQUITY***

*) Disajikan kembali (Catatan 60)

*) *As restated (Note 60)*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

LAMPIRAN – 1/4 – SCHEDULE

The original consolidated financial statements included herein are in the Indonesian language.

PT BANK DANAMON INDONESIA Tbk
DAN ENTITAS ANAK
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN
Untuk Tahun-tahun yang Berakhir pada Tanggal 31 Desember 2025 dan 2024
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK DANAMON INDONESIA Tbk
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CONSOLIDATED STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
For the Years Ended
31 December 2025 and 2024
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2025	2024*)	
PENDAPATAN DAN BEBAN OPERASIONAL				***OPERATING INCOME AND EXPENSES***
Pendapatan bunga	2x,2ah,34,47	25.940.773	24.497.523	*Interest income*
Beban bunga	2x,2ah,35,47	(8.017.019)	(7.341.603)	*Interest expense*
Pendapatan bunga neto		**17.923.754**	**17.155.920**	***Net interest income***
PENDAPATAN OPERASIONAL LAINNYA				***OTHER OPERATING INCOME***
Pendapatan provisi dan komisi	2y	1.570.304	1.501.632	*Fees and commission income*
Imbalan jasa lain	2y, 37,47	2.396.479	2.488.035	*Other fees*
Kerugian dari perubahan nilai wajar atas instrumen keuangan yang diukur pada nilai wajar melalui laba rugi - neto	2j,2l,2z,8, 10,15a,38	(7.961)	(19.821)	*Losses from changes in fair value of financial instruments at fair value through profit or loss - net*
Keuntungan/(kerugian) yang telah direalisasi atas instrumen derivatif - neto		15.449	(44.690)	*Realized gains/(losses) from derivative instruments - net*
Keuntungan atas transaksi dalam mata uang asing - neto		326.506	381.441	*Gains from foreign exchange transactions - net*
Pendapatan dividen		1.890	4.294	*Dividend income*
Bagian laba bersih entitas asosiasi		35.003	32.686	*Share in net income of associate*
Keuntungan penjualan efek-efek dan Obligasi Pemerintah - neto	2j,8a,15a	717.577	321.312	*Gains on sale of marketable securities and Government Bonds - net*
		5.055.247	4.664.889	
BEBAN OPERASIONAL LAINNYA				***OTHER OPERATING EXPENSES***
Beban provisi dan komisi lain	2y	(462.014)	(394.287)	*Other fees and commissions expenses*
Beban umum dan administrasi	2c,2s,2t,39	(5.243.684)	(4.965.102)	*General and administrative expenses*
Beban tenaga kerja dan tunjangan	2ad,2ah, 40,47	(7.293.041)	(6.822.421)	*Salaries and employee benefits*
Kerugian penurunan nilai pada aset keuangan neto	2o,6,7,8,11, 12,13,14	(4.347.592)	(4.854.858)	*Net Impairment losses on financial assets*
Lain-lain		(174.468)	(21.324)	*Others*
		(17.520.799)	(17.057.992)	
PENDAPATAN OPERASIONAL NETO		**5.458.202**	**4.762.817**	***NET OPERATING INCOME***
PENDAPATAN DAN BEBAN BUKAN OPERASIONAL				***NON-OPERATING INCOME AND EXPENSES***
Pendapatan bukan operasional	41	75.609	118.676	*Non-operating income*
Beban bukan operasional	42	(147.158)	(163.854)	*Non-operating expenses*
BEBAN BUKAN OPERASIONAL NETO		**(71.549)**	**(45.178)**	***NET NON-OPERATING EXPENSES***
LABA SEBELUM PAJAK PENGHASILAN		**5.386.653**	**4.717.639**	***INCOME BEFORE INCOME TAX***
BEBAN PAJAK PENGHASILAN	2ac,27c	(1.192.416)	(1.022.635)	***INCOME TAX EXPENSE***
LABA BERSIH		**4.194.237**	**3.695.004**	***NET INCOME***

*) Disajikan kembali (Catatan 60)

*) *As restated (Note 60)*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

LAMPIRAN – 2/1 – SCHEDULE

The original consolidated financial statements included herein are in the Indonesian language.

PT BANK DANAMON INDONESIA Tbk
DAN ENTITAS ANAK
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN
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PT BANK DANAMON INDONESIA Tbk
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For the Years Ended 31 December 2025 and 2024
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2025	2024*)	
PENGHASILAN KOMPREHENSIF LAIN				***OTHER COMPREHENSIVE INCOME***
Pos-pos yang tidak akan direklasifikasi ke laba rugi				***Items that will not be reclassified to profit or loss***
Pengukuran kembali atas liabilitas imbalan pasca kerja		(3.124)	(7.822)	*Remeasurement of post employment benefit obligation*
Pajak penghasilan terkait dengan pengukuran kembali atas liabilitas imbalan pasca kerja	27d	1.613	1.721	*Income tax related to remeasurement of post employment benefit obligation*
Pengukuran kembali atas liabilitas imbalan pasca kerja dari entitas asosiasi - neto		(1.107)	231	*Remeasurement of post employment benefit obligation from associate - net*
Perubahan nilai wajar pada investasi dalam saham yang diukur pada FVOCI - neto	2n,16	1.896	(10.721)	*Changes in fair value of investment in shares measured at FVOCI - net*
Pos-pos yang akan direklasifikasi ke laba rugi				***Items that will be reclassified to profit or loss***
Aset keuangan diukur pada nilai wajar melalui penghasilan komprehensif lain:				*Financial assets measured at fair value through other comprehensive income:*
Perubahan nilai wajar pada tahun berjalan	2j, 8e,15d	876.817	(121.563)	*Changes in fair value in current year*
Kerugian penurunan nilai		102	(6)	*Impairment losses*
Jumlah yang ditransfer ke laba rugi sehubungan dengan perubahan nilai wajar	8e,15d	(167.023)	(12.013)	*Amount transferred to profit or loss in respect of fair value changes*
Perubahan nilai wajar pada lindung nilai arus kas	2l,10	(52.371)	(13.618)	*Changes in fair value of cashflow hedge*
Pajak penghasilan terkait dengan penghasilan komprehensif lain	27d	(144.633)	32.383	*Income tax related to other comprehensive income*
Aset keuangan diukur pada nilai wajar melalui penghasilan komprehensif lain dari entitas asosiasi - neto		28.503	(7.487)	*Financial assets measured at fair value through other comprehensive income from associate - net*
Penghasilan komprehensif lain, setelah pajak		540.673	(138.895)	*Other comprehensive income, net of tax*
JUMLAH LABA KOMPREHENSIF		**4.734.910**	**3.556.109**	***TOTAL COMPREHENSIVE INCOME***
Laba bersih yang dapat diatribusikan kepada:				***Net income attributable to:***
Pemilik entitas induk	45	3.970.711	3.482.828	*Equity holders of the parent entity*
Kepentingan non-pengendali	48	223.526	212.176	*Non-controlling interests*
		4.194.237	**3.695.004**	
Jumlah laba komprehensif yang dapat diatribusikan kepada:				***Total comprehensive income attributable to:***
Pemilik entitas induk		4.504.070	3.347.627	*Equity holders of the parent entity*
Kepentingan non-pengendali	48	230.840	208.482	*Non-controlling interests*
		4.734.910	**3.556.109**	
LABA BERSIH PER SAHAM DASAR YANG DAPAT DIATRIBUSIKAN KEPADA PEMILIK ENTITAS INDUK (NILAI PENUH)	2ae,45	**406,27**	**356,35**	***BASIC EARNINGS PER SHARE ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT ENTITY (FULL AMOUNT)***

*) Disajikan kembali (Catatan 60)

*) *As restated (Note 60)*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

LAMPIRAN – 2/2 – SCHEDULE

The original consolidated financial statements included herein are in the Indonesian language.

PT BANK DANAMON INDONESIA Tbk
DAN ENTITAS ANAK
LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
Untuk Tahun-tahun yang Berakhir pada
31 Desember 2025 dan 2024
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK DANAMON INDONESIA Tbk
AND SUBSIDIARY
CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY
For the Years Ended
31 December 2025 and 2024
(Expressed in millions of Rupiah, unless otherwise stated)

		Atribusi kepada pemilik entitas induk/*Attributable to equity holders of the parent entity*											
					Komponen ekuitas lainnya/ *Other equity components*			Saldo laba/ *Retained earnings*					
	Catatan/ *Notes*	Modal saham/ *Share capital*	Tambahan modal disetor/ *Additional paid-up capital*	Modal disetor lainnya/ *Other paid-up capital*	Perubahan ekuitas entitas asosiasi/ *Changes of associate equity*	Perubahan nilai wajar atas Efek-efek, Obligasi Pemerintah, dan Investasi dalam saham yang diukur pada nilai wajar melalui penghasilan komprehensif lain-neto/*Changes in fair value on Marketable securities, Government Bonds, and Investments in shares measured at fair value through other comprehensive income-net*	Perubahan nilai wajar atas lindung nilai arus kas-neto/ *Changes in fair value of cashflow hedge-net*	Sudah ditentukan penggunaannya/ *Appropriated*	Belum ditentukan penggunaan-nya/ *Unappro-priated*[*)]	Ekuitas *merging entity/Merging entity equity*	Jumlah sebelum kepentingan non-pengendali/ *Total before non-controlling interest*	Kepentingan non-pengendali/ *Non-controlling interest*	Jumlah ekuitas/ *Total equity*	
Saldo pada tanggal 1 Januari 2025[**)]		5.995.577	7.985.971	189	8.242	(112.277)	(10.469)	563.887	36.636.512	2.247.958	53.315.590	1.503.254	54.818.844	*Balance as of 1 January 2025[**)]*
Laba bersih tahun berjalan	48	-	115.053	-	-	-	-	-	3.855.658	-	3.970.711	223.526	4.194.237	*Net income for the year*
Penghasilan komprehensif lain, setelah pajak														***Other comprehensive income, net of tax***
Perubahan nilai wajar atas lindung nilai arus kas-neto	2l,48	-	-	-	-	-	(28.748)	-	-	-	(28.748)	(12.101)	(40.849)	*Changes in fair value of cashflow hedge-net*
Pengukuran kembali liabilitas imbalan pasca kerja	48	-	3.950	-	-	-	-	-	(19.332)	-	(15.382)	12.764	(2.618)	*Remeasurement of obligation for post-employment benefits*
Pengukuran kembali atas kontrak asuransi PSAK 117		-	-	-	(490)	-	-	-	-	-	(490)	-	(490)	*Remeasurement of insurance contract under PSAK 117*
Perubahan nilai wajar atas Efek-efek, Obligasi Pemerintah, dan Investasi dalam saham yang diukur pada nilai wajar melalui penghasilan komprehensif lain - neto	2j	-	-	-	-	577.979	-	-	-	-	577.979	6.651	584.630	*Changes in fair value on Marketable securities, Government Bonds, and Investments in shares measured at fair value through other comprehensive income -net*
Jumlah penghasilan komprehensif lain		**-**	**3.950**	**-**	**(490)**	**577.979**	**(28.748)**	**-**	**(19.332)**	**-**	**533.359**	**7.314**	**540.673**	***Total other comprehensive income***
Jumlah laba komprehensif tahun berjalan		**-**	**119.003**	**-**	**(490)**	**577.979**	**(28.748)**	**-**	**3.836.326**	**-**	**4.504.070**	**230.840**	**4.734.910**	***Total comprehensive income for the year***
Dampak dari penggabungan usaha Entitas Anak		-	(189.493)	-	-	-	-	-	-	(2.247.958)	(2.437.451)	2.064.233	(373.218)	*Impact from merger of Subsidiary*
Pembentukan cadangan umum dan wajib	32	-	-	-	-	-	-	31.793	(31.793)	-	-	-	-	*Appropriation for general and legal reserve*
Pembagian dividen tunai	2ag,32,48	-	-	-	-	-	-	-	(1.112.719)	-	(1.112.719)	(55.748)	(1.168.467)	*Distribution of cash dividends*
Saldo pada tanggal 31 Desember 2025		**5.995.577**	**7.915.481**	**189**	**7.752**	**465.702**	**(39.217)**	**595.680**	**39.328.326**	**-**	**54.269.490**	**3.742.579**	**58.012.069**	***Balance as of 31 December 2025***

*) Saldo laba yang tidak ditentukan penggunaannya termasuk pengukuran kembali atas liabilitas imbalan pasca kerja

**)Disajikan kembali

**) Unappropriated retained earnings include remeasurement of obligation for post-employment benefits*

***)As restated*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

The original consolidated financial statements included herein are in the Indonesian language.

PT BANK DANAMON INDONESIA Tbk
DAN ENTITAS ANAK
LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
Untuk Tahun-tahun yang Berakhir pada
31 Desember 2025 dan 2024
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK DANAMON INDONESIA Tbk
AND SUBSIDIARY
CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY
For the Years Ended
31 December 2025 and 2024
(Expressed in millions of Rupiah, unless otherwise stated)

		Atribusi kepada pemilik entitas induk/*Attributable to equity holders of the parent entity*											
					Komponen ekuitas lainnya/ *Other equity components*			Saldo laba/ *Retained earnings*					
	Catatan/ *Notes*	Modal saham/ *Share capital*	Tambahan modal disetor/ *Additional paid-up capital*	Modal disetor lainnya/ *Other paid-up capital*	Perubahan ekuitas entitas asosiasi/ *Changes of associate equity*	Perubahan nilai wajar atas Efek-efek, Obligasi Pemerintah, dan Investasi dalam saham yang diukur pada nilai wajar melalui penghasilan komprehensif lain-neto/*Changes in fair value on Marketable securities, Government Bonds, and Investments in shares measured at fair value through other comprehensive income-net*	Perubahan nilai wajar atas lindung nilai arus kas-neto/ *Changes in fair value of cashflow hedge-net*	Sudah ditentukan penggunaannya/ *Appropriated*	Belum ditentukan penggunaan-nya/ *Unappro-priated*[*)]	Ekuitas *merging entity/Merging entity equity*[*)]	Jumlah sebelum kepentingan non-pengendali/ *Total before non-controlling interest*	Kepentingan non-pengendali/ *Non-controlling interest*	Jumlah ekuitas/ *Total equity*	
Saldo pada tanggal 1 Januari 2024		5.995.577	7.985.971	189	8.242	10.886	(689)	528.848	34.707.593	-	49.236.617	722.751	49.959.368	*Balance as of 1 January 2024*
Dampak dari penggabungan usaha Entitas Anak	48	-	-	-	-	-	-	-	-	1.957.731	1.957.731	649.101	2.606.832	*Impact from merger of Subsidiary*
Laba bersih tahun berjalan	48	-	-	-	-	-	-	-	3.179.335	303.493	3.482.828	212.176	3.695.004	*Net income for the year*
Penghasilan komprehensif lain, setelah pajak														***Other comprehensive income, net of tax***
Perubahan nilai wajar atas lindung nilai arus kas-neto	2l,48	-	-	-	-	-	(9.780)	-	-	-	(9.780)	(842)	(10.622)	*Changes in fair value of cashflow hedge-net*
Pengukuran kembali liabilitas imbalan pasca kerja	48	-	-	-	-	-	-	-	11.008	(13.266)	(2.258)	(3.612)	(5.870)	*Remeasurement of obligation for post-employment benefit*
Perubahan nilai wajar atas Efek-efek, Obligasi Pemerintah, dan Investasi dalam saham yang diukur pada nilai wajar melalui penghasilan komprehensif lain - neto	2j	-	-	-	-	(123.163)	-	-	-	-	(123.163)	760	(122.403)	*Changes in fair value on Marketable securities, Government Bonds, and Investments in shares measured at fair value through other comprehensive income - net*
Jumlah penghasilan komprehensif lain		-	-	-	-	**(123.163)**	**(9.780)**	-	**11.008**	**(13.266)**	**(135.201)**	**(3.694)**	**(138.895)**	***Total other comprehensive income***
Jumlah laba komprehensif tahun berjalan		-	-	-	-	**(123.163)**	**(9.780)**	-	**3.190.343**	**290.227**	**3.347.627**	**208.482**	**3.556.109**	***Total comprehensive income for the year***
Pembentukan cadangan umum dan wajib	32	-	-	-	-	-	-	35.039	(35.039)	-	-	-	-	*Appropriation for general and legal reserve*
Pembagian dividen tunai	2ag,32,48	-	-	-	-	-	-	-	(1.226.385)	-	(1.226.385)	(77.080)	(1.303.465)	*Distribution of cash dividends*
Saldo pada tanggal 31 Desember 2024[**)]		**5.995.577**	**7.985.971**	**189**	**8.242**	**(112.277)**	**(10.469)**	**563.887**	**36.636.512**	**2.247.958**	**53.315.590**	**1.503.254**	**54.818.844**	***Balance as of 31 December 2024***[*)]

*) Saldo laba yang tidak ditentukan penggunaannya termasuk pengukuran kembali atas liabilitas imbalan pasca kerja

*) *Unappropriated retained earnings include remeasurement of obligation for post-employment benefits*

**)Disajikan kembali

)As restated

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

LAMPIRAN – 3/2 – SCHEDULE

The original consolidated financial statements included herein are in the Indonesian language.

PT BANK DANAMON INDONESIA Tbk
DAN ENTITAS ANAK
LAPORAN ARUS KAS KONSOLIDASIAN
Untuk Tahun-tahun yang Berakhir pada
Tanggal 31 Desember 2025 dan 2024
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK DANAMON INDONESIA Tbk
AND SUBSIDIARY CONSOLIDATED
STATEMENTS OF CASH FLOWS
For the Years Ended
31 December 2025 and 2024
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2025	2024*)	
Arus kas dari kegiatan operasi:				***Cash flows from operating activities:***
Pendapatan bunga, provisi, dan komisi		12.664.667	11.568.517	*Interest income, fees, and commissions*
Penerimaan dari transaksi pembiayaan konsumen		54.190.389	51.676.828	*Receipts from consumer financing transactions*
Pengeluaran untuk transaksi pembiayaan konsumen baru		(44.211.073)	(41.874.885)	*Payments for new consumer financing transactions*
Pembayaran bunga, provisi, dan komisi		(7.854.220)	(7.082.117)	*Payments of interest, fees and commissions*
Pembayaran bunga dari efek yang diterbitkan		(581.959)	(503.932)	*Payments of interests on securities issued*
Penerimaan dalam rangka pembiayaan bersama		17.125.475	17.383.114	*Proceeds in relation to joint financing*
Pengeluaran dalam rangka pembiayaan bersama		(15.242.847)	(15.195.132)	*Repayment in relation to joint financing*
Pendapatan operasional lainnya		2.620.314	1.909.752	*Other operating income*
Keuntungan atas transaksi mata uang asing - neto		526.770	434.867	*Gains from foreign exchange transactions - net*
Beban operasional lainnya		(10.705.432)	(10.375.384)	*Other operating expenses*
Beban bukan operasional - neto		(60.530)	(75.576)	*Non-operating expense - net*
Arus kas sebelum perubahan dalam aset dan liabilitas operasi		**8.471.554**	**7.866.052**	***Cash flows before changes in operating assets and liabilities***
Perubahan dalam aset dan liabilitas operasi:				*Changes in operating assets and liabilities:*
Penurunan/(kenaikan) aset operasi:				*Decrease/(increase) in operating assets:*
Efek-efek dan Obligasi Pemerintah - diperdagangkan		(901.809)	(3.005.585)	*Marketable securities and Government Bonds - trading*
Efek yang dibeli dengan janji dijual kembali		(231.614)	598.647	*Securities purchased under resale agreements*
Pinjaman yang diberikan		(21.058.377)	(16.606.592)	*Loans*
Beban dibayar dimuka dan aset lain-lain		278.698	292.384	*Prepayments and other assets*
Kenaikan/(penurunan) liabilitas operasi:				*Increase/(decrease) in operating liabilities:*
Simpanan nasabah:				*Deposits from customers:*
- Giro		7.665.516	(7.761.777)	*Current accounts -*
- Tabungan		3.341.936	(2.072.785)	*Savings -*
- Deposito berjangka		11.863.255	21.318.949	*Time deposits -*
Simpanan dari bank lain		3.902.696	907.050	*Deposits from other banks*
Beban yang masih harus dibayar dan liabilitas lain-lain		(252.393)	(707.370)	*Accruals and other liabilities*
Pembayaran pajak penghasilan selama tahun berjalan		(736.542)	(1.087.636)	*Income tax paid during the year*
Kas neto diperoleh dari/(digunakan untuk) kegiatan operasi		**12.342.920**	**(258.663)**	***Net cash provided from/ (used by) operating activities***

*) Disajikan kembali

*) *As restated*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

LAMPIRAN – 4/1 – SCHEDULE

PT BANK DANAMON INDONESIA Tbk
DAN ENTITAS ANAK
LAPORAN ARUS KAS KONSOLIDASIAN
Untuk Tahun-tahun yang Berakhir pada
Tanggal 31 Desember 2025 dan 2024
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK DANAMON INDONESIA Tbk
AND SUBSIDIARY CONSOLIDATED
STATEMENTS OF CASH FLOWS
For the Years Ended
31 December 2025 and 2024
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2025	2024*)	
Arus kas dari kegiatan investasi:				***Cash flows from investing activities:***
Penerimaan dari efek-efek dan Obligasi Pemerintah yang dijual dan telah jatuh tempo - biaya perolehan diamortisasi dan nilai wajar melalui penghasilan komprehensif lain		46.204.487	24.646.949	*Proceeds from sales of and matured marketable securities and Government Bonds - amortized cost and fair value through other comprehensive income*
Pembelian efek-efek dan Obligasi Pemerintah - biaya perolehan diamortisasi dan nilai wajar melalui penghasilan komprehensif lain		(53.351.201)	(32.378.922)	*Acquisition of marketable securities and Government Bonds - amortized cost and fair value through other comprehensive income*
Perolehan aset tetap dan aset takberwujud	17,18,56	(637.098)	(893.930)	*Acquisition of fixed assets and intangible assets*
Hasil penjualan aset tetap	18	29.399	60.907	*Proceeds from sale of fixed assets*
Penerimaan hasil investasi		48.170	12.802	*Receipt from investment*
Pembelian investasi pada entitas asosiasi		-	(881.033)	*Acquisition of investment in associate*
Penyesuaian nilai/(pembelian) investasi dalam saham	16	2.021	(18.217)	*Adjustment to value/(acquisition) of investment in shares*
Penerimaan dividen kas		1.890	4.294	*Receipt of cash dividends*
Kas neto digunakan untuk kegiatan investasi		**(7.702.332)**	**(9.447.150)**	***Net cash used by Investing activities***
Arus kas dari kegiatan pendanaan:				***Cash flows from financing activities:***
Pembayaran pokok efek yang dijual dengan janji dibeli kembali		(324.800.958)	(102.858.211)	*Payments of principal on securities sold under repurchase agreements*
Penerimaan dari efek yang dijual dengan janji dibeli kembali		322.365.499	107.577.100	*Proceeds from securities sold under repurchase agreements*
Pembayaran pokok obligasi dan sukuk mudharabah		(3.278.684)	(4.333.310)	*Payments of principal on bonds issued and mudharabah bonds*
Penerimaan dari penerbitan obligasi dan sukuk mudharabah		5.897.461	3.968.422	*Proceeds from bonds issuance mudharabah bonds*
Pembayaran dividen tunai		(1.168.521)	(1.303.458)	*Payments of cash dividends*
Pembayaran pinjaman		(14.142.682)	(14.900.976)	*Repayments of borrowings*
Penerimaan pinjaman		10.858.275	17.471.024	*Proceeds from borrowings*
Saham treasuri Entitas Anak		(93.749)	-	*Treasury shares of the Subsidiary*
Penurunan pokok liabilitas sewa		(165.883)	(146.135)	*Decrease in principal of lease liabilities*
Kas neto (digunakan untuk)/diperoleh dari kegiatan pendanaan		**(4.529.242)**	**5.474.456**	***Net cash (used by)/provided from financing activities***
Kenaikan/(penurunan) kas dan setara kas - neto		**111.346**	**(4.231.357)**	***Increase/(decrease) in cash and cash equivalent - net***
Efek *Merging Entity*		-	898.768	*Merging entity effect*
Dampak neto perubahan nilai tukar atas kas dan setara kas		66.364	10.825	*Net effect on changes in exchange rates on cash and cash equivalents*
Kas dan setara kas pada awal tahun		15.241.038	18.562.802	*Cash and cash equivalents at beginning of the year*
Kas dan setara kas pada akhir tahun		**15.418.748**	**15.241.038**	***Cash and cash equivalents at end of the year***
Kas dan setara kas terdiri dari:				***Cash and cash equivalents consist of:***
Kas	4	2.946.955	2.502.218	*Cash*
Giro pada Bank Indonesia	5	7.690.446	6.382.075	*Current accounts with Bank Indonesia*
Giro pada bank lain	6	2.402.323	1.939.700	*Current accounts with other banks*
Penempatan pada bank lain dan Bank Indonesia - jatuh tempo sampai dengan 3 bulan sejak tanggal perolehan	7	2.379.024	4.417.045	*Placements with other banks and Bank Indonesia - maturing within 3 months from the date of acquisition*
Jumlah kas dan setara kas		**15.418.748**	**15.241.038**	***Total cash and cash equivalents***

*) Disajikan kembali

*) *As restated*

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

LAMPIRAN – 4/2 – SCHEDULE

1. UMUM

a. Pendirian dan informasi umum Bank

PT Bank Danamon Indonesia Tbk ("Bank"), berkedudukan di Jakarta Selatan, didirikan pada tanggal 16 Juli 1956 berdasarkan akta notaris Meester Raden Soedja, S.H. No.134. Akta pendirian ini disahkan oleh Menteri Kehakiman Republik Indonesia dengan Surat Keputusan No.J.A.5/40/8 tanggal 24 April 1957 dan telah diumumkan dalam Tambahan Berita Negara RI No.664, pada Berita Negara Republik Indonesia No.46 tanggal 7 Juni 1957.

Bank memperoleh izin usaha sebagai Bank umum, Bank devisa, dan Bank yang melakukan kegiatan berdasarkan prinsip Syariah masing-masing berdasarkan surat keputusan Menteri Keuangan No.161259/U.M.II tanggal 30 September 1958, surat keputusan Direksi Bank Indonesia ("BI") No.21/10/Dir/UPPS tanggal 5 November 1988 dan Surat Direktorat Perizinan dan Informasi Perbankan No.3/744/DPIP/Prz tanggal 31 Desember 2001.

Anggaran Dasar Bank telah mengalami beberapa kali perubahan. Perubahan terakhir dilakukan sehubungan dengan perubahan beberapa pasal dalam Anggaran Dasar Bank yang dituangkan dalam Akta No.122 tanggal 21 Maret 2025, yang dibuat di hadapan Mala Mukti, Sarjana Hukum, Lex Legibus Magister, Notaris di Jakarta, dimana penerimaan pemberitahuan perubahan Anggaran Dasar telah diterima serta dicatat di dalam Sistem Administrasi Badan Hukum Kementerian Hukum Republik Indonesia No.AHU-AH.01.03-0098123 tanggal 10 April 2025.

Sesuai dengan pasal 3 Anggaran Dasar Bank, ruang lingkup kegiatan Bank adalah menjalankan kegiatan usaha di bidang perbankan sesuai dengan undang-undang dan peraturan yang berlaku, dan melakukan kegiatan perbankan lainnya berdasarkan prinsip Syariah. Bank mulai melakukan kegiatan berdasarkan prinsip Syariah tersebut sejak tahun 2002.

Kantor pusat Bank berlokasi di Menara Bank Danamon, Jalan HR. Rasuna Said Blok C No.10, Kelurahan Karet, Kecamatan Setiabudi, Jakarta Selatan.

1. GENERAL

a. Establishment and general information of the Bank

PT Bank Danamon Indonesia Tbk (the "Bank"), domiciled in South Jakarta, was established on 16 July 1956 based on the notarial deed No.134 of Meester Raden Soedja, S.H. The deed of establishment was ratified by the Minister of Justice of the Republic of Indonesia in its decision letter No.J.A.5/40/8 dated 24 April 1957 and was published in Supplement to State Gazette RI No.664 to the State Gazette of the Republic of Indonesia No.46 dated 7 June 1957.

The Bank obtained a license as a commercial bank, a foreign exchange Bank, and a Bank engaged in activities based on Sharia principles based on the decision letter No.161259/U.M.II of the Minister of Finance dated 30 September 1958, the decision letter No.21/10/Dir/UPPS of the Board of Directors of Bank Indonesia ("BI") dated 5 November 1988 and the letter of the Directorate of Licensing and Banking Information No.3/744/DPIP/Prz dated 31 December 2001, respectively.

The Bank's Articles of Association has been amended several times. The latest amendment related to changes on several articles in the Articles of Association of the Bank as stated in notarial deed No.122 dated 21 March 2025, made before Mala Mukti, Bachelor of Law, Lex Legibus Master, Notary in Jakarta, whereby the receipt of notification of amendments to the Articles of Association had been received and registered in the Legal Entity Administrative System of the Ministry of Law of the Republic of Indonesia No.AHU-AH.01.03-0098123 dated 10 April 2025.

According to article 3 of the Bank's Articles of Association, the Bank's scope of activities is to engage in general banking services in accordance with prevailing laws and regulations, and to engage in other banking activities based on Sharia principles. The Bank started its activities based on the Sharia principles since 2002.

The Bank's head office address is at Menara Bank Danamon, Jalan HR. Rasuna Said Blok C No.10, Kelurahan Karet, Kecamatan Setiabudi, Jakarta Selatan.

1. UMUM (lanjutan)

a. Pendirian dan informasi umum Bank (lanjutan)

Pada tanggal 31 Desember 2025, Bank mempunyai cabang-cabang dan kantor-kantor pembantu sebagai berikut:

1. GENERAL (continued)

a. Establishment and general information of the Bank (continued)

As of 31 December 2025, the Bank had the following branches and representative offices:

	Jumlah/*Total**	
Kantor cabang utama konvensional	41	*Conventional main branches*
Kantor cabang pembantu konvensional dan Kantor Fungsional	301	*Conventional sub-branches and Functional branches*
Kantor cabang utama dan kantor cabang pembantu Syariah	14	*Sharia branches and sub-branches*

*sesuai ijin BI/OJK

**as approved by BI/OJK*

Seluruh kantor cabang, kantor cabang pembantu, dan kantor cabang Syariah berlokasi di berbagai pusat bisnis yang tersebar di seluruh Indonesia.

The conventional and Sharia branches and sub-branches are located in various major business centers throughout Indonesia.

Untuk memenuhi peraturan OJK No.30 Tahun 2024 tanggal 23 Desember 2024 tentang Konglomerasi Keuangan dan Perusahaan Induk Konglomerasi Keuangan, maka pada tanggal 25 April 2025, MUFG Bank Ltd. Jepang sebagai Pemegang Saham Pengendali Konglomerasi Keuangan Grup MUFG di Indonesia telah menunjuk Bank untuk bertindak sebagai Perusahaan Induk Konglomerasi Keuangan ("PIKK") Operasional Konglomerasi Keuangan Grup MUFG di Indonesia dan telah mendapatkan persetujuan OJK pada tanggal 24 Juni 2025.

In order to comply with POJK No.30 Year 2024 dated 23 December 2024 concerning Financial Conglomerates and Financial Conglomerate Holding Companies, on 25 April 2025 MUFG Bank Ltd. Japan as the Controlling Shareholders of Financial Conglomerate of MUFG Group in Indonesia has appointed Bank as Operational Financial Holding Company ("PIKK") of Financial Conglomerate of MUFG Group in Indonesia and has received an approval from OJK dated 24 June 2025.

b. Penawaran umum saham Bank

Pada tanggal 8 Desember 1989, berdasarkan Izin Menteri Keuangan No.SI-066/SHM/MK.10/1989 tertanggal 24 Oktober 1989, Bank melakukan Penawaran Umum Perdana atas 12.000.000 saham dengan nilai nominal Rp1.000 per saham (nilai penuh). Pada tanggal 8 Desember 1989, seluruh saham ini telah dicatatkan di Bursa Efek Jakarta (sekarang bernama Bursa Efek Indonesia setelah digabungkan dengan Bursa Efek Surabaya).

Setelah itu, Bank melakukan penambahan jumlah saham-saham terdaftar melalui saham bonus, Penawaran Umum Terbatas dengan Hak Memesan Efek Terlebih Dahulu (*Rights Issue*) I, II, III, IV, dan V dan dalam rangka Program Kompensasi Karyawan/Manajemen Berbasis Saham ("E/MSOP").

Bank menerima Surat Pemberitahuan Efektif No.S-2196/PM/1993 dari Badan Pengawasan Pasar Modal dan Lembaga Keuangan ("Bapepam - LK"), dahulu bernama Badan Pengawas Pasar Modal ("Bapepam"), sehubungan dengan Penawaran Umum Terbatas I dengan Hak Memesan Efek Terlebih Dahulu pada tanggal 24 Desember 1993.

b. Public offering of the Bank's shares

On 8 December 1989, based on the license from the Minister of Finance No.SI 066/SHM/MK.10/1989 dated 24 October 1989, the Bank undertook an Initial Public Offering (IPO) of 12,000,000 shares with par value of Rp1,000 per share (full amount). On 8 December 1989, these shares were listed at the Jakarta Stock Exchange (known as Indonesia Stock Exchange, after being merged with the Surabaya Stock Exchange).

Subsequently, the Bank increased its listed shares through bonus shares, Limited Public Offerings with Pre-emptive Rights (Rights Issue) I, II, III, IV, and V and through Employee/Management Stock Option Program ("E/MSOP").

The Bank received Effective Letter No.S-2196/PM/1993 from Capital Market and Financial Institution Supervisory Board ("Bapepam - LK"), previously Capital Market Supervisory Board ("Bapepam"), in conjunction with Limited Public Offering I with Pre-emptive Rights on 24 December 1993.

1. UMUM (lanjutan)

b. Penawaran umum saham Bank (lanjutan)

Bank menerima Surat Pemberitahuan Efektif No.S-608/PM/1996 dari Bapepam - LK, sehubungan dengan Penawaran Umum Terbatas II dengan Hak Memesan Efek Terlebih Dahulu pada tanggal 29 April 1996.

Bank menerima Surat Pemberitahuan Efektif No.S-429/PM/1999 dari Bapepam - LK, sehubungan dengan Penawaran Umum Terbatas III dengan Hak Memesan Efek Terlebih Dahulu pada tanggal 29 Maret 1999.

Bank menerima Surat Pemberitahuan Efektif No.S-2093/BL/2009 dari Bapepam - LK sehubungan dengan Penawaran Umum Terbatas IV dengan Hak Memesan Efek Terlebih Dahulu pada tanggal 20 Maret 2009.

Bank menerima Surat Pemberitahuan Efektif No.S-9534/BL/2011 dari Bapepam - LK sehubungan dengan Penawaran Umum Terbatas V dengan Hak Memesan Efek Terlebih Dahulu pada tanggal 24 Agustus 2011.

Sesuai dengan akta notaris No.55 tanggal 24 Agustus 2011 yang dibuat di hadapan Fathiah Helmi, S.H., Notaris di Jakarta, para pemegang saham Bank melalui Rapat Umum Pemegang Saham Luar Biasa ("RUPSLB") pada tanggal 24 Agustus 2011 telah menyetujui rencana untuk melakukan Penawaran Umum Terbatas dengan Hak Memesan Efek Terlebih Dahulu (*Rights Issue*) V, dengan jumlah saham baru yang akan dikeluarkan oleh Bank sebanyak-banyaknya 1.162.285.399 saham seri B. Sesuai dengan Daftar Pemegang Saham pada tanggal 26 September 2011 yang merupakan tanggal penjatahan *Rights Issue* tersebut di atas, jumlah saham baru yang dikeluarkan dalam rangka *Rights Issue* V adalah sebanyak 1.162.285.399 saham seri B.

1. GENERAL (continued)

b. Public offering of the Bank's shares (continued)

The Bank received Effective Letter No.S-608/PM/1996 from Bapepam - LK, in conjunction with Limited Public Offering II with Pre-emptive Rights on 29 April 1996.

The Bank received Effective Letter No.S-429/PM/1999 from Bapepam - LK, in conjunction with Limited Public Offering III with Pre-emptive Rights on 29 March 1999.

The Bank received Effective Letter No.S-2093/BL/2009 from Bapepam - LK in conjunction with Limited Public Offering IV with Pre-emptive Rights on 20 March 2009.

The Bank received Effective Letter No.S-9534/BL/2011 from Bapepam - LK in conjunction with Limited Public Offering V with Pre-emptive Rights on 24 August 2011.

In accordance with notarial deed No.55 dated 24 August 2011 of Fathiah Helmi, S.H., Notary in Jakarta, the Bank's shareholders through the Extraordinary General Meeting of Shareholders ("EGMS") dated 24 August 2011 approved the Bank's plan to conduct the Limited Public Offering with pre-emptive rights (Rights Issue) V, with the approved maximum new shares issued by the Bank of 1,162,285,399 B series shares. In accordance with the Shareholders Register dated 26 September 2011, an allotment date of the above Rights Issue, the total new shares issued in conjunction with Rights Issue V were 1,162,285,399 B series shares.

1. UMUM (lanjutan)

b. Penawaran umum saham Bank (lanjutan)

Berikut adalah kronologis pencatatan saham Bank pada bursa efek di Indonesia sejak Penawaran Umum Perdana:

1. GENERAL (continued)

b. Public offering of the Bank's shares (continued)

The chronological overview of the Bank's issued shares on the stock exchanges in Indonesia since the Initial Public Offering is as follows:

	Saham Seri A/ *A Series Shares*	
Saham yang berasal dari Penawaran Umum Perdana pada tahun 1989	12.000.000	*Shares from Initial Public Offering in 1989*
Saham pendiri	22.400.000	*Founders' shares*
Saham bonus yang berasal dari kapitalisasi tambahan modal disetor - agio saham pada tahun 1992	34.400.000	*Bonus shares from capitalization of additional paid-up capital - capital paid in excess of par value in 1992*
Saham yang berasal dari Penawaran Umum Terbatas dengan Hak Memesan Efek Terlebih Dahulu (*Rights Issue*) I pada tahun 1993	224.000.000	*Shares from Limited Public Offering with Pre-emptive Rights (Rights Issue) I in 1993*
Saham bonus yang berasal dari kapitalisasi tambahan modal disetor - agio saham pada tahun 1995	112.000.000	*Bonus shares from capitalization of additional paid-up capital - capital paid in excess of par value in 1995*
Saham yang berasal dari Penawaran Umum Terbatas dengan Hak Memesan Efek Terlebih Dahulu (*Rights Issue*) II pada tahun 1996	560.000.000	*Shares from Limited Public Offering with Pre-emptive Rights (Rights Issue) II in 1996*
Saham pendiri pada tahun 1996	155.200.000	*Founders' shares in 1996*
Saham yang berasal dari perubahan nilai nominal saham pada tahun 1997	1.120.000.000	*Shares resulting from stock split in 1997*
	2.240.000.000	
Peningkatan nilai nominal saham menjadi Rp10.000 (nilai penuh) per saham melalui pengurangan jumlah saham (*reverse stock split*) pada tahun 2001	: 20 112.000.000	*Increase in par value to Rp10,000 (full amount) per share through reduction in total number of shares (reverse stock split) in 2001*
Peningkatan nilai nominal saham menjadi Rp50.000 (nilai penuh) per saham melalui pengurangan jumlah saham (*reverse stock split*) pada tahun 2003	: 5 22.400.000	*Increase in par value to Rp50,000 (full amount) per share through reduction in total number of shares (reverse stock split) in 2003*
Jumlah saham seri A pada tanggal 31 Desember 2025 (Catatan 30)	22.400.000	*Total A series shares as of 31 December 2025 (Note 30)*

1. UMUM (lanjutan)

1. GENERAL (continued)

b. Penawaran umum saham Bank (lanjutan)

b. Public offering of the Bank's shares (continued)

	Saham Seri B/ *B Series Shares*	
Saham yang berasal dari Penawaran Umum Terbatas dengan Hak Memesan Efek Terlebih Dahulu (*Rights Issue*) III pada tahun 1999	215.040.000.000	*Shares from Limited Public Offering with Pre-emptive Rights (Rights Issue) III in 1999*
Saham yang diterbitkan dalam rangka penggabungan usaha dengan PDFCI pada tahun 1999	45.375.000.000	*Shares issued in connection with the Bank's merger with the former PDFCI in 1999*
Saham yang diterbitkan dalam rangka penggabungan usaha dengan Bank Tiara pada tahun 2000	35.557.200.000	*Shares issued in connection with the Bank's merger with Bank Tiara in 2000*
Saham yang diterbitkan dalam rangka penggabungan usaha dengan 7 BTO* (*Taken-Over Banks*) lainnya pada tahun 2000	192.480.000.000	*Shares issued in connection with the Bank's merger with 7 Taken-Over Banks* (BTOs) in 2000*
	488.452.200.000	
Peningkatan nilai nominal saham menjadi Rp100 (nilai penuh) per saham melalui pengurangan jumlah saham (*reverse stock split*) pada tahun 2001	: 20 24.422.610.000	*Increase in par value to Rp100 (full amount) per share through reduction in total number of shares (reverse stock split) in 2001*
Peningkatan nilai nominal saham menjadi Rp500 (nilai penuh) per saham melalui pengurangan jumlah saham (*reverse stock split*) pada tahun 2003	: 5 4.884.522.000	*Increase in par value to Rp500 (full amount) per share through reduction in total number of shares (reverse stock split) in 2003*
Saham yang berasal dari Penawaran Umum Terbatas dengan Hak Memesan Efek Terlebih Dahulu (*Rights Issue*) IV pada tahun 2009	3.314.893.116	*Shares from Limited Public Offering with Pre-emptive Rights (Rights Issue) IV in 2009*
Saham yang berasal dari Penawaran Umum Terbatas dengan Hak Memesan Efek Terlebih Dahulu (*Rights Issue*) V pada tahun 2011	1.162.285.399	*Shares from Limited Public Offering with Pre-emptive Rights (Rights Issue) V in 2011*
Saham yang diterbitkan dalam rangka Program Kompensasi Karyawan/Manajemen Berbasis Saham (tahap I-III)		*Shares issued in connection with Employee/Management Stock Option Program (tranche I-III)*
- 2005	13.972.000	*2005 -*
- 2006	24.863.000	*2006 -*
- 2007	87.315.900	*2007 -*
- 2008	13.057.800	*2008 -*
- 2009	29.359.300	*2009 -*
- 2010	26.742.350	*2010 -*
- 2011	5.232.500	*2011 -*
Saham yang diterbitkan dalam rangka penggabungan usaha dengan PT Bank Nusantara Parahyangan Tbk pada tahun 2019	188.909.505	*Shares issued in connection with the Bank's merger with PT Bank Nusantara Parahyangan Tbk in 2019*
Jumlah saham seri B pada tanggal 31 Desember 2025 (Catatan 30)	9.751.152.870	*Total B series shares as of 31 December 2025 (Note 30)*

* 7 BTO terdiri dari PT Bank Duta Tbk, PT Bank Rama Tbk, PT Bank Tamara Tbk, PT Bank Nusa Nasional Tbk, PT Bank Pos Nusantara, PT JayaBank International, dan PT Bank Risjad Salim Internasional.

* *7 BTOs consist of PT Bank Duta Tbk, PT Bank Rama Tbk, PT Bank Tamara Tbk, PT Bank Nusa Nasional Tbk, PT Bank Pos Nusantara, PT JayaBank International, and PT Bank Risjad Salim Internasional.*

1. UMUM (lanjutan)

b. Penawaran umum saham Bank (lanjutan)

Terhitung mulai tanggal 1 Mei 2019 PT Bank Danamon Indonesia Tbk dan PT Bank Nusantara Parahyangan Tbk "BNP" telah efektif bergabung sebagaimana dimuat dalam Akta Nomor 123 tanggal 29 April 2019 yang dibuat oleh Mala Mukti, Sarjana Hukum, Lex Legibus Magister, Notaris di Jakarta dan telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No.AHU-AH.01.10-0008351 tanggal 30 April 2019 tentang Penerimaan Pemberitahuan Penggabungan Perseroan PT Bank Danamon Indonesia Tbk, Surat Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No.AHU-AH.01.03-0224741 tanggal 30 April 2019 tentang Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT Bank Danamon Indonesia Tbk, Surat Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No.AHU-AH.01.03-0224743 tanggal 30 April 2019 tentang Penerimaan Pemberitahuan Perubahan Data Perseroan PT Bank Danamon Indonesia Tbk.

Sehubungan dengan penggabungan usaha tersebut, Bank melakukan konversi saham BNP melalui penambahan sejumlah 188.909.505 saham, sehingga jumlah modal ditempatkan dan disetor penuh saham seri B dan tambahan modal disetor meningkat masing-masing sebesar Rp94.455 dan Rp729.647.

c. Entitas Anak

Bank mempunyai kepemilikan langsung pada Entitas Anak sebagai berikut:

1. GENERAL (continued)

b. Public offering of the Bank's shares (continued)

Starting from 1 May 2019 PT Bank Danamon Indonesia Tbk and PT Bank Nusantara Parahyangan Tbk "BNP" has effective merged as specified into Deed number 123 dated 29 April 2019 made by Mala Mukti, Bachelor of Law, Lex Legibus Magister, Notary in Jakarta and has been approved by the Minister of Law and Human Rights of the Republic of Indonesia through Decree Letter No.AHU-AH.01.10-0008351 dated 30 April 2019 regarding Acceptance Notification on Merger of PT Bank Danamon Indonesia Tbk, Approval on Amendment of Articles of Association of PT Bank Danamon Indonesia Tbk, Decree Letter Number No.AHU-AH.01.03-0224741 dated 30 April 2019 concerning Acceptance on Notification of Articles of Association of PT Bank Danamon Indonesia Tbk, Decree Letter Number No.AHU-AH.01.03-0224743 dated 30 April 2019 concerning Acceptance on Notification of PT Bank Danamon Indonesia Tbk's data amendment.

In relation to the merger, the Bank has converted BNP's shares through an additional of 188,909,505 shares, so the issued and fully paid B series shares and additional paid-in capital increased by Rp94,455 and Rp729,647, respectively.

c. Subsidiary

The Bank has a direct ownership interest in the following Subsidiary:

Nama Entitas Anak/ *Name of subsidiary*	Kegiatan usaha/ *Business activity*	Domisili/ *Domicile*	Persentase kepemilikan/ *Percentage of ownership* 2025	Persentase kepemilikan/ *Percentage of ownership* 2024	Tahun beroperasi komersial/ *Year commercial operations commenced*	Jumlah aset/*Total assets* 2025	Jumlah aset/*Total assets* 2024*)
PT Adira Dinamika Multi Finance Tbk	Pembiayaan/ *Financing*	Jakarta, Indonesia	74,50%	92,07%	1991	38.529.195	38.372.929

*) Disajikan kembali

*) *As restated*

1. UMUM (lanjutan)

c. Entitas Anak (lanjutan)

PT Adira Dinamika Multi Finance Tbk (ADMF)

Pada tanggal 26 Januari 2004, Bank telah menandatangani Perjanjian Jual Beli Bersyarat ("PJBB") untuk mengakuisisi 75% dari jumlah saham yang dikeluarkan PT Adira Dinamika Multi Finance Tbk ("ADMF") dengan harga perolehan Rp850.000. Akuisisi ini diselesaikan pada tanggal 7 April 2004. Sesuai dengan PJBB ini, Bank berhak atas 75% dari laba bersih ADMF sejak tanggal 1 Januari 2004.

Rincian aset neto yang diakuisisi dan *goodwill* pada tanggal akuisisi adalah sebagai berikut:

Jumlah aset	1.572.026	*Total assets*
Jumlah liabilitas	(1.241.411)	*Total liabilities*
Aset neto	330.615	*Net assets*
Penyesuaian atas nilai wajar aset neto karena pembayaran dividen	(125.000)	*Adjustment to fair value of net assets due to dividend distribution*
Nilai wajar aset neto (100%)	205.615	*Fair value of net assets (100%)*
Harga perolehan	850.000	*Purchase price*
Nilai wajar aset neto yang diakuisisi (75%)	(154.211)	*Fair value of net assets acquired (75%)*
Goodwill (Dicatat sesuai dengan standar akuntansi pada waktu transaksi terjadi)	695.789	*Goodwill (Recognized in accordance with the accounting standard at the time of the transaction occurred)*

Berdasarkan PJBB, Bank juga memperoleh 90% hak kepemilikan atas perusahaan terafiliasi ADMF, PT Zurich Asuransi Indonesia Tbk (Dahulu PT Asuransi Adira Dinamika Tbk) ("ZAI"), dan PT Adira Quantum Multifinance ("AQ") (likuidasi).

Pada tanggal 26 Januari 2004, Bank juga telah menandatangani Perjanjian *Call Option*, yang terakhir diubah dengan "*Fourth Amendment to the Amended and Restated Call Option Agreement*" tertanggal 22 Desember 2006. Berdasarkan Perjanjian *Call Option* tersebut, Bank berhak untuk membeli sampai dengan 20%, dari jumlah saham yang dikeluarkan oleh ADMF pada harga tertentu yang telah disetujui. *Call option* ini jatuh tempo pada tanggal 30 April 2009. Pada tanggal 8 April 2009, Bank telah menandatangani "*Extensions to the Amended and Restated Call Option Agreement*" yang memperpanjang jatuh tempo *Call Option* menjadi tanggal 31 Juli 2009. Pada tanggal penerbitan *Call Option*, Bank membayar premi sebesar Rp186.875 atas *call option* ini.

Pada tanggal 22 November 2005, BI memberikan persetujuan formal atas penyertaan modal pada ADMF dengan porsi kepemilikan saham sebesar 95%.

1. GENERAL (continued)

c. Subsidiary (continued)

PT Adira Dinamika Multi Finance Tbk (ADMF)

On 26 January 2004, the Bank signed a Conditional Sale and Purchase Agreement ("CSPA") to acquire 75% of the issued shares of PT Adira Dinamika Multi Finance Tbk ("ADMF") with a purchase price of Rp850,000. The closing date of this acquisition was on 7 April 2004. Based on the CSPA, the Bank is entitled to 75% of ADMF's net income starting from 1 January 2004.

Details of net assets acquired and goodwill as of the acquisition date are as follows:

Based on the CSPA, the Bank is also entitled to 90% ownership of the affiliated companies of ADMF, PT Zurich Asuransi Indonesia Tbk (Formerly PT Asuransi Adira Dinamika Tbk) ("ZAI"), and PT Adira Quantum Multifinance ("AQ") (liquidated).

On 26 January 2004, the Bank also signed a Call Option Agreement, which was then last amended by the "Fourth Amendment to the Amended and Restated Call Option Agreement" dated 22 December 2006. Based on the Call Option Agreement, the Bank has a right to purchase up to 20%, of the remaining total issued shares of ADMF at an approved pre-determined strike price. This call option expired on 30 April 2009. On 8 April 2009, the Bank signed "Extension to the Amended and Restated Call Option Agreement" which extended the Call Option expiry date to 31 July 2009. On the Call Option issuance date, the Bank paid a premium of Rp186,875 for this call option.

On 22 November 2005, BI gave a formal approval on the 95% ownership investment in ADMF.

1. UMUM (lanjutan)

c. Entitas Anak (lanjutan)

PT Adira Dinamika Multi Finance Tbk (ADMF) (lanjutan)

Pada tanggal 9 Juli 2009, Bank telah mengeksekusi *call option*-nya untuk membeli 20% saham ADMF dengan nilai akuisisi sebesar Rp1.628.812, dimana jumlah ini termasuk premi yang telah dibayar untuk *call option* sebesar Rp186.875. Dengan demikian, sejak tanggal 9 Juli 2009, Bank telah memiliki 95% saham ADMF dan berhak atas tambahan 20% dari laba bersih ADMF sejak tanggal 1 Januari 2009. Anggaran Dasar ADMF telah mengalami beberapa kali perubahan, perubahan terakhir dilakukan dengan Akta Notaris Mala Mukti, S.H., LL.M., No.40 tanggal 15 Oktober 2021 dan No.65 tanggal 30 September 2025. Perubahan ini diterima dan dicatat dalam Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT Adira Dinamika Multi Finance Tbk No.AHU-AH.01.03-0465665 tanggal 27 Oktober 2021 dan Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT Adira Dinamika Multi Finance Tbk No.AHU-AH.01.03-0239735 tanggal 1 Oktober 2025.

Rincian aset neto yang diakuisisi dan *goodwill* pada tanggal eksekusi adalah sebagai berikut:

1. GENERAL (continued)

c. Subsidiary (continued)

PT Adira Dinamika Multi Finance Tbk (ADMF) (continued)

On 9 July 2009, the Bank had executed its call option to buy 20% of ADMF's shares with acquisition cost of Rp1,628,812, which amount included the payment for call option of Rp186,875. Therefore, since 9 July 2009, the Bank had owned 95% of ADMF's shares and had been entitled additionally to 20% of ADMF's net profit since 1 January 2009. ADMF's Articles of Association has been amended several times with the latest amendment effected by Notarial Deed of Mala Mukti, S.H., LL.M., No. 40 dated 15 October 2021 and No.65 dated 30 September 2025. This amendment has been received and recorded in the database of Legal Entity Administrative System of the Ministry of Laws and Human Rights of the Republic of Indonesia through its Letter of Receipt of Notice on Amendment to the Articles of Association of PT Adira Dinamika Multi Finance Tbk No.AHU-AH.01.03-0465665 dated 27 October 2021 and Letter of Receipt of Notice on Amendment to the Articles of Association of PT Adira Dinamika Multi Finance Tbk No.AHU-AH.01.03-0239735 dated 1 October 2025.

Details of net assets acquired and goodwill as of the exercise date are as follows:

Jumlah aset	3.592.024	*Total assets*
Jumlah liabilitas	(1.642.021)	*Total liabilities*
Nilai wajar aset neto (100%)	1.950.003	*Fair value of net assets (100%)*
Harga perolehan	1.628.812	*Purchase price*
Nilai wajar aset neto yang diakuisisi (20%)	(390.000)	*Fair value of net assets acquired (20%)*
Goodwill (Dicatat sesuai dengan standar akuntansi pada waktu transaksi terjadi)	1.238.812	*Goodwill (Recognized in accordance with the accounting standard at the time of the transaction occurred)*

Konsolidasi ZAI dan AQ (likuidasi) pada bulan April 2006 menyebabkan perubahan nilai penyertaan modal pada ADMF dan perubahan nilai buku *goodwill* seperti berikut ini:

Consolidation of ZAI and AQ (liquidated) in April 2006 caused a change in the investment amount in ADMF and change in net book value of goodwill as calculated below:

	Perhitungan awal ADMF saja/*Initial calculation ADMF only*	**Sesudah konsolidasi dengan ZAI dan AQ/ *After consolidating ZAI and AQ***				
		ADMF	**ZAI**	**AQ**	**Total**	
Harga perolehan	850.000	822.083	19.020	8.897	850.000	*Purchase price*
Nilai wajar aset neto yang diakuisisi	(154.211)	(154.211)	(19.020)	(8.897)	(182.128)	*Fair value of net assets acquired*
Goodwill (Catatan 2s)	695.789	667.872	-	-	667.872	*Goodwill (Note 2s)*

1. UMUM (lanjutan)

c. Entitas Anak (lanjutan)

PT Adira Dinamika Multi Finance Tbk (ADMF) (lanjutan)

Pada tanggal 25 Januari 2016, Bank telah melakukan divestasi sebesar 2,93% atas kepemilikan saham di ADMF untuk memenuhi persentase saham minimum sebesar 7,5% saham yang tidak dimiliki oleh pemegang saham pengendali dan pemegang saham utama berdasarkan peraturan Keputusan Direksi Bursa Efek Indonesia No.Kep-00001/BEI/01-2014. Sehingga, kepemilikan Bank di ADMF menjadi sebesar 92,07%.

Pada tanggal 28 April 2025, Dewan Komisaris ADMF menyetujui Rancangan Penggabungan Usaha antara ADMF dengan PT Mandala Multifinance Tbk ("MFIN") dan disampaikan kepada OJK pada tanggal 30 April 2025. Penggabungan Usaha tersebut merupakan bagian dari dan satu kesatuan dari proses pembentukan Perusahaan Induk Konglomerasi Keuangan ("PIKK") Operasional Grup MUFG sesuai dengan ketentuan dalam Peraturan Otoritas Jasa Keuangan (POJK) Nomor 30 Tahun 2024 tentang Konglomerasi Keuangan dan PIKK. Rancangan tersebut memuat informasi rinci mengenai penggabungan usaha yang diusulkan, termasuk bahwa ADMF akan menjadi entitas yang menerima penggabungan, efektif pada tanggal 1 Oktober 2025.

ADMF telah menerima Pernyataan Efektif Penggabungan dari OJK (Pengawas Pasar Modal) pada tanggal 26 Juni 2025, dan telah memperoleh persetujuan dari pemegang saham melalui Rapat Umum Pemegang Saham Luar Biasa (RUPS-LB) yang dilaksanakan pada tanggal 30 Juni 2025.

Efektif pada tanggal 1 Oktober 2025, ADMF dan MFIN telah efektif bergabung. Setelah tanggal efektif penggabungan, ADMF menjadi entitas yang menerima penggabungan (*surviving entity*) dan seluruh pemegang saham MFIN menjadi pemegang saham dari entitas yang menerima penggabungan berdasarkan rasio penggabungan.

1. GENERAL (continued)

c. Subsidiary (continued)

PT Adira Dinamika Multi Finance Tbk (ADMF) (continued)

On 25 January 2016, the Bank divested 2.93% ownership in the shares of ADMF to meet minimum percentage of shares not owned by controlling and main shareholder of 7.5% based on regulatory decision of the Board of Directors of the Indonesia Stock Exchange No.Kep-00001/BEI/01-2014. Consequently, the Bank's ownership in ADMF is become 92.07%.

On 28 April 2025, ADMF Board of Commissioners approved the Merger Plan between ADMF and PT Mandala Multifinance Tbk ("MFIN") and submitted to OJK on 30 April 2025. The merger is part of and integrated into the formation process of operational Financial Conglomerate Holding Company ("PIKK") of MUFG Group in accordance with Financial Services Authority Regulation (POJK) No. 30 Year 2024 concerning Financial Conglomerates and PIKK. The Plan contains detailed information regarding the proposed merger, including that ADMF will be the surviving entity, effective on 1 October 2025.

ADMF has received the Effective Statement of the Merger from OJK (Capital Market Supervision) on 26 June 2025 and obtained shareholder approval at the Extraordinary General Meeting of Shareholders (EGMS) held on 30 June 2025.

The merger between the ADMF and MFIN was effective on 1 October 2025. After the effective date of the merger, ADMF become the surviving entity and all shareholders of MFIN become shareholders of the surviving entity based on the merger ratio.

1. UMUM (lanjutan)

c. Entitas Anak (lanjutan)

PT Adira Dinamika Multi Finance Tbk (ADMF) (lanjutan)

Sehubungan dengan penggabungan usaha pada tanggal 1 Oktober 2025 antara ADMF dan MFIN, ADMF melakukan penerbitan 235.803.109 lembar saham. Dari total saham yang diterbitkan tersebut, 235.722.555 lembar saham diterbitkan kepada pemegang saham MFIN, yang mencakup MUFG Bank, Ltd dan lain-lain (masing-masing dengan kepemilikan di bawah 5%), dengan nilai nominal sebesar Rp100 per lembar saham (nilai penuh) dan nilai wajar sebesar Rp 27.784 per lembar saham (nilai penuh) yang dihitung oleh KJPP Kusnanto & Rekan untuk ADMF sesuai Laporan Penilaian Independen No.00069/2.0162-00/BS/09/0153/1/V/2025 pada tanggal 23 Mei 2025, dan KJPP Suwendho Rinaldy & Rekan untuk MFIN sesuai Laporan Penilaian Independen No.00149/2.0059-02/BS/09/0242/1/V/2025 pada tanggal 23 Mei 2025.

Sisa 80.554 lembar saham yang diterbitkan ditambahkan sebagai saham treasuri dengan nilai tercatat sebesar Rp277, sehubungan dengan kepemilikan MFIN atas saham yang dibeli kembali (*buyback*) sebelum tanggal penggabungan usaha.

Sebelum terjadinya kegiatan penggabungan usaha, pada tanggal 15 September 2025, ADMF membeli kembali saham (*buyback*) sebanyak 9.735.600 lembar saham dengan jumlah pembelian sebesar Rp88.469. Dengan demikian, total jumlah saham yang dibeli kembali (*buyback*) sebesar 9.816.154 lembar saham. Seluruh saham yang dibeli kembali tersebut dicatat dan disajikan dalam tambahan modal disetor (Catatan 31). Atas penambahan jumlah saham ADMF, kepemilikan Bank di ADMF menjadi sebesar 74.50%.

Pada tanggal 31 Desember 2025, ADMF memiliki saham *free float* sejumlah 67.218.596 saham yang merupakan 5,44% dari jumlah modal ditempatkan dan disetor, dimana tidak memenuhi Persyaratan Bursa Efek Indonesia (BEI) terkait saham free float. ADMF telah menerima Surat Persetujuan (Waiver) dari BEI untuk menunda pemenuhan persyaratan 7.5% paling lambat tanggal 31 Maret 2026. Selain itu, sehubungan dengan *merger*, ADMF berkomitmen untuk meningkatkan jumlah saham *free float* menjadi paling sedikit 10% dalam jangka waktu satu tahun sejak tanggal diterbitkannya Pernyataan Efektif M*erger* dari OJK (Pengawas Pasar Modal), yaitu pada tanggal 26 Juni 2025. ADMF akan bekerjasama dengan pemegang saham pengendali dalam pemenuhan peraturan sesuai dengan batas waktu yang sudah ditentukan.

1. GENERAL (continued)

c. Subsidiary (continued)

PT Adira Dinamika Multi Finance Tbk (ADMF) (continued)

In accordance with merger on 1 October 2025 between ADMF and MFIN, ADMF issued 235,803,109 shares. From the total issued shares, 235,722,555 shares were issued to shareholders of MFIN, which include MUFG Bank,Ltd and others (each owns below 5%) with nominal value of Rp100 per share (full amount) and fair value of Rp27,784 per share (full amount) as calculated by KJPP Kusnanto & Rekan for ADMF based on Independent Assessment No.00069/2.0162-00/BS/09/0153/1/V/2025 dated 23 May 2025, and by KJPP Suwendho Rinaldy & Rekan for MFIN based on Independent Assessment No.00149/2.0059-02/BS/09/0242/1/V/2025 dated 23 May 2025.

The remaining 80,554 shares from the shares issued added as ADMF treasury shares with carrying value of Rp277, in accordance with repurchased shares by MFIN before the date of merger.

Before the merger, on 15 September 2025, ADMF has repurchased (buyback) 9,735,600 shares with total purchase price of Rp88,469. Therefore, total of repurchased shares are 9,816,154 shares. All repurchased shares are accounted for and presented in the additional paid-in capital (Note 31). On ADMF additional issued shares. the Bank's ownership in ADMF is become 74.50%

As of 31 December 2025, ADMF's free float shares amounted to 67,218,596 shares representing 5.44% of the total issued and paid-up capital, which is below the minimum Free Float Requirement stipulated by the Indonesia Stock Exchange (IDX). ADMF has received a waiver from IDX to meet the requirement of 7,5% 31 March 2026. Furthermore, in relation to the merger, ADMF has committed to increase its free float to at least 10% within one year from the date of issuance of the Effective Statement of the Merger from OJK (Capital Market Supervision) on 26 June 2025. ADMF will coordinate with the controlling shareholder to ensure compliance with the applicable regulation within the prescribed timeframe.

1. UMUM (lanjutan)

c. Entitas Anak (lanjutan)

PT Adira Quantum Multifinance (AQ) (likuidasi)

Penyelesaian harta kekayaan dan kewajiban sehubungan dengan proses pembubaran dan likuidasi AQ telah selesai dilakukan yang dituangkan dalam Akta Pernyataan Keputusan Pemegang Saham No.17 tanggal 4 April 2023 yang dibuat dihadapan Jimmy Tanal, S.H., M.Kn, Notaris di Jakarta Selatan dan telah dicatat dan dihapus dari Daftar Perseroan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No.AHU.01.03-00304 tanggal 6 Juni 2023.

1. GENERAL (continued)

c. Subsidiary (continued)

PT Adira Quantum Multifinance (AQ) (liquidated)

Assets and obligation settlement concerning the dissolution and liquidation process of AQ has been completed as stipulated in the Deed of Shareholders Resolution No. 17 dated 4 April 2023 made before Jimmy Tanal, S.H., M.Kn, Notary in South Jakarta and has been recorded and deleted from the Company Registry by the Minister of Law and Human Rights of the Republic of Indonesia in Decree No.AHU.01.03.00304 dated 6 June 2023.

d. Dewan Komisaris dan Direksi

Pada tanggal 31 Desember 2025 dan 2024, susunan Dewan Komisaris dan Direksi Bank adalah sebagai berikut:

d. Boards of Commissioners and Directors

As of 31 December 2025 and 2024, the composition of the Bank's Board of Commissioners and Directors are as follows:

	2025	2024	
Komisaris Utama	Bpk./*Mr.* Yasushi Itagaki	Bpk./*Mr.* Yasushi Itagaki	*President Commissioner*
Wakil Komisaris Utama			*Independent Vice President*
Independen	Bpk./*Mr.* Halim Alamsyah	Bpk./*Mr.* Halim Alamsyah	*Commissioner*
Komisaris	Bpk./*Mr.* Nobuya Kawasaki	Bpk./*Mr.* Nobuya Kawasaki	*Commissioner*
Komisaris	Bpk./*Mr.* Dan Harsono	Bpk./*Mr.* Dan Harsono	*Commissioner*
Komisaris Independen	Bpk./*Mr.* Peter Benyamin Stok	Bpk./*Mr.* Peter Benyamin Stok	*Independent Commissioner*
Komisaris Independen	Ibu/*Mrs.* Hedy Maria Helena Lapian	Ibu/*Mrs.* Hedy Maria Helena Lapian	*Independent Commissioner*
Direktur Utama	Bpk./*Mr.* Daisuke Ejima	Bpk./*Mr.* Daisuke Ejima	*President Director*
Wakil Direktur Utama	Bpk./*Mr.* Honggo Widjojo Kangmasto	Bpk./*Mr.* Honggo Widjojo Kangmasto	*Vice President Director*
Wakil Direktur Utama	-	Bpk./*Mr.* Hafid Hadeli[2)]	*Vice President Director*
Direktur	Bpk./*Mr.* Herry Hykmanto	Bpk./*Mr.* Herry Hykmanto	*Director*
Direktur	-	Bpk./*Mr.* Muljono Tjandra[2)]	*Director*
Direktur	Bpk./*Mr.* Dadi Budiana	Bpk./*Mr.* Dadi Budiana	*Director*
Direktur	Ibu/*Mrs.* Rita Mirasari	Ibu/*Mrs.* Rita Mirasari	*Director*
Direktur	Bpk./*Mr.* Thomas Sudarma	Bpk./*Mr.* Thomas Sudarma	*Director*
Direktur	Bpk./*Mr.* Jin Yoshida	Bpk./*Mr.* Jin Yoshida[1)]	*Director*
Direktur	Ibu/*Mrs.* Yenny Siswanto[3)]	-	*Director*

1) Pengangkatan Bpk. Jin Yoshida sebagai Direktur berdasarkan keputusan RUPS Tahunan tanggal 22 Maret 2024 dan telah efektif tanggal 11 Juli 2024 berdasarkan hasil lulus uji kemampuan dan kepatutan dari Otoritas Jasa Keuangan (OJK).
2) Masa jabatan Bpk. Hafid Hadeli sebagai Wakil Direktur Utama dan Bpk. Muljono Tjandra sebagai Direktur berakhir berdasarkan hasil keputusan RUPS Tahunan tanggal 21 Maret 2025.
3) Pengangkatan Ibu Yenny Siswanto sebagai Direktur berdasarkan keputusan RUPS Tahunan tanggal 21 Maret 2025 dan telah efektif tanggal 5 Juni 2025 berdasarkan hasil lulus uji kemampuan dan kepatutan dari Otoritas Jasa Keuangan (OJK).

1) The appointment of Mr. Jin Yoshida as Director based on resolution of AGMS dated 22 March 2024 and effective as of dated 11 July 2024 based on the result of passing the fit and proper test from Financial Services Authority (OJK).
2) The term of office of Mr. Hafid Hadeli as Vice President Director and Mr. Muljono Tjandra as Director ended based on resolutions of AGMS dated 21 March 2025.
3) The appointment of Mrs. Yenny Siswanto as Director based on resolution of AGMS dated 21 March 2025 and effective as of dated 5 June 2025 based on the result of passing the fit and proper test from Financial Services Authority (OJK).

Pada tanggal 31 Desember 2025, Bank dan Entitas Anak mempunyai 23.334 karyawan tetap dan 5.657 karyawan tidak tetap (2024: 23.253 karyawan tetap dan 2.393 karyawan tidak tetap) (tidak diaudit).

As of 31 December 2025, the Bank and Subsidiary had 23,334 *permanent employees and* 5,657 *non-permanent employees (2024: 23,253 permanent employees and 2,393 non-permanent employees) (unaudited).*

1. UMUM (lanjutan)

e. Dewan Pengawas Syariah

Susunan Dewan Pengawas Syariah pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

	2025	2024	
Ketua	Bpk./*Mr.* Prof. Dr. H. M. Din Syamsuddin, MA	Bpk./*Mr.* Prof. Dr. H. M. Din Syamsuddin, MA	*Chairman*
Anggota	Bpk./*Mr.* Prof. Dr. Hasanudin, M.Ag.	Bpk./*Mr.* Prof. Dr. Hasanudin, M.Ag.	*Member*
Anggota	Bpk./*Mr.* Dr. Asep Supyadillah, M.Ag.	Bpk./*Mr.* Dr. Asep Supyadillah, M.Ag.	*Member*

1. GENERAL (continued)

e. Sharia Supervisory Board

The composition of the Sharia Supervisory Board as of 31 December 2025 and 2024 are as follows:

f. Komite Audit

Susunan anggota Komite Audit pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

	2025	2024	
Ketua	Bpk./*Mr.* Halim Alamsyah	Bpk./*Mr.* Halim Alamsyah	*Chairman*
Anggota	Ibu/*Mrs.* Hedy Maria Helena Lapian	Ibu/*Mrs.* Hedy Maria Helena Lapian	*Member*
Anggota (Pihak Independen)	Ibu/*Mrs.* Mawar IR Napitupulu	Ibu/*Mrs.* Mawar IR Napitupulu	*(Independent Party) Member*
Anggota (Pihak Independen)	Bpk./*Mr.* Zainal Abidin	Bpk./*Mr.* Zainal Abidin	*(Independent Party) Member*

f. Audit Committee

The composition of the Audit Committee as of 31 December 2025 and 2024 are as follows:

g. Komite Pemantau Risiko

Susunan anggota Komite Pemantau Risiko pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

	2025	2024	
Ketua	Ibu/*Mrs.* Hedy Maria Helena Lapian	Ibu/*Mrs.* Hedy Maria Helena Lapian	*Chairman*
Anggota	Bpk./*Mr.* Peter Benyamin Stok	Bpk./*Mr.* Peter Benyamin Stok	*Member*
Anggota	Bpk./*Mr.* Nobuya Kawasaki	Bpk./*Mr.* Nobuya Kawasaki	*Member*
Anggota	Bpk./*Mr.* Dan Harsono	Bpk./*Mr.* Dan Harsono	*Member*
Anggota (Pihak Independen)	Ibu/*Mrs.* Mawar IR Napitupulu	Ibu/*Mrs.* Mawar IR Napitupulu	*(Independent Party) Member*
Anggota (Pihak Independen)	Bpk./*Mr.* Zainal Abidin	Bpk./*Mr.* Zainal Abidin	*(Independent Party) Member*

g. Risk Oversight Committee

The composition of the Risk Oversight Committee as of 31 December 2025 and 2024 are as follows:

h. Komite Nominasi dan Remunerasi

Susunan anggota Komite Nominasi dan Remunerasi pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

	2025	2024	
Ketua	Bpk./*Mr.* Halim Alamsyah	Bpk./*Mr.* Halim Alamsyah	*Chairman*
Anggota	Bpk./*Mr.* Yasushi Itagaki	Bpk./*Mr.* Yasushi Itagaki	*Member*
Anggota	Ibu/Mrs. Hedy Maria Helena Lapian	Ibu/Mrs. Hedy Maria Helena Lapian	Member
Anggota	Bpk./*Mr.* Nobuya Kawasaki	Bpk./*Mr.* Nobuya Kawasaki	*Member*
Anggota	Bpk./*Mr.* Roy Fahrizal Permana	Bpk./*Mr.* Roy Fahrizal Permana	*Member*

h. Nomination and Remuneration Committee

The composition of the Nomination and Remuneration Committee as of 31 December 2025 and 2024 are as follows:

i. Komite *Corporate Governance*

Susunan anggota Komite *Corporate Governance* pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

	2025	2024	
Ketua	Bpk./*Mr.* Peter Benyamin Stok	Bpk./*Mr.* Peter Benyamin Stok	*Chairman*
Anggota	Bpk./*Mr.* Nobuya Kawasaki	Bpk./*Mr.* Nobuya Kawasaki	*Member*

i. Corporate Governance Committee

The Corporate Governance Committee as of 31 December 2025 and 2024 are as follows:

1. UMUM (lanjutan)

j. Komite Tata Kelola Terintegrasi

Susunan anggota Komite Tata Kelola Terintegrasi pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

	2025	2024	
Ketua	Bpk./*Mr.* Peter Benyamin Stok	Bpk./*Mr.* Peter Benyamin Stok	*Chairman*
Anggota	Bpk./*Mr.* Nobuya Kawasaki	Bpk./*Mr.* Nobuya Kawasaki	*Member*
	Bpk./*Mr.* Prof. Dr. H. M. Din	Bpk./*Mr.* Prof. Dr. H. M. Din	
Anggota	Syamsuddin, MA	Syamsuddin, MA	*Member*
Anggota	Bpk./*Mr.* Krisna Wijaya	Bpk./*Mr.* Krisna Wijaya	*Member*
Anggota	Bpk./*Mr.* Zainal Abidin	Bpk./*Mr.* Zainal Abidin	*Member*
Anggota	Bpk./*Mr.* I Nyoman Tjager	Bpk./*Mr.* I Nyoman Tjager[1)]	*Member*
Anggota	-	Bpk./*Mr.* Christopher Mark Davies[2)]	*Member*
Anggota	-	Bpk./*Mr.* Yasuhiko Togo[2)]	*Member*
Anggota	-	Bpk./*Mr.* Andre S.Painchaud[2)]	*Member*

1) Efektif menjadi anggota Komite Tata Kelola Terintegrasi pada tanggal 11 Desember 2024.
2) Efektif tidak menjadi anggota Komite Tata Kelola Terintegasi pada tanggal 29 Oktober 2025.

1) *Effective as a member of the Integrated Corporate Governance Committee on 11 December 2024.*
2) *Effective no member of the Integrated Corporate Governance Committee dated 29 October 2025.*

k. Sekretaris Perusahaan

Sekretaris Perusahaan Bank pada tanggal 31 Desember 2025 dan 2024 adalah Rita Mirasari.

l. Satuan Kerja Audit Intern

Pada tanggal 31 Desember 2025 dan 2024 Kepala Satuan Kerja Audit Internal (SKAI) adalah Yenny Linardi.

m. Tanggal diotorisasi Laporan Keuangan Konsolidasian

Laporan keuangan konsolidasian Bank dan Entitas Anak diotorisasi untuk terbit oleh Direksi pada tanggal 18 Februari 2026.

1. GENERAL (continued)

j. Integrated Corporate Governance Committee

The composition of the Integrated Corporate Governance Committee as of and 31 December 2025 and 2024 are as follows:

k. Corporate Secretary

The Corporate Secretary of the Bank as of 31 December 2025 and 2024 was Rita Mirasari.

l. Internal Audit Task Force

As of 31 December 2025 and 2024 the Chief of Internal Audit Unit (SKAI) was Yenny Linardi.

m. Authorization date of The Consolidated Financial Statements

The consolidated financial statements of the Bank and Subsidiary were authorized for issue by the Board of Directors on 18 February 2026.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL

Kebijakan akuntansi material, yang diterapkan dalam penyusunan laporan keuangan konsolidasian Bank dan Entitas Anak pada tanggal dan tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

a. Pernyataan kepatuhan

Laporan keuangan konsolidasian telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia, Standar Akuntansi Keuangan Syariah dan peraturan Bapepam-LK VIII.G.7 yang merupakan lampiran keputusan ketua Bapepam -LK No. KEP 347/BL/2012 tanggal 25 Juni 2012 tentang "Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik".

2. MATERIAL ACCOUNTING POLICIES

The material accounting policies, applied in the preparation of the consolidated financial statements of the Bank and Subsidiary as of and for the year ended 31 December 2025 and 2024 as follows:

a. Statement of compliance

The consolidated financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards, Sharia Financial Accounting Standards and the Bapepam-LK VIII.G.7 Appendix of the Decree of the Chairman of the BAPEPAM-LK No. KEP 347/BL/2012 dated 25 June 2012 regarding "Financial Statement Presentation and Disclosure of the Issuer or Public Company".

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

b. Dasar penyusunan laporan keuangan konsolidasian

Laporan keuangan konsolidasian disusun berdasarkan konsep nilai historis dan atas dasar akrual, kecuali dinyatakan khusus.

Biaya historis umumnya didasarkan pada nilai wajar dari imbalan yang diberikan dalam pertukaran barang dan jasa.

Nilai wajar adalah harga yang akan diterima untuk menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam suatu transaksi teratur antara pelaku pasar pada tanggal pengukuran, terlepas dari apakah harga tersebut dapat diamati secara langsung atau diestimasi menggunakan teknik penilaian lain. Dalam mengestimasi nilai wajar dari suatu aset atau liabilitas, Bank dan Entitas Anak memperhitungkan karakteristik aset atau liabilitas jika pelaku pasar akan memperhitungkan karakteristik tersebut ketika menentukan harga aset atau liabilitas pada tanggal pengukuran.

Laporan arus kas konsolidasian disusun dengan menggunakan metode langsung dengan mengelompokkan arus kas ke dalam kegiatan operasi, investasi, dan pendanaan. Untuk tujuan laporan arus kas konsolidasian, kas dan setara kas mencakup kas, giro pada Bank Indonesia, giro pada bank lain, penempatan pada bank lain dan Bank Indonesia dan Sertifikat Bank Indonesia yang jatuh tempo dalam waktu tiga bulan sejak tanggal perolehan, sepanjang tidak digunakan sebagai jaminan atas pinjaman yang diterima serta tidak dibatasi penggunaannya.

Pada saat persetujuan laporan keuangan konsolidasian, Direksi memiliki suatu ekspektasi yang memadai bahwa Bank dan Entitas Anak memiliki sumber daya yang cukup untuk melanjutkan keberadaan operasinya untuk di masa yang akan datang. Sehingga, mereka melanjutkan penerapan dasar akuntansi kelangsungan usaha dalam penyusunan laporan keuangan konsolidasian.

Dalam penyusunan laporan keuangan konsolidasian sesuai dengan Standar Akuntansi Keuangan di Indonesia, dibutuhkan pertimbangan, estimasi, dan asumsi jumlah tercatat aset dan liabilitas yang tidak tersedia dari sumber lain.

Walaupun estimasi dan asumsi terkait didasarkan pada pengetahuan terbaik manajemen atas kejadian dan tindakan saat ini, hasil aktual mungkin berbeda dari estimasi tersebut.

2. MATERIAL ACCOUNTING POLICIES (continued)

b. Basis for preparation of the consolidated financial statements

The consolidated financial statements were prepared on the accrual basis and under the historical cost concept, unless otherwise specified.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Bank and Subsidiary take into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date.

The consolidated statements of cash flows are prepared based on direct method by classifying cash flows on the basis of operating, investing, and financing activities. For the purpose of consolidated statements of cash flows, cash and cash equivalents include cash, current accounts with Bank Indonesia, current accounts with other banks, placements with other banks and Bank Indonesia and Certificate of Bank Indonesia that mature within three-months from the date of acquisition, as long as they are not being pledged as collateral for borrowings nor restricted.

At the time of approving the consolidated financial statements, Board of Directors have a reasonable expectation that the Bank and Subsidiary have adequate resources to continue in operational existence for the foreseeable future. Thus, they continue to adopt the going concern basis of accounting in preparing the consolidated financial statements.

The preparation of consolidated financial statements in conformity with Indonesian Financial Accounting Standards are required to make judgments, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources.

Although these estimates and associated assumptions are based on management's best knowledge of current events and activities, actual results may differ from those estimates.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

b. Dasar penyusunan laporan keuangan konsolidasian (lanjutan)

Estimasi dan asumsi yang mendasari ditelaah secara berkesinambungan. Revisi atas estimasi akuntansi diakui pada tahun dimana estimasi tersebut direvisi dan tahun yang akan datang yang dipengaruhi oleh revisi estimasi tersebut.

Secara khusus, informasi mengenai hal-hal penting yang terkait dengan ketidakpastian estimasi dan pertimbangan penting dalam penerapan kebijakan akuntansi yang memiliki dampak yang material terhadap jumlah yang diakui dalam laporan keuangan konsolidasian dijelaskan dalam Catatan 3.

Seluruh angka dalam laporan keuangan konsolidasian ini dibulatkan menjadi jutaan Rupiah yang terdekat, kecuali dinyatakan secara khusus.

c. Amendemen/Penyesuaian atas Standar-Standar yang Efektif pada Tahun Berjalan

Dalam tahun berjalan, Bank dan Entitas Anak telah menerapkan amendemen PSAK yang relevan dengan operasinya dan efektif untuk periode akuntansi yang dimulai pada atau setelah 1 Januari 2025:

- PSAK 117: "Kontrak Asuransi" dan Amendemen PSAK 117 tentang "Penerapan Awal PSAK 117 dan PSAK 109 - Informasi Komparatif" dan
- Amandemen PSAK 221: "Pengaruh Perubahan Kurs Valuta Asing" terkait pengaturan terkait kondisi ketika suatu mata uang tidak tertukarkan serta pengungkapannya.

Penerapan atas PSAK dan amendemen PSAK ini tidak memiliki dampak material terhadap jumlah yang dilaporkan dalam laporan keuangan konsolidasian.

d. Prinsip konsolidasian dan ekuitas

d.1. Entitas Anak

Bank mengendalikan Entitas Anak ketika Bank terekspos atau memiliki hak atas imbal hasil variabel dari keterlibatannya dengan Entitas Anak dan memiliki kemampuan untuk mempengaruhi imbal hasil tersebut melalui kekuasaannya atas Entitas Anak.

2. MATERIAL ACCOUNTING POLICIES (continued)

b. Basis for preparation of the consolidated financial statements (continued)

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the year in which the estimate is revised and in any future year affected.

In particular, information about significant areas of estimation uncertainty and critical judgements in applying accounting policies that have material effect on the amounts recognized in the consolidated financial statements are described in Note 3.

Figures in these consolidated financial statements are rounded to and stated in millions of Rupiah, unless otherwise stated.

c. Amendments/Improvements to Standards Effective in the Current Year

In the current year, the Bank and Subsidiary have applied amendments to PSAK that are relevant to its operations and effective for accounting period beginning on or after 1 January 2025:

- *PSAK 117: "Insurance Contract" and Amendment of PSAK 117 on Initial Application of PSAK 117 and PSAK 109 – Comparative Information" and*
- *Amendment of PSAK 221: "Effect of Changes in Foreign Exchange Rates" regarding conditions when a currency is not exchangeable and its disclosures.*

The adoption of this PSAK and amendments of PSAKs have no material effect on the amounts reported in these consolidated financial statements.

d. Consolidation principles and equity accounting

d.1. Subsidiary

The Bank controls a subsidiary when the Bank is exposed to, or has rights to, variable returns from its involvement with the Subsidiary and has the ability to affect those returns through its power over the Subsidiary.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

d. Prinsip konsolidasian dan ekuitas (lanjutan)

d.1. Entitas Anak (lanjutan)

Entitas Anak dikonsolidasikan sejak tanggal kendali atas Entitas Anak tersebut beralih kepada Bank dan sesuai dengan persetujuan penyertaan modal dari BI dan tidak lagi dikonsolidasikan sejak tanggal hilangnya pengendalian. Laporan keuangan Entitas Anak telah disusun dengan menggunakan kebijakan akuntansi yang sama dengan kebijakan akuntansi yang diterapkan oleh Bank untuk transaksi yang serupa dan kejadian lain dalam keadaan yang serupa.

Akuisisi Entitas Anak dicatat dengan menggunakan metode akuntansi pembelian. Biaya akuisisi diukur sebesar nilai wajar aset yang diserahkan dan saham yang diterbitkan atau liabilitas yang diambil alih pada tanggal akuisisi. Kelebihan biaya akuisisi atas nilai wajar aset neto Entitas Anak dicatat sebagai *goodwill* (Catatan 2s).

Transaksi signifikan antar Bank dan Entitas Anak, saldo dan keuntungan signifikan yang belum direalisasi dari transaksi, dieliminasi. Kerugian yang belum direalisasi juga dieliminasi, kecuali apabila harga perolehan tidak dapat diperoleh kembali.

Bank mengukur kepentingan non-pengendali atas basis proporsional pada jumlah yang diakui atas aset neto yang diidentifikasi pada tanggal akuisisi. Kepentingan non-pengendali disajikan di ekuitas dalam laporan posisi keuangan konsolidasian, terpisah dari pemilik entitas induk. Laba atau rugi dari setiap komponen penghasilan komprehensif lain dialokasikan kepada pemilik entitas induk dan kepentingan non-pengendali.

d.2. Entitas Asosiasi

Entitas Asosiasi adalah entitas dimana Bank dan Entitas Anak memiliki pengaruh signifikan namun bukan pengendalian, biasanya melalui kepemilikan hak suara antara 20% dan 50%. Investasi Entitas Asosiasi dicatat dengan metode ekuitas.

2. *MATERIAL ACCOUNTING POLICIES (continued)*

d. Consolidation principles and equity accounting (continued)

d.1. Subsidiary (continued)

Subsidiary are consolidated from the date on which control is transferred to the Bank and as approved by BI for the capital investment and are no longer consolidated from the date that control ceases. The financial statements of Subsidiary have been prepared using uniform accounting policies for similar transactions and other events in similar circumstances.

Acquisitions of Subsidiary are accounted for using the purchase method accounting. The cost of an acquisition is measured at the fair value of the assets given up and shares issued or liabilities assumed at the date of acquisition. The excess of the acquisition cost over the fair value of the net assets of the Subsidiary acquired is recorded as goodwill (Note 2s).

Significant intercompany transactions, balances and unrealized gains on transactions between the Bank and Subsidiary are eliminated. Unrealized losses are also eliminated unless cost cannot be recovered.

The Bank measures non-controlling interests at its proportionate share of the recognized amount of the identifiable net assets at acquisition date. Non-controlling interests are presented within equity in the consolidated statement of financial position, separately from the equity holders of the parent entity. Profit or loss and each component of other comprehensive income are allocated to the equity holders of the parent entity and non-controlling interests.

d.2. Associate Entity

Associate is an entity over which the Bank and Subsidiary have significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Investment in Associate is accounted for using the equity method of accounting.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

d. Prinsip konsolidasian dan ekuitas (lanjutan)

d.2. Entitas Asosiasi (lanjutan)

Dengan metode ekuitas, investasi pada entitas asosiasi diakui di laporan posisi keuangan sebesar biaya perolehan dan selanjutnya disesuaikan untuk mengakui perubahan dalam bagian kepemilikan Bank dan Entitas Anak atas laba rugi dan penghasilan komprehensif lain dari entitas asosiasi dan amortisasi atas selisih antara nilai wajar neto aset dan liabilitas teridentifikasi dari entitas asosisasi dengan harga perolehan saat tanggal akuisisi.

Jika bagian Bank dan Entitas Anak atas kerugian Entitas Asosiasi sama dengan atau melebihi kepentingannya pada Entitas Asosiasi, termasuk piutang tanpa agunan, Bank dan Entitas Anak menghentikan pengakuan bagian kerugiannya, kecuali Bank dan Entitas Anak memiliki kewajiban atau melakukan pembayaran atas nama Entitas Asosiasi.

Dividen yang diterima dan yang akan diterima dari Entitas Asosiasi diakui sebagai pengurang jumlah tercatat investasi.

Pada setiap tanggal pelaporan, Bank dan Entitas Anak menentukan apakah terdapat bukti objektif bahwa telah terjadi penurunan nilai pada investasi pada Entitas Asosiasi. Jika demikian, maka nilai tercatat dari investasi yang dicatat dengan akuntansi ekuitas diuji untuk penurunan nilai.

e. Penjabaran mata uang asing

e.1. Mata uang pelaporan

Laporan keuangan konsolidasian dinyatakan dalam Rupiah, yang merupakan mata uang fungsional Bank dan Entitas Anak.

e.2. Transaksi dan saldo

Transaksi dalam mata uang asing dijabarkan ke dalam Rupiah dengan menggunakan kurs yang berlaku pada tanggal transaksi. Pada tanggal pelaporan, aset dan liabilitas moneter dalam mata uang asing dijabarkan ke dalam Rupiah dengan kurs yang berlaku pada tanggal tersebut.

2. MATERIAL ACCOUNTING POLICIES (continued)

d. Consolidation principles and equity accounting (continued)

d.2. Associate Entity (continued)

Under the equity method, an investment in an associate is initially recognized in the statement of financial position at cost and adjusted thereafter to recognize changes in the Bank and Subsidiary's share of the profit or loss and other comprehensive income of the associate and amortization of the difference between the net fair value of the associate's identifiable assets and liabilities and the cost of the investment at acquisition date.

When the Bank and Subsidiary's share of losses in an Associate equals or exceeds its interest in the Associate, including any other unsecured receivables, the Bank and Subsidiary do not recognize further losses, unless it has incurred legal or constructive obligations or made payments on behalf of the Associate.

Dividends received or receivable from Associate is recognized as reduction in the carrying amount of the investment.

The Bank and Subsidiary determine at each reporting date whether there is any objective evidence that the investment in the Associate is impaired. If this is the case, the carrying amount of the equity accounting investments is tested for impairment.

e. Foreign currency translation

e.1. Reporting currency

The consolidated financial statements are presented in Rupiah, which is the functional currency of the Bank and Subsidiary.

e.2. Transactions and balances

Transactions denominated in foreign currencies are translated into Rupiah at the exchange rates prevailing at the transaction date. At the reporting date, monetary assets and liabilities denominated in foreign currencies are translated into Rupiah using the exchange rates prevailing at that date.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

e. Penjabaran mata uang asing (lanjutan)

e.2. Transaksi dan saldo (lanjutan)

Keuntungan dan kerugian selisih kurs yang timbul dari transaksi dalam mata uang asing dan dari penjabaran aset dan liabilitas moneter dalam mata uang asing, diakui pada laba rugi tahun berjalan.

Berikut ini adalah kurs mata uang asing utama yang digunakan pada bulan 31 Desember 2025 dan 2024 yang menggunakan kurs tengah Reuters pukul 16:00 Waktu Indonesia Barat (nilai penuh):

	2025	2024	
Dolar Amerika Serikat	16.675	16.095	*United States Dollar*
Dolar Australia	11.152	10.014	*Australian Dollar*
Dolar Singapura	12.965	11.845	*Singapore Dollar*
Euro Eropa	19.571	16.758	*European Euro*
Yen Jepang	107	103	*Japanese Yen*
Poundsterling Inggris	22.440	20.219	*Great Britain Poundsterling*
Dolar Hong Kong	2.142	2.073	*Hong Kong Dollar*
Franc Swiss	21.026	17.815	*Swiss Franc*
Baht Thailand	529	470	*Thailand Baht*
Dolar Selandia Baru	9.626	9.068	*New Zealand Dollar*
Dolar Canada	12.168	11.202	*Canadian Dollar*
Yuan China	2.385	2.205	*China Yuan*
Riyal Arab Saudi	4.447	4.284	*Riyal Arab Saudi*
Kroner Swedia	1.809	1.463	*Swedia Kroner*

f. Aset dan liabilitas keuangan

f.1. Klasifikasi

Sesuai PSAK 109, terdapat tiga klasifikasi pengukuran aset keuangan: yaitu biaya perolehan diamortisasi, diukur pada nilai wajar melalui laba rugi ("FVTPL"), dan diukur pada nilai wajar melalui penghasilan komprehensif lain ("FVOCI").

Aset keuangan diklasifikasikan menjadi kategori tersebut di atas berdasarkan model bisnis dimana aset keuangan tersebut dimiliki, dan karakteristik arus kas kontraktualnya. Model bisnis merefleksikan bagaimana kelompok aset keuangan dikelola untuk mencapai tujuan bisnis tertentu.

2. MATERIAL ACCOUNTING POLICIES (continued)

e. Foreign currency translation (continued)

e.2. Transactions and balances (continued)

Exchange gains and losses arising from transactions in foreign currencies and from the translation of foreign currency monetary assets and liabilities are recognized to the current year profit or loss.

Below are the major exchange rates used as of 31 December 2025 and 2024 using the Reuters' middle rates at 16:00 Western Indonesian Time (full amount):

f. Financial assets and liabilities

f.1. Classification

In accordance with PSAK 109, there are three measurement classifications for financial assets: amortized cost, fair value through profit or loss ("FVTPL") and fair value through other comprehensive income ("FVOCI").

Financial assets are classified into these categories based on the business model within which they are held, and their contractual cash flow characteristics. The business model reflects how groups of financial assets are managed to achieve a particular business objective.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

f. Aset dan liabilitas keuangan (lanjutan)

f.1. Klasifikasi (lanjutan)

Aset keuangan hanya dapat dikategorikan sebagai biaya perolehan diamortisasi jika instrumen dimiliki dalam rangka mendapatkan arus kas kontraktual ("*hold to collect*"), dan dimana arus kas kontraktual tersebut semata dari pembayaran pokok dan bunga ("SPPI"). Pokok merupakan nilai wajar dari instrumen pada saat pengakuan awal. Bunga dalam hal ini merupakan kompensasi untuk nilai waktu uang dan risiko kredit terkait beserta kompensasi untuk risiko lain dan biaya yang konsisten dengan persyaratan dalam peminjaman standar dan marjin laba. Kategori aset ini membutuhkan penilaian persyaratan kontraktual pada saat pengakuan awal untuk menentukan apakah kontrak mengandung persyaratan yang dapat mengubah waktu atau jumlah dari arus kas yang tidak konsisten dengan persyaratan SPPI.

Dalam menilai apakah arus kas kontraktual memiliki karakteristik SPPI, Bank dan Entitas Anak mempertimbangkan persyaratan kontraktual atas instrumen tersebut. Hal ini termasuk dalam hal menilai apakah aset keuangan mengandung ketentuan kontraktual yang dapat mengubah waktu atau jumlah arus kas kontraktual sehingga tidak dapat memenuhi kondisi SPPI. Dalam melakukan penilaian, Bank dan Entitas Anak mempertimbangkan:

- Kejadian kontinjensi yang akan mengubah jumlah dan waktu arus kas;
- Fitur *leverage*; dan
- Persyaratan pelunasan dipercepat atau perpanjangan fasilitas.
- Ketentuan yang membatasi klaim Bank atas arus kas dari aset tertentu (seperti pinjaman *non-recourse*); dan
- Fitur yang memodifikasi imbalan dari nilai waktu atas uang (seperti penetapan ulang suku bunga berkala).

Aset dapat dijual dari portofolio *hold to collect* ketika terdapat peningkatan risiko kredit. Penghentian untuk alasan lain diperbolehkan, namun jumlah penjualan tersebut harus tidak signifikan jumlahnya atau tidak sering.

2. MATERIAL ACCOUNTING POLICIES (continued)

f. Financial assets and liabilities (continued)

f.1. Classification (continued)

Financial assets can only be categorized at amortized cost if the instruments are held in order to collect the contractual cash flows ("hold to collect"), and where those contractual cash flows are solely payments of principal and interest ("SPPI"). Principal represents the fair value of the instrument at the time of initial recognition. Interest in this context represents compensation for the time value of money and associated credit risks together with compensation for other risks and costs consistent with a basic lending arrangement and a profit margin. This requires an assessment at initial recognition of the contractual terms to determine whether it contains a term that could change the timing or amount of cash flows in a way that is inconsistent with the SPPI criteria.

In assessing whether the contractual cash flows have SPPI characteristics, the Bank and Subsidiary considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. In making the assessment, the Bank and Subsidiary considers:

- *Contingent events that would change the amount and timing of cash flows;*
- *Leverage features; and*
- *Prepayment and extension terms.*

- *Terms that limit the Bank cash flows from specified assets (e.g. non-recourse loans); and*
- *Features that modify consideration of the time value of money (e.g. periodical reset of interest rates).*

Assets may be sold out of hold to collect portfolios where there is an increase in credit risk. Disposals for other reasons are permitted, but such sales should be insignificant in value or infrequent in nature.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

f. Aset dan liabilitas keuangan (lanjutan)

f.1. Klasifikasi (lanjutan)

Aset keuangan berupa instrumen utang dimana tujuan model bisnis dicapai dengan mendapatkan arus kas kontraktual dan menjual aset ("*hold to collect and sell*"/"HTCS") dan memiliki arus kas SPPI, diklasifikasikan sebagai FVOCI, dengan laba rugi yang belum direalisasi ditangguhkan di penghasilan komprehensif lain sampai aset tersebut dihentikan.

Seluruh aset keuangan lainnya akan diklasifikasikan sebagai FVTPL. Aset keuangan dapat ditetapkan sebagai FVTPL hanya jika ini dapat mengeliminasi atau mengurangi *accounting mismatch*.

Penilaian model bisnis

Model bisnis mengacu pada bagaimana aset keuangan dikelola bersama untuk menghasilkan arus kas untuk Bank dan Entitas Anak. Arus kas mungkin dihasilkan dengan menerima arus kas kontraktual, menjual aset keuangan atau keduanya. Model bisnis ditentukan pada tingkat agregasi di mana kelompok aset dikelola bersama untuk mencapai tujuan tertentu dan tidak bergantung pada niat manajemen pada instrumen individual.

Bank dan Entitas Anak menilai model bisnis pada aset keuangan setidaknya pada tingkat lini bisnis atau pada di mana terdapat variasi mandat/tujuan dalam lini bisnis, pada lini bisnis produk atau pada tingkat *desk* yang lebih granular (misalnya, sub-portofolio atau sub-lini bisnis).

Penentuan model bisnis dilakukan dengan mempertimbangkan semua bukti relevan yang tersedia pada tanggal penilaian. Ini termasuk, tetapi tidak terbatas pada:

- bagaimana kinerja bisnis dan aset keuangan yang ada di dalam unit bisnis itu dievaluasi dan dilaporkan kepada manajemen. Tingkat pemisahan yang diidentifikasi untuk klasifikasi PSAK 109 harus konsisten dengan bagaimana portofolio aset dipisahkan dan dilaporkan kepada manajemen;

2. MATERIAL ACCOUNTING POLICIES (continued)

f. Financial assets and liabilities (continued)

f.1. Classification (continued)

Financial asset debt instruments where the business model objectives are achieved by collecting the contractual cash flows and by selling the assets ("hold to collect and sell"/"HTCS") and that have SPPI cash flows are classified as FVOCI, with unrealized gains or losses deferred in other comprehensive income until the asset is derecognized.

All other financial assets will be classified at FVTPL. Financial assets may be designated at FVTPL only if doing so eliminates or reduces an accounting mismatch.

Business model assessment

Business model refers to how financial assets are managed together to generate cash flows for the Bank and Subsidiary. This may be collecting contractual cash flows, selling financial assets or both. Business models are determined at a level of aggregation where groups of assets are managed together to achieve a particular objective and do not depend on management's intentions for individual instruments.

The Bank and Subsidiary assesses the business model of financial assets at least at business line level or where there are varying mandates or objectives within a business line, at a more granular product business line or desk level (i.e., sub-portfolios or sub-business lines).

Business model determinations are made considering all relevant evidence that is available at the date of the assessment. This includes, but is not limited to:

- *how the performance of the business and the financial assets held within that business unit are evaluated and reported to management. The level of segregation identified for PSAK 109 classification should be consistent with how asset portfolios are segregated and reported to senior management;*

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

f. Aset dan liabilitas keuangan (lanjutan)

f.1. Klasifikasi (lanjutan)

Penilaian model bisnis (lanjutan)

- risiko yang mempengaruhi kinerja unit bisnis dan aset keuangan yang dimiliki dalam unit bisnis itu dan khususnya bagaimana risiko itu dikelola; dan
- bagaimana manajer unit bisnis dikompensasi (misalnya, apakah kompensasi didasarkan pada nilai wajar dari aset yang dikelola atau pada arus kas kontraktual yang dikumpulkan).

Penentuan model bisnis dilakukan berdasarkan skenario yang diperkirakan akan terjadi oleh Bank dan Entitas Anak dan tidak dalam kondisi sangat tertekan atau 'kondisi terburuk'. Jika aset dijual dalam kondisi yang tidak diharapkan oleh Perseroan untuk berlaku ketika aset diakui, klasifikasi aset keuangan yang ada dalam portofolio tidak disajikan secara tidak akurat, tetapi kondisi tersebut harus dipertimbangkan untuk aset yang diperoleh di masa mendatang.

Pemilihan model operasi dalam PSAK 109 dirancang sedemikian rupa sehingga akuntansi untuk instrumen di FVTPL adalah pilihan yang tepat/*conscious*.

Perubahan pada model bisnis atau pengenalan model bisnis baru ditentukan melalui proses persetujuan unit bisnis baru.

Bank dan Entitas Anak dapat mereklasifikasi seluruh aset keuangan yang terpengaruh jika dan hanya jika, model bisnis untuk pengelolaan aset keuangan berubah.

Liabilitas keuangan

Liabilitas keuangan diklasifikasikan ke dalam kategori berikut pada saat pengakuan awal:

i. Liabilitas keuangan yang diukur nilai wajar melalui laba rugi baik yang dipersyaratkan diukur pada nilai wajar melalui laba rugi atau ditetapkan pada nilai wajar pada saat pengakuan awal; dan
ii. Liabilitas keuangan yang tidak diukur pada nilai wajar melalui laba rugi, akan diklasifikasikan sebagai liabilitas dengan biaya perolehan diamortisasi.

2. MATERIAL ACCOUNTING POLICIES (continued)

f. Financial assets and liabilities (continued)

f.1. Classification (continued)

Business model assessment (continued)

- *the risks that affect the performance of the business unit and the financial assets held within that business unit and in particular the way those risks are managed; and*
- *how managers of the business unit are compensated (for example, whether the compensation is based on the fair value of the assets managed or on the contractual cash flows collected.*

Business model determinations are made on the basis of scenarios that the Bank and Subsidiary reasonably expects to occur and not under highly stressed or 'worst case' conditions. Where assets are disposed of under conditions that the Company did not reasonably expect to prevail when the assets were recognized, the classification of existing financial assets in the portfolio are not rendered inaccurate but the conditions in question should be considered for any assets acquired going forward.

The Targeting Operating Model for PSAK 109 is designed such that accounting for instruments at FVTPL is a conscious choice.

Changes to business models or the introduction of new business models are determined through the new business unit approval process.

The Bank and Subsidiary can reclassified all of its financial assets when and only, its business model for managing those financial assets changes.

Financial liabilities

Financial liabilities are classified into the following categories on initial recognition:

i. Financial liabilities held at fair value through profit or loss are either mandatorily classified fair value through profit or loss or irrevocably designated at fair value through profit or loss at initial recognition; and
ii. Financial liabilities that are not classified as financial liabilities held at fair value through profit or loss are classified as financial liabilities held at amortized cost.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

f. Aset dan liabilitas keuangan (lanjutan)

f.2. Pengakuan

Bank dan Entitas Anak pada awalnya mengakui transaksi keuangan pada tanggal dimana Bank/Entitas Anak menjadi suatu pihak dalam perjanjian kontraktual instrumen tersebut. Bank mengakui pembelian dan penjualan aset keuangan pada tanggal perdagangan sementara Entitas Anak mengakuinya pada tanggal penyelesaian.

Pada saat pengakuan awal, aset keuangan atau liabilitas keuangan diukur pada nilai wajar ditambah (untuk *item* yang tidak diukur pada nilai wajar melalui laba rugi setelah pengakuan awal) biaya transaksi yang dapat diatribusikan secara langsung atas perolehan aset keuangan atau penerbitan liabilitas keuangan. Pengukuran aset keuangan dan liabilitas keuangan setelah pengakuan awal tergantung pada klasifikasi aset keuangan dan liabilitas keuangan tersebut.

Biaya transaksi hanya meliputi biaya-biaya yang dapat diatribusikan secara langsung untuk perolehan suatu aset keuangan atau penerbitan suatu liabilitas keuangan dan merupakan biaya tambahan yang tidak akan terjadi apabila instrumen keuangan tersebut tidak diperoleh atau diterbitkan.

Aset keuangan yang diukur pada nilai wajar melalui laporan laba rugi pada awalnya dicatat sebesar nilai wajar dan biaya transaksinya dibebankan pada laporan laba rugi. Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain dan aset keuangan yang diukur pada nilai wajar melalui laporan laba rugi selanjutnya dicatat sebagai nilai wajar. Aset keuangan yang diklasifikasikan sebagai biaya perolehan diamortisasi dicatat sebesar biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

Untuk liabilitas keuangan, biaya transaksi dikurangkan dari jumlah utang yang diakui pada pengakuan awal liabilitas. Biaya transaksi tersebut diamortisasi selama umur instrumen berdasarkan metode suku bunga efektif dan dicatat sebagai bagian dari beban bunga.

2. MATERIAL ACCOUNTING POLICIES (continued)

f. Financial assets and liabilities (continued)

f.2. Recognition

The Bank and its Subsidiary initially recognize financial instrument transactions on the date at which the Bank/Subsidiary become a party to the contractual agreement of the instrument. The Bank recognized purchases and sales of financial assets on the trade date while the subsidiary recognized it on the settlement date.

A financial asset or financial liability is initially measured at fair value plus (for an item not subsequently measured at fair value through profit or loss) transaction costs that are directly attributable to financial assets acquisition or financial liabilities issuance. The subsequent measurement of financial assets and financial liabilities depends on their classification.

Transaction costs include only those costs that are directly attributable to the acquisition of a financial asset or issuance of a financial liability and are incremental costs that would not have been incurred if the financial instruments had not been acquired or issued.

Financial assets measured at fair value through profit or loss are initially recognized at fair value, and transaction costs are expensed in the profit or loss. Financial assets measured at fair value through other comprehensive income and financial assets measured at fair value through profit or loss are subsequently measured at fair value. Financial assets classified as amortized cost are measured at amortized cost using the effective interest rate method.

For financial liabilities, transaction costs are deducted from the amount of debt initially recognized. Such transactions costs are amortized over the terms of the instruments based on the effective interest rate method and are recorded as part of interest expense.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

f. Aset dan liabilitas keuangan (lanjutan)

f.3. Penghentian pengakuan

Bank dan Entitas Anak menghentikan pengakuan aset keuangan pada saat hak kontraktual atas arus kas yang berasal dari aset keuangan tersebut berakhir, atau pada saat Bank dan Entitas Anak mentransfer seluruh hak untuk menerima arus kas kontraktual dari aset keuangan dalam transaksi dimana Bank dan Entitas Anak secara substansial telah mentransfer seluruh risiko dan manfaat atas kepemilikan aset keuangan yang ditransfer. Setiap hak atau liabilitas atas aset keuangan yang ditransfer yang timbul atau yang masih dimiliki oleh Bank dan Entitas Anak diakui sebagai aset atau liabilitas secara terpisah.

Bank dan Entitas Anak menghentikan pengakuan liabilitas keuangan pada saat kewajiban yang ditetapkan dalam kontrak dilepaskan atau dibatalkan atau kadaluwarsa.

Bank dan Entitas Anak melakukan transaksi dimana Bank mentransfer aset yang diakui pada laporan posisi keuangan konsolidasian, tetapi masih memiliki semua risiko dan manfaat atas aset yang ditransfer atau bagian darinya. Jika seluruh atau secara substansial seluruh risiko dan manfaat masih dimiliki, maka aset yang ditransfer tidak dihentikan pengakuannya dari laporan posisi keuangan konsolidasian.

Dalam transaksi dimana Bank dan Entitas Anak secara substansial tidak memiliki atau tidak mentransfer seluruh risiko dan manfaat dari kepemilikan aset keuangan, Bank dan Entitas Anak menghentikan pengakuan aset tersebut jika Bank dan Entitas Anak tidak lagi memiliki pengendalian atas aset tersebut. Hak dan kewajiban yang masih dimiliki dalam transfer tersebut diakui secara terpisah sebagai aset atau liabilitas. Dalam transfer dimana pengendalian atas aset masih dimiliki, Bank dan Entitas Anak mengakui aset yang ditransfer tersebut sebesar keterlibatan berkelanjutan, dimana tingkat keberlanjutan Bank dan Entitas Anak dalam aset yang ditransfer adalah sebesar perubahan nilai aset yang ditransfer.

2. MATERIAL ACCOUNTING POLICIES (continued)

f. Financial assets and liabilities (continued)

f.3. Derecognition

The Bank and Subsidiary derecognize a financial asset when the contractual rights to the cash flows from the asset expire, or when the Bank and Subsidiary transfer the rights to receive the contractual cash flows on the financial asset in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred. Any interest in transferred financial asset that is created or retained by the Bank and Subsidiary is recognized as a separate asset or liability.

The Bank and Subsidiary derecognize a financial liability when its contractual obligations are discharged or cancelled or expired.

The Bank and Subsidiary enter into transactions whereby they transfer assets recognized on their consolidated statements of financial position, but retain all risks and rewards of the transferred assets or a portion of them. If all or substantially all risks and rewards are retained, then the transferred assets are not derecognized from the consolidated statements of financial position.

In transactions in which the Bank and Subsidiary neither retain nor transfer substantially all the risks and rewards of ownership of a financial asset, the Bank and Subsidiary derecognize the asset if they do not retain control over the assets. The rights and obligations retained in the transfer are recognized separately as assets and liabilities as appropriate. In transfers in which control over the asset is retained, the Bank and Subsidiary continue to recognize the asset to the extent of their continuing involvement, determined by the extent to which they are exposed to changes in the value of the transferred asset.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

f. Aset dan liabilitas keuangan (lanjutan)

f.4. Saling hapus

Aset dan liabilitas keuangan dapat saling hapus dan nilai netonya disajikan dalam laporan posisi keuangan konsolidasian jika, dan hanya jika, Bank dan Entitas Anak memiliki hak yang berkekuatan hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut dan berniat untuk menyelesaikan secara neto atau untuk merealisasikan aset dan menyelesaikan liabilitasnya secara simultan. Hak yang berkekuatan hukum bukan bersifat kontinjen untuk suatu peristiwa dimasa depan dan harus dapat dipaksakan secara hukum baik dalam situasi bisnis yang normal, atau dalam peristiwa gagal bayar, atau peristiwa kepailitan atau kebangkrutan, dari Bank atau pihak lawan.

Pendapatan dan beban disajikan dalam jumlah neto hanya jika diperkenankan oleh standar akuntansi.

Jumlah yang tidak di saling hapus dalam laporan posisi keuangan konsolidasian adalah sehubungan dengan:

i. Jumlah yang dapat di saling hapus dari transaksi pihak lawan dengan Bank dimana hak saling hapus hanya berkekuatan hukum pada peristiwa gagal bayar, atau peristiwa kepailitan atau kebangkrutan dari pihak lawan; dan

ii. Kas dan surat berharga yang diterima dari atau dijaminkan oleh pihak lawan.

f.5. Pengukuran biaya perolehan diamortisasi

Biaya perolehan diamortisasi dari aset keuangan atau liabilitas keuangan adalah jumlah aset atau liabilitas keuangan yang diukur pada saat pengakuan awal dikurangi pembayaran pokok, ditambah atau dikurangi dengan amortisasi kumulatif dengan menggunakan metode suku bunga efektif yang dihitung dari selisih antara nilai awal dan nilai jatuh temponya, dan dikurangi cadangan kerugian kredit ekspektasian.

2. MATERIAL ACCOUNTING POLICIES (continued)

f. Financial assets and liabilities (continued)

f.4. Offsetting

Financial assets and liabilities are set off and the net amount is presented in the consolidated statements of financial position when, and only when, the Bank and Subsidiary have a legal right to set off the amounts and intend either to settle on a net basis or realize the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or Bankruptcy of the Bank or the counterparty.

Income and expense are presented on a net basis only when permitted by accounting standards.

Amounts not offset in the statement of consolidated financial position are related to:

i. The counterparties' offsetting exposures with the Bank where the right to set-off is only enforceable in the event of default, insolvency or Bankruptcy of the counterparties; and

ii. Cash and securities that are received from or pledged with counterparties.

f.5. Amortized cost measurement

The amortized cost of a financial asset or financial liability is the amount at which the financial asset or liability is measured at initial recognition, minus principal repayments, plus or minus the cumulative amortization using the effective interest method of any difference between the initial amount recognized and the maturity amount, minus allowance for expected credit losses.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

f. Aset dan liabilitas keuangan (lanjutan)

f.6. Pengukuran nilai wajar

Entitas mengukur nilai wajar suatu aset atau liabilitas menggunakan asumsi yang akan digunakan pelaku pasar ketika menentukan harga aset atau liabilitas tersebut, dengan asumsi bahwa pelaku pasar bertindak dalam kepentingan ekonomik terbaiknya.

Jika pasar untuk suatu instrumen keuangan tidak aktif, Bank dan Entitas Anak menentukan nilai wajar dengan menggunakan teknik penilaian. Teknik penilaian mencakup penggunaan transaksi pasar terkini yang dilakukan secara wajar oleh pihak-pihak yang memahami, berkeinginan, dan jika tersedia, referensi atas nilai wajar terkini dari instrumen lain yang secara substansial sama, penggunaan analisa arus kas yang didiskonto, dan penggunaan model penetapan harga opsi (*option pricing model*). Teknik penilaian yang dipilih memaksimalkan penggunaan input pasar, dan meminimalkan penggunaan estimasi yang bersifat spesifik dari Bank dan Entitas Anak, memasukkan semua faktor yang akan dipertimbangkan oleh para pelaku pasar dalam menetapkan suatu harga dan konsisten dengan metodologi ekonomi yang diterima dalam penetapan harga instrumen keuangan.

Input yang digunakan dalam teknik penilaian secara memadai mencerminkan ekspektasi pasar dan ukuran atas faktor risiko dan pengembalian (*risk-return*) yang melekat pada instrumen keuangan. Bank dan Entitas Anak mengkalibrasi teknik penilaian dan menguji validitasnya dengan menggunakan harga-harga dari transaksi pasar terkini yang dapat diobservasi untuk instrumen yang sama atau atas dasar data pasar lainnya yang tersedia yang dapat diobservasi.

2. MATERIAL ACCOUNTING POLICIES (continued)

f. Financial assets and liabilities (continued)

f.6. Fair value measurement

An entity shall measure the fair value of an asset or a liability using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

If a market for a financial instrument is not active, the Bank and Subsidiary establish fair value using a valuation technique. Valuation techniques include using recent arm's length transactions between knowledgeable, willing parties and if available, reference to the current fair value of other instruments that are substantially the same, discounted cash flows analysis, and option pricing models. The chosen valuation technique makes maximum use of market inputs, relies as little as possible on estimates specific to the Bank and Subsidiary, incorporates all factors that market participants would consider in setting a price, and is consistent with accepted economic methodologies for pricing financial instruments.

Inputs to valuation techniques reasonably represent market expectations and measures of the risk-return factors inherent in the financial instrument. The Bank and Subsidiary calibrate valuation techniques and test them for validity using prices from observable current market transactions in the same instrument or based on other available observable market data.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

f. Aset dan liabilitas keuangan (lanjutan)

f.6. Pengukuran nilai wajar (lanjutan)

Bukti terbaik atas nilai wajar instrumen keuangan pada saat pengakuan awal adalah harga transaksi, yaitu nilai wajar dari pembayaran yang diberikan atau diterima, kecuali jika nilai wajar dari instrumen keuangan tersebut ditentukan dengan perbandingan terhadap transaksi pasar terkini yang dapat diobservasi dari suatu instrumen yang sama (yaitu tanpa modifikasi atau pengemasan ulang) atau berdasarkan suatu teknik penilaian yang variabelnya hanya menggunakan data dari pasar yang dapat diobservasi.

Jika harga transaksi memberikan bukti terbaik atas nilai wajar pada saat pengakuan awal, maka instrumen keuangan pada awalnya diukur pada harga transaksi dan selisih antara harga transaksi dan nilai yang sebelumnya diperoleh dari model penilaian diakui dalam laba rugi setelah pengakuan awal tergantung pada masing-masing fakta dan keadaan dari transaksi tersebut namun tidak lebih lambat dari saat penilaian tersebut didukung sepenuhnya oleh data dari pasar yang dapat diobservasi atau saat transaksi ditutup.

Nilai wajar mencerminkan risiko kredit atas instrumen keuangan dan termasuk penyesuaian yang dilakukan untuk memasukkan risiko kredit Bank/Entitas Anak dan pihak lawan, mana yang lebih sesuai. Estimasi nilai wajar yang diperoleh dari model penilaian akan disesuaikan untuk mempertimbangkan faktor-faktor lainnya, seperti risiko likuiditas atau ketidakpastian model penilaian, sepanjang Bank dan Entitas Anak yakin bahwa pelaku pasar pihak ketiga akan mempertimbangkan faktor-faktor tersebut dalam penetapan harga suatu transaksi.

2. MATERIAL ACCOUNTING POLICIES (continued)

f. Financial assets and liabilities (continued)

f.6. Fair value measurement (continued)

The best evidence of the fair value of a financial instrument at initial recognition is the transaction price, i.e., the fair value of the consideration given or received, unless the fair value of that instrument is evidenced by comparison with other observable current market transactions in the same instrument (i.e., without modification or repackaging) or based on a valuation technique whose variables include only data from observable markets.

When transaction price provides the best evidence of fair value at initial recognition, the financial instrument is initially measured at the transaction price and any difference between this price and the value initially obtained from a valuation model is subsequently recognized profit or loss depending on the individual facts and circumstances of the transaction but not later than when the valuation is supported wholly by observable market data or the transaction is closed out.

Fair values reflect the credit risk of the instrument and include adjustments to take into account the credit risk of the Bank/Subsidiary and counterparty where appropriate. Estimated fair values obtained from models are adjusted for any other factors, such as liquidity risk or model uncertainties, to the extent that the Bank and Subsidiary believe a third-party market participation would take them into account in pricing a transaction.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

f. Aset dan liabilitas keuangan (lanjutan)

f.6. Pengukuran nilai wajar (lanjutan)

Aset keuangan dan posisi *long* diukur menggunakan harga penawaran, liabilitas keuangan dan posisi *short* diukur menggunakan harga permintaan. Jika Bank dan Entitas Anak memiliki posisi aset dan liabilitas dimana risiko pasarnya saling hapus, maka Bank dan Entitas Anak dapat menggunakan nilai tengah dari harga pasar sebagai dasar untuk menentukan nilai wajar posisi risiko yang saling hapus tersebut dan menerapkan penyesuaian terhadap harga penawaran atau harga permintaan terhadap posisi terbuka neto (*net open position*), mana yang lebih sesuai.

- Bank dan Entitas Anak mengklasifikasikan pengukuran nilai wajar dengan menggunakan hirarki nilai wajar yang mencerminkan signifikansi input yang digunakan dalam melakukan pengukuran. Hirarki nilai wajar memiliki tingkat sebagai berikut:
  i. Harga kuotasian (tidak disesuaikan) dalam pasar aktif untuk aset dan liabilitas yang identik (Tingkat 1);
  ii. Input selain harga kuotasian yang termasuk dalam Tingkat 1 yang dapat diobservasi untuk aset dan liabilitas baik secara langsung (misalnya harga) atau secara tidak langsung (misalnya derivasi dari harga) (Tingkat 2); dan
  iii. Input untuk aset dan liabilitas yang bukan berdasarkan data pasar yang dapat diobservasi (input yang tidak dapat diobservasi) (Tingkat 3).

2. MATERIAL ACCOUNTING POLICIES (continued)

f. Financial assets and liabilities (continued)

f.6. Fair value measurement (continued)

Financial assets and long positions are measured at a bid price, financial liabilities and short positions are measured at an ask price. Where the Bank and Subsidiary have positions with offsetting risk, mid-market prices are used to measure the offsetting risk positions and a bid or ask price adjustment is applied only to the net open position as appropriate.

- *The 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).

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

g. Klasifikasi dan reklasifikasi instrumen keuangan

Klasifikasi aset dan liabilitas keuangan

Bank dan Entitas Anak mengklasifikasikan instrumen keuangan ke dalam klasifikasi tertentu yang mencerminkan sifat dari informasi dan mempertimbangkan karakteristik dari instrumen keuangan tersebut. Klasifikasi ini dapat dilihat pada tabel berikut:

2. MATERIAL ACCOUNTING POLICIES (continued)

g. Classification and reclassification of financial instruments

Classification of financial assets and liabilities

The Bank and Subsidiary classify the financial instruments into classes that reflect the nature of information and take into account the characteristics of those financial instruments. The classification can be seen in the table below:

Kategori instrumen keuangan/ *Category of financial instrument*		**Golongan (ditentukan oleh Bank dan Entitas Anak)/*Class (as determined by the Bank and Subsidiary)***	**Sub-golongan/*Sub-classes***
Aset keuangan/ *Financial assets*	Aset keuangan yang diukur pada nilai wajar melalui laba rugi/*Financial assets at fair value through profit or loss*	Efek-efek/*Marketable securities*	
		Obligasi Pemerintah/*Government Bonds*	
		Tagihan derivatif - Tidak terkait lindung nilai/*Derivative receivables - Non hedging related*	
	Aset keuangan diukur pada biaya perolehan diamortisasi/*Financial assets at amortized cost*	Kas/*Cash*	
		Giro pada Bank Indonesia/*Current accounts with Bank Indonesia*	
		Giro pada bank lain/*Current accounts with other banks*	
		Penempatan pada bank lain dan Bank Indonesia/*Placements with other banks and Bank Indonesia*	
		Pinjaman yang diberikan/*Loans*	
		Efek-efek/*Marketable securities*	
		Efek-efek yang dibeli dengan janji dijual kembali/*Securities purchased under resale agreements*	
		Piutang pembiayaan konsumen/*Consumer financing receivables*	
		Piutang sewa pembiayaan/*Finance lease receivables*	
		Tagihan akseptasi/*Acceptance receivables*	
		Beban dibayar dimuka dan aset lain-lain/*Prepayments and other assets*	
	Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain/*Financial assets at fair value through other comprehensive income*	Efek-efek/*Marketable securities*	
		Obligasi Pemerintah/*Government Bonds*	
		Investasi dalam saham/*Investments in shares*	
	Derivatif lindung nilai/*Hedging derivatives*	Lindung nilai atas arus kas/*Hedging instruments in cash flow hedges*	Tagihan derivatif - Terkait lindung nilai atas arus kas/*Derivative receivables - Hedging instruments in cash flow hedges related*
Liabilitas keuangan/ *Financial liabilities*	Liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi/*Financial liabilities at fair value through profit or loss*	Liabilitas keuangan dalam kelompok diperdagangkan/*Financial liabilities held for trading*	Liabilitas derivatif - Bukan lindung nilai/*Derivatives liabilities - Non hedging*
			Liabilitas derivatif - terkait lindung nilai atas arus kas/*Derivative liabilities - Hedging instruments in cash flow hedges related*
	Liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi/*Financial liabilities at amortized cost*	Simpanan nasabah/*Deposits from customers*	
		Simpanan dari bank lain/*Deposits from other banks*	
		Utang akseptasi/*Acceptance payables*	
		Efek yang dijual dengan janji dibeli kembali/ *Securities sold under repurchase agreements*	
		Utang obligasi/*Bonds payable*	
		Sukuk mudharabah/*Mudharabah bonds*	
		Pinjaman yang diterima/*Borrowings*	
		Pinjaman subordinasi/*Subordinated loan*	
		Beban yang masih harus dibayar dan liabilitas lain-lain/*Accrued expenses and other liabilities*	

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

g. Klasifikasi dan reklasifikasi instrumen keuangan (lanjutan)

Reklasifikasi aset keuangan

Bank dan Entitas Anak diperkenankan untuk mereklasifikasi atas aset keuangan jika dan hanya jika terdapat perubahan model bisnis dalam mengelola aset keuangan tersebut. Reklasifikasi dilakukan pada awal tahun pelaporan setelah terjadinya perubahan. Perubahan tersebut diharapkan frekuensinya sangat rendah dan tidak ada yang terjadi pada tahun ini.

h. Giro pada Bank Indonesia dan bank lain

Giro pada Bank Indonesia dan giro pada bank lain setelah pengakuan awal dicatat pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif pada laporan posisi keuangan konsolidasian.

i. Penempatan pada bank lain dan Bank Indonesia

Penempatan pada bank lain dan Bank Indonesia pada awalnya diukur pada nilai wajar ditambah biaya transaksi yang dapat diatribusikan secara langsung, dan setelah pengakuan awal diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

j. Efek-efek dan Obligasi Pemerintah

Efek-efek terdiri dari Sertifikat BI ("SBI"), Sekuritas Rupiah Bank Indonesia ("SRBI"), wesel ekspor, obligasi (termasuk obligasi korporasi yang diperdagangkan di bursa efek, obligasi syariah ijarah, dan obligasi syariah mudharabah), *fixed rate notes*, *promissory notes*, dan efek utang lainnya.

Diukur pada biaya perolehan amortisasi

Efek-efek yang diukur pada biaya perolehan diamortisasi, setelah pengakuan awal, diamortisasi dengan menggunakan suku bunga efektif.

2. MATERIAL ACCOUNTING POLICIES (continued)

g. Classification and reclassification of financial instruments (continued)

Reclassification of financial assets

The Bank and Subsidiary shall reclassify financial assets when and only when its business model for managing those assets changes. The reclassification takes place from the start of the first reporting year following the change. Such changes are expected to be very infrequent and none occurred during this year.

h. Current accounts with Bank Indonesia and other banks

Subsequent to initial recognition, current accounts with Bank Indonesia and other banks were carried at amortized cost using effective interest rate method in the consolidated statements of financial position.

i. Placements with other banks and Bank Indonesia

Placements with other banks and Bank Indonesia are initially measured at fair value plus incremental directly attributable transaction costs, and subsequently measured at their amortized cost using the effective interest rate method.

j. Marketable securities and Government Bonds

Marketable securities consist of BI Certificates ("SBI"), Bank Indonesia Rupiah Securities ("SRBI"), export bills, bonds (including corporate bonds traded on the stock exchange, ijarah sharia bonds, and mudharabah sharia bonds), fixed rate notes, promissory notes, and other debt securities.

Measured at amortized cost

After initial recognition, securities held at amortized cost is amortized using the effective interest rate.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

j. Efek-efek dan Obligasi Pemerintah (lanjutan)

Diukur pada FVOCI

Efek-efek yang diukur pada FVOCI, setelah pengakuan awal akan diukur pada nilai wajar dimana keuntungan dan kerugian yang belum direalisasi atas perubahan nilai wajar akan diakui sebagai penghasilan komprehensif lain dan diakumulasikan pada komponen terpisah pada komponen ekuitas lainnya. Pada saat penghentian pengakuan, akumulasi keuntungan atau kerugian nilai wajar, bersih setelah akumulasi cadangan kerugian kredit ekspektasian, ditransfer ke laba rugi.

Diukur pada FVTPL

Efek-efek yang dipersyaratkan diukur atas nilai wajar melalui laba rugi, setelah pengakuan awal akan diukur pada nilai wajar dimana keuntungan dan kerugian yang timbul akibat perubahan nilai wajar dicatat dalam pendapatan operasional lainnya.

Bank menerapkan persyaratan penurunan nilai untuk pengakuan dan pengukuran penyisihan kerugian untuk aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain, namun penyisihan kerugian diakui dalam penghasilan komprehensif lainnya dan tidak mengurangi jumlah tercatat aset keuangan dalam laporan posisi keuangan.

Bank dan Entitas Anak menentukan klasifikasi investasi pada sukuk berdasarkan model usaha dengan mengacu pada PSAK 410, "Akuntansi Sukuk" sebagai berikut:

- Diukur pada biaya perolehan

  Apabila investasi tersebut dimiliki dalam suatu model usaha yang bertujuan utama untuk memperoleh arus kas kontraktual dan terdapat persyaratan kontraktual dalam menentukan tanggal tertentu pembayaran pokok dan/atau hasilnya.

  Pada saat pengukuran awal, investasi dicatat sebesar biaya perolehan dan biaya perolehan ini termasuk biaya transaksi. Setelah pengakuan awal, investasi pada sukuk ini diukur pada nilai perolehan yang diamortisasi. Selisih antara biaya perolehan dan nilai nominal diamortisasi secara garis lurus selama jangka waktu instrumen sukuk.

2. MATERIAL ACCOUNTING POLICIES (continued)

j. Marketable securities and Government Bonds (continued)

Measured at FVOCI

Securities held at FVOCI are subsequently carried at fair value with all unrealized gains and losses arising from changes in fair value recognized in other comprehensive income and accumulated in separate component in other equity component. On derecognition, the cumulative fair value gains or losses, net of the cumulative expected credit loss reserve, are transferred to the profit or loss.

Measured at FVTPL

For securities mandatorily held at fair value through profit or loss are subsequently carried at fair value with gains or losses arising from the changes in fair value recorded in other operating income.

The Bank apply the impairment requirements for the recognition and measurement of a loss allowance for financial assets that are measured at fair value through other comprehensive income, however, the loss allowance shall be recognized in other comprehensive income and shall not reduce the carrying amount of the financial asset in the statement of financial position.

The Bank and Subsidiary determine the classification of their investment in sukuk based on business model in accordance with PSAK 410, "Accounting for Sukuk" as follows:

- *Acquisition cost*

  If the investment is held within a business model that aims to acquire assets in order to collect contractual cash flows and there is a contractual requirement to determine the specific date of principal payments and/or the result.

  At the initial measurement, the investment is recorded at acquisition cost which includes the transaction cost. After the initial recognition, the investment in sukuk is measured at amortized cost. The difference between acquisition cost and nominal value is amortized using straight-line method during the period of the sukuk instrument.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

j. Efek-efek dan Obligasi Pemerintah (lanjutan)

- Nilai wajar melalui laba rugi

  Pada saat pengakuan awal, investasi pada sukuk dalam klasifikasi ini dicatat sebesar harga perolehan, namun harga perolehan tersebut tidak termasuk biaya transaksi.

  Setelah pengakuan awal, investasi pada sukuk diakui pada nilai wajar. Selisih antara nilai wajar dan jumlah tercatat diakui dalam laba rugi.

- Nilai wajar melalui penghasilan komprehensif lain

  Pada saat pengakuan awal, investasi pada sukuk dalam klasifikasi ini dicatat sebesar harga perolehan dan biaya perolehan ini termasuk biaya transaksi.

  Setelah pengakuan awal, investasi pada sukuk diakui pada nilai wajar. Selisih antara nilai wajar dan jumlah tercatat diakui dalam penghasilan komprehensif lain. Selisih antara biaya perolehan dan nilai nominal diamortisasi secara garis lurus selama jangka waktu instrumen sukuk dan diakui dalam laba rugi.

k. Efek-efek yang dijual dengan janji dibeli kembali dan efek-efek yang dibeli dengan janji dijual kembali

Efek-efek yang dijual dengan janji dibeli kembali merupakan transaksi dimana Bank menjual aset keuangan dan secara simultan masuk ke dalam perjanjian untuk membeli kembali aset (atau aset yang serupa secara substansial) dengan harga tetap di masa depan.

Efek-efek yang dijual dengan janji dibeli kembali (*repo*) disajikan sebagai liabilitas sebesar harga pembelian kembali yang disepakati dikurangi selisih antara harga jual dan harga pembelian kembali yang disepakati. Selisih antara harga jual dan harga pembelian kembali yang disepakati tersebut diamortisasi dengan menggunakan metode suku bunga efektif sebagai beban bunga selama jangka waktu sejak efek-efek tersebut dijual hingga saat dibeli kembali.

2. MATERIAL ACCOUNTING POLICIES (continued)

j. Marketable securities and Government Bonds (continued)

- *Fair value through profit or loss*

  At the initial recognition, the investment in sukuk is presented at acquisition cost which does not include transaction cost.

  After initial recognition, the investment in sukuk is recognized at-fair-value. The difference between fair value and recorded amount is recognized in profit or loss.

- *Fair value through other comprehensive income*

  At the initial recognition, the investment in sukuk is presented at acquisition cost which includes transaction cost.

  After initial recognition, the investment in sukuk is recognized at-fair-value. The difference between fair value and recorded amount is recognized in other comprehensive income. The difference between acquisition cost and nominal value is amortized using straight-line method during the period of the sukuk instrument and recognized in profit or loss.

k. Securities sold under repurchase agreements and securities purchased under resale agreements

Securities sold under repurchase agreements are transactions in which the Company sold a financial asset and simultaneously enters into an agreement to repurchase the asset (or substantially similar asset) at a fixed price on a future date.

Securities sold under repurchase agreements (repo) are presented as liabilities and stated at the agreed repurchase price less the difference between the selling price and agreed repurchase price. The difference between the selling price and agreed repurchase price is amortized using effective interest rate method as interest expense over the period commencing from the selling date to the repurchase date.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

k. Efek-efek yang dijual dengan janji dibeli kembali dan efek-efek yang dibeli dengan janji dijual kembali (lanjutan)

Efek-efek yang dibeli dengan janji dijual kembali (*reverse repo*) disajikan sebagai tagihan sebesar harga jual kembali efek-efek yang disepakati dikurangi selisih antara harga beli dan harga jual kembali yang disepakati. Selisih antara harga beli dan harga jual kembali yang disepakati tersebut diamortisasi dengan metode suku bunga efektif sebagai pendapatan bunga selama jangka waktu sejak efek-efek tersebut dibeli hingga dijual kembali.

l. Instrumen keuangan derivatif

Bank dan Entitas Anak melakukan berbagai transaksi instrumen keuangan derivatif untuk mengelola eksposur atas risiko suku bunga dan risiko perubahan nilai tukar mata uang asing menggunakan kontrak valuta berjangka dan swap suku bunga.

Derivatif awalnya diakui pada nilai wajar pada tanggal kontrak dilakukan dan selanjutnya diukur kembali pada nilai wajarnya pada setiap akhir periode pelaporan. Dampak keuntungan atau kerugian diakui segera di laba rugi kecuali jika derivatif ditetapkan dan efektif sebagai instrumen lindung nilai di mana saat pengakuan di laba rugi bergantung pada sifat dari hubungan lindung nilai.

Derivatif dengan nilai wajar positif diakui sebagai aset keuangan sedangkan derivatif dengan nilai wajar negatif diakui sebagai liabilitas keuangan. Derivatif tidak saling hapus dalam laporan keuangan kecuali Bank dan Entitas Anak memiliki hak yang memiliki kekuatan hukum dan intensi untuk saling hapus.

Derivatif melekat

Derivatif melekat merupakan komponen dari kontrak hibrida yang juga termasuk kontrak non-derivatif induk dengan dampak arus kas dari instrumen gabungan bervariasi dengan cara yang mirip dengan derivatif yang berdiri sendiri.

Derivatif yang melekat pada kontrak hibrida dengan aset keuangan utama dalam ruang lingkup PSAK 109 tidak dipisahkan. Seluruh kontrak hibrida diklasifikasikan dan selanjutnya diukur sebagai biaya perolehan diamortisasi atau nilai wajar yang sesuai.

2. MATERIAL ACCOUNTING POLICIES (continued)

k. Securities sold under repurchase agreements and securities purchased under resale agreements (continued)

Securities purchased under resale agreements (reverse repo) are presented as receivables and stated at the agreed resale price less the difference between the purchase price and the agreed resale price. The difference between the purchase price and the agreed resale price is amortized using the effective interest method as interest income over the period commencing from the acquisition date to the resale date.

l. Derivative financial instruments

The Bank and Subsidiary enter into a variety of derivative financial instruments to manage its exposure to interest rate and foreign exchange rate risks, using foreign exchange forward contracts and interest rate swaps.

Derivatives are initially recognized at fair value at the date the derivative contracts are entered into and are subsequently remeasured to their fair values at the end of each reporting period. The resulting gain or loss is recognized in profit or loss immediately unless the derivative is designated and effective as hedging instrument in which event the timing of the recognition in profit or loss depends on the nature of the hedge relationship.

A derivative with a positive fair value is recognized as a financial asset whereas a derivative with a negative fair value is recognized as a financial liability. Derivatives are not offset in the financial statements unless the Bank and Subsidiary have both a legally enforceable right and intention to offset.

Embedded derivatives

An embedded derivative is a component of a hybrid contract that also includes a non-derivative host - with the effect that some of the cash flows of the combined instrument vary in a way similar to a stand-alone derivative.

Derivatives embedded in hybrid contracts with a financial asset host within the scope of PSAK 109 are not separated. The entire hybrid contract is classified and subsequently measured as either amortized cost or fair value as appropriate.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

I. Instrumen keuangan derivatif (lanjutan)

Derivatif melekat (lanjutan)

Derivatif yang melekat pada kontrak hibrida dengan kontrak utama yang bukan merupakan aset keuangan dalam ruang lingkup PSAK 109 (misalnya, liabilitas keuangan) diperlakukan sebagai derivative terpisah jika definisi derivatif tersebut terpenuhi, risiko dan karakteristiknya tidak terkait erat dengan kontrak utama dan kontrak utama tidak diukur dengan FVTPL.

Jika kontrak hibrida tersebut merupakan liabilitas keuangan yang memiliki kuotasi harga, Bank tidak memisahkan derivatif yang melekat, tapi secara umum menetapkan seluruh kontrak hibrida sebagai FVTPL.

Akuntansi lindung nilai

Entitas Anak menerapkan akuntansi lindung nilai arus kas. Pada penetapan awal lindung nilai, Entitas Anak secara formal mendokumentasikan hubungan antara instrumen lindung nilai dengan *item* yang dilindung nilai, termasuk tujuan manajemen risiko dan strategi dalam melakukan transaksi lindung nilai, bersamaan dengan metode yang akan digunakan untuk menilai efektivitas dari hubungan lindung nilai tersebut. Entitas Anak melakukan penilaian, baik pada awal hubungan lindung nilai maupun secara berkelanjutan, untuk menentukan apakah instrumen lindung nilai tersebut dapat secara "sangat efektif" menutupi perubahan arus kas dari *item* yang dilindung nilai.

Perubahan nilai wajar instrumen derivatif yang tidak memenuhi kriteria lindung nilai dicatat dalam laba rugi tahun berjalan. Jika instrumen derivatif dirancang dan memenuhi syarat akuntansi lindung nilai, perubahan nilai wajar yang berkaitan dengan lindung nilai diakui sebagai penyesuaian terhadap *item* yang dilindungi nilainya dalam penghasilan komprehensif lain tahun berjalan atau disajikan dalam ekuitas, tergantung pada jenis transaksi dan efektifitas dari lindung nilai tersebut.

2. MATERIAL ACCOUNTING POLICIES (continued)

I. Derivative financial instruments (continued)

Embedded derivatives (continued)

Derivatives embedded in hybrid contracts with hosts that are not financial assets within the scope of PSAK 109 (e.g., financial liabilities) are treated as separate derivatives when they meet the definition of a derivative, their risks and characteristics are not closely related to those of the host contracts and the host contracts are not measured at FVTPL.

If the hybrid contract is a quoted financial liability, instead of separating the embedded derivative, the Bank generally designates the whole hybrid contract at FVTPL.

Hedge accounting

Subsidiary applied cash flow hedge accounting. On initial designation of the hedge, Subsidiary formally document the relationship between the hedging instruments and hedged items, including the risk management objective and strategy in undertaking the hedge transaction, together with the method that will be used to assess the effectiveness of the hedging relationship. Subsidiary make an assessment, both at the inception of the hedge relationship as well as on an ongoing basis, whether the hedging instruments are expected to be "highly effective" in offsetting the changes in the cash flows of the respective hedged items.

Changes in fair value of derivative instruments that do not qualify for hedge accounting are recognized to the current year profit or loss. If derivative instruments are designated and qualify for hedge accounting, changes in fair value of derivative instruments are recorded as adjustments to the hedged items in the current year other comprehensive income or in the equity, depending on the type of hedge transaction represented and the effectiveness of the hedge.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

l. Instrumen keuangan derivatif (lanjutan)

Akuntansi lindung nilai (lanjutan)

Pada saat derivatif dirancang sebagai instrumen lindung nilai untuk melindungi perubahan arus kas yang dapat diatribusikan pada risiko tertentu dari aset atau liabilitas yang diakui atau suatu prakiraan transaksi yang dapat mempengaruhi laba rugi, maka bagian efektif dari perubahan nilai wajar dari derivatif diakui sebagai penghasilan komprehensif lainnya. Jumlah yang diakui dalam penghasilan komprehensif lainnya direklasifikasi ke laporan laba rugi sebagai penyesuaian reklasifikasi pada tahun yang sama dimana arus kas yang dilindung nilai tersebut mempengaruhi laba rugi, dan pada baris *item* yang sama pada laporan laba rugi konsolidasian. Setiap bagian yang tidak efektif dalam perubahan nilai wajar derivatif diakui langsung pada laporan laba rugi konsolidasian.

Ketika instrumen lindung nilai kadaluarsa atau dijual, dihentikan, dilaksanakan, atau tidak lagi memenuhi kriteria akuntansi lindung nilai, keuntungan atau kerugian kumulatif yang ditangguhkan di ekuitas tetap diakui pada pos kerugian/keuntungan kumulatif atas instrumen derivatif untuk lindung nilai arus kas dan direklasifikasi ke laporan laba rugi ketika unsur yang dilindung nilai diakui dalam laporan laba rugi.

Ketika suatu prakiraan transaksi lindung nilai tidak lagi diharapkan akan terjadi, jumlah yang ditangguhkan dalam ekuitas diakui segera dalam laporan laba rugi.

m. Pinjaman yang diberikan

Pinjaman yang diberikan pada awalnya diukur pada nilai wajar ditambah biaya transaksi yang dapat diatribusikan secara langsung dan merupakan biaya tambahan untuk memperoleh aset keuangan tersebut, dan setelah pengakuan awal diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

Kredit dalam rangka pembiayaan bersama (kredit sindikasi) setelah pengakuan awal diukur pada biaya perolehan diamortisasi sesuai dengan porsi risiko yang ditanggung oleh Bank.

2. MATERIAL ACCOUNTING POLICIES (continued)

l. Derivative financial instruments (continued)

Hedge accounting (continued)

When a derivative is designated as the hedging instrument to hedge the variability in cash flows attributable to a particular risk associated with a recognized asset or liability or a highly probable forecast transaction that could affect profit or loss, the effective portion of changes in the fair value of the derivative is recognized in other comprehensive income. The amount recognized in other comprehensive income is reclassified to the profit or loss as a reclassification adjustment in the same year as the hedged cash flows affect profit or loss, and in the same line item in the consolidated statement of profit or loss. Any ineffective portion of changes in the fair value of the derivative is recognized immediately in the consolidated statement of profit or loss.

When the hedging instrument expires or sold, terminated, exercised, or no longer qualifies for hedge accounting, the cumulative amount deferred in equity remains in the cumulative losses/gains on derivative instruments for cash flows hedges, and is subsequently reclassified to the statement of profit or loss when the hedged item is recognised in the statement of profit or loss.

When a forecast hedged transaction is no longer expected to occur, the amount deferred in equity is recognised immediately in the statement of profit or loss.

m. Loans

Loans are initially measured at fair value plus directly attributable and incremental transaction cost to acquire the financial assets, and after initial recognition measured at their amortized cost using the effective interest rate method.

Syndicated loans are subsequently measured at amortized cost in accordance with the risk portion borne by the Bank.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

m. Pinjaman yang diberikan (lanjutan)

Termasuk dalam pinjaman yang diberikan adalah pembiayaan Syariah yang terdiri dari piutang murabahah, piutang Ijarah, pembiayaan musyarakah, dan pembiayaan mudharabah. Murabahah adalah akad jual beli barang dengan menyatakan harga perolehan dan keuntungan (marjin) yang disepakati oleh penjual dan pembeli, dan hanya dapat dilakukan berdasarkan pesanan yang bersifat mengikat. Musyarakah adalah akad kerjasama yang terjadi diantara para pemilik modal (mitra musyarakah) untuk menggabungkan modal dan melakukan usaha secara bersama dalam suatu kemitraan, dengan pembagian keuntungan berdasarkan nisbah yang telah disepakati sebelumnya.

Mudharabah adalah akad kerjasama usaha antara Bank sebagai pemilik dana (shahibul maal) dan nasabah sebagai pengelola dana (mudharib) untuk melakukan kegiatan usaha dengan nisbah pembagian hasil (keuntungan atau kerugian) menurut kesepakatan dimuka.

Ijarah adalah akad sewa antara pihak yang menyewakan aset ijarah (mu'jir) dengan penyewa (musta'jir) atau antara penerima jasa (musta'jir) dengan pihak yang memberikan jasa (ajir) untuk mempertukarkan manfaat dan ujrah, baik manfaat aset ijarah maupun jasa.

Piutang Ijarah Bank terdiri dari piutang ijarah atas aset (dalam bentuk akad Ijarah Muntahiyah Bittamlik) dan piutang ijarah mulitjasa. Ijarah Muntahiyah Bittamlik ("IMBT") adalah akad pemindahan hak guna (manfaat) atas suatu aset dalam waktu tertentu dengan pembayaran sewa yang diikuti dengan janji perpindahan kepemilikan aset yang diijarahkan pada saat tertentu. Piutang ijarah multijasa yang dimiliki Bank merupakan ijarah atas jasa secara tidak langsung dimana entitas lain yang akan memberikan jasa kepada nasabah.

Pinjaman yang diberikan dihapusbukukan ketika tidak terdapat prospek yang realistis mengenai pengembalian dimasa datang dan semua jaminan telah direalisasi atau sudah diambil alih. Pinjaman yang tidak dapat dilunasi dihapusbukukan dengan mendebit cadangan kerugian penurunan nilai. Pelunasan kemudian atas pinjaman yang telah dihapusbukukan sebelumnya, dikreditkan ke cadangan kerugian penurunan nilai di laporan posisi keuangan konsolidasian.

2. MATERIAL ACCOUNTING POLICIES (continued)

m. Loans (continued)

Included in the loans is Sharia financing which consists of murabahah receivables, Ijarah receivables, musyarakah financing, and mudharabah financing. Murabahah is an agreement for the sale and purchase of goods between the buyer and the seller at the agreed cost and margin, and only can be done based on agreed order. Musyarakah is an agreement between investors (musyarakah partners) to join the capital in a partnership, at an agreed predefined term of nisbah.

Mudharabah is an agreement between the Bank as an investor (shahibul maal) and customer as a fund manager (mudharib) to run a business with pre-defined terms of nisbah (gain or loss).

Ijarah is the lease contract between the party who rents out the ijarah assets (mu'jir) and the lessee or between the recipient of the service (musta'jir) and the party who provide the service (ajir) to exchange benefits and ujrah, both benefits of ijarah assets or services.

Ijarah receivables consist of ijarah of assets (in a form of Ijarah Muntahiyah Bittamlik agreement) and multi-services ijarah receivables. Ijarah Muntahiyah Bittamlik ("IMBT") is an agreement to obtain rental payment on the leased object with an option to transfer ownership of the leased object at certain time. Ijarah receivables owned by the Bank represent ijarah for indirect services where other entities will provide services to customers.

Loans are written off when there are no realistic prospects of future recovery and all collateral have been realized or have been foreclosed. When loans are deemed uncollectible, they are written off against the related allowance for impairment losses. Subsequent recoveries of loans written off are credited to the allowance for impairment losses in the consolidated statements of financial position.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

m. Pinjaman yang diberikan (lanjutan)

Restrukturisasi pinjaman yang diberikan meliputi modifikasi persyaratan kredit, konversi kredit menjadi saham atau instrumen keuangan lainnya dan/atau kombinasi dari keduanya.

Pinjaman yang diberikan yang direstrukturisasi disajikan sebesar nilai kini tunai penerimaan kas masa depan setelah restrukturisasi yang didiskontokan dengan menggunakan suku bunga efektif awal. Selisih antara nilai tercatat kredit pada tanggal restrukturisasi dan nilai kini tunai penerimaan kas masa depan setelah restrukturisasi diakui dalam laporan laba rugi konsolidasi.

Setelah restrukturisasi, semua penerimaan kas masa depan yang ditetapkan dalam persyaratan baru dicatat sebagai pengembalian pokok pinjaman yang diberikan dan pendapatan bunga dengan menggunakan suku bunga efektif awal.

n. Investasi dalam saham

Investasi dalam saham yang diklasifikasikan sebagai aset keuangan diukur pada nilai wajar melalui penghasilan komprehensif lain.

Dividen kas yang diterima atas investasi dalam saham diakui sebagai pendapatan.

o. Cadangan kerugian kredit ekspektasian

PSAK 109 mengharuskan cadangan kerugian diakui sebesar kerugian kredit ekspektasian ("ECL") 12 bulan atau kerugian kredit ekspektasian sepanjang umur aset keuangan (*lifetime* ECL). *Lifetime* ECL adalah kerugian kredit ekspektasian yang berasal dari semua kemungkinan kejadian gagal bayar sepanjang umur ekspektasian suatu instrumen keuangan, sedangkan ECL 12 bulan adalah porsi dari kerugian kredit ekspektasian yang berasal dari kemungkinan kejadian gagal bayar dalam 12 bulan setelah tanggal pelaporan.

ECL diakui untuk seluruh instrumen utang keuangan, komitmen pinjaman dan jaminan keuangan yang diklasifikasikan sebagai *hold to collect/hold to collect and sell* dan memiliki arus kas SPPI. Kerugian kredit ekspektasian tidak diakui untuk instrumen ekuitas yang ditetapkan sebagai FVOCI.

2. MATERIAL ACCOUNTING POLICIES (continued)

m. Loans (continued)

Loan restructuring may involve a modification of the terms of the loans, conversion of loans into equity or other financial instruments and/or a combination of both.

Restructured loans are stated at the net present value of the total future cash receipts after restructuring are discounted using the original effective interest rate. The difference between the carrying amount of the loans prior to restructuring and the present value of the total future cash receipts is recognised in the consolidated statement of income.

Thereafter, all cash receipts under the new terms shall be accounted for as the recovery of principal and interest income, using the original effective interest rate.

n. Investments in shares

Investments in shares classified as financial assets measured at fair value through other comprehensive income.

Cash dividend received from investment in shares is recognized as income.

o. Allowance for expected credit losses

PSAK 109 requires a loss allowance to be recognized at an amount equal to either 12-month expected credit losses ("ECL") or lifetime ECLs. Lifetime ECLs are the ECLs that result from all possible default events over the expected life of a financial instrument, whereas 12-month ECLs are the portion of ECLs that result from default events that are possible within the 12 months after reporting date.

ECL are recognized for all financial debt instruments, loan commitments and financial guarantees that are classified as hold to collect/hold to collect and sell and have cash flows that are solely payments of principal and interest. Expected credit losses are not recognized for equity instruments designated at FVOCI.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

o. Cadangan kerugian kredit ekspektasian (lanjutan)

Perseroan menggunakan model yang kompleks yang menggunakan matriks *probability of default* ("PD"), *loss given default* ("LGD") dan *exposure at default* ("EAD"), yang didiskontokan menggunakan suku bunga efektif.

a. *Probability of Default* ("PD")

Probabilitas yang timbul di suatu waktu dimana debitur mengalami gagal bayar, dikalibrasikan sampai dengan periode 12 bulan dari tanggal laporan (Tahap 1) atau sepanjang umur (Tahap 2 dan 3) dan digabungkan pada dampak asumsi ekonomi masa depan yang memiliki risiko kredit. PD diestimasikan pada *point in time* dimana hal ini berfluktuasi sejalan dengan siklus ekonomi.

b. *Loss Given Default* ("LGD")

Kerugian yang diperkirakan akan timbul dari debitur yang mengalami gagal bayar dengan menggabungkan dampak dari asumsi ekonomi masa depan yang relevan (jika ada) dimana hal ini mewakili perbedaan antara arus kas kontraktual yang akan jatuh tempo dengan arus kas yang diharapkan untuk diterima. Bank mengestimasikan LGD berdasarkan data historis dari tingkat pemulihan dan memperhitungkan pemulihan yang berasal dari jaminan terhadap aset keuangan dengan mempertimbangkan asumsi ekonomi di masa depan jika relevan.

c. *Exposure at Default* ("EAD")

Perkiraan nilai eksposur neraca pada saat gagal bayar dengan mempertimbangkan bahwa perubahan ekspektasi yang diharapkan selama masa eksposur. Hal ini menggabungkan dampak penarikan fasilitas yang *committed,* pembayaran pokok dan bunga, amortisasi dan pembayaran dipercepat, bersama dengan dampak asumsi ekonomi masa depan jika relevan.

2. MATERIAL ACCOUNTING POLICIES (continued)

o. Allowance for expected credit losses (continued)

The Company primarily uses sophisticated models that utilise 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. The Bank estimates LGD based on the historical recovery rates and considers the recovery of any collateral that is integral to the financial assets, taking into account forward looking economic assumptions if relevant.

c. Exposure at Default ("EAD")

The expected balance sheet exposure at the time of default, taking into account 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 forward looking economic assumptions where relevant.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

o. Cadangan kerugian kredit ekspektasian (lanjutan)

Kerugian kredit ekspektasian 12 bulan (Tahap 1)

ECL diakui pada saat pengakuan awal instrumen keuangan dan merepresentasikan kekurangan kas sepanjang umur aset yang timbul dari kemungkinan gagal bayar di masa yang akan datang dalam kurun waktu dua belas bulan sejak tanggal pelaporan. ECL terus ditentukan oleh dasar ini sampai timbul peningkatan risiko kredit yang signifikan pada instrumen tersebut atau instrumen tersebut telah mengalami penurunan nilai kredit. Jika suatu instrumen tidak lagi dianggap menunjukkan peningkatan risiko kredit yang signifikan, maka ECL dihitung kembali berdasarkan basis dua belas bulan.

Peningkatan risiko kredit yang signifikan (Tahap 2)

Jika aset keuangan mengalami peningkatan risiko kredit yang signifikan ("SICR") sejak pengakuan awal, kerugian kredit ekspektasian diakui atas kejadian gagal bayar yang mungkin terjadi sepanjang umur aset. Peningkatan signifikan dalam risiko kredit dinilai dengan membandingkan risiko gagal bayar atas eksposur pada tanggal pelaporan dengan risiko gagal bayar saat pengakuan awal (setelah memperhitungkan perjalanan waktu dari akun tersebut). Signifikan tidak berarti signifikan secara statistik, juga tidak dinilai dalam konteks perubahan dalam ECL. Perubahan atas risiko gagal bayar dinilai signifikan atau tidak, dinilai menggunakan sejumlah faktor kuantitatif dan kualitatif, yang bobotnya bergantung pada tipe produk dan pihak lawan. Aset keuangan dengan tunggakan 30 hari atau lebih dan tidak mengalami penurunan nilai akan selalu dianggap telah mengalami peningkatan risiko kredit yang signifikan.

Aset hanya akan dianggap mengalami penurunan nilai dan kerugian kredit ekspektasian sepanjang umurnya diakui, jika terdapat bukti objektif penurunan nilai yang dapat diobservasi. Faktor-faktor yang diobservasi ini serupa dengan indikator bukti objektif penurunan nilai, termasuk antara lain aset gagal bayar dengan tunggakan lebih dari 90 hari atau mengalami kesulitan keuangan yang signifikan atau mengalami *forbearance* atas kredit yang mengalami penurunan nilai (disebut sebagai 'aset Tahap 3').

2. MATERIAL ACCOUNTING POLICIES (continued)

o. Allowance for expected credit losses (continued)

12-month expected credit losses (Stage 1)

ECL are recognized at the time of initial recognition of a financial instrument and represent the lifetime cash shortfalls arising from possible default events up to twelve months into the future from the reporting date. ECL continue to be determined on this basis until there is either a significant increase in the credit risk of an instrument or the instrument becomes credit-impaired. If an instrument is no longer considered to exhibit a significant increase in credit risk, ECL will revert to being determined on a 12-month basis.

Significant increase in credit risk (Stage 2)

If a financial asset experiences a significant increase in credit risk ("SICR") since initial recognition, an expected credit loss provision is recognized for default events that may occur over the lifetime of the asset. Significant increase in credit risk is assessed by comparing the risk of default of an exposure at the reporting date to the risk of default at origination (after taking into account the passage of time). Significant does not mean statistically significant nor is it assessed in the context of changes in ECL. Whether a change in the risk of default is significant or not is assessed using a number of quantitative and qualitative factors, the weight of which depends on the type of product and counterparty. Financial assets that are 30 or more days past due and not credit-impaired will always be considered to have experienced a significant increase in credit risk.

An asset is only considered credit impaired and lifetime expected credit losses recognized, if there is observed objective evidence of impairment. These factors are similar to the indicators of objective evidence of impairment, this includes, amongst other factors, assets in default for more than 90 days or experiencing significant financial difficulty, or experiencing forbearance on impaired credit (mentioned as 'Stage 3 asset').

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

o. Cadangan kerugian kredit ekspektasian (lanjutan)

Peningkatan risiko kredit yang signifikan (Tahap 2) (lanjutan)

Pengukuran kerugian kredit ekspektasian di seluruh tahapan aset diperlukan untuk mencerminkan jumlah yang tidak bias dan rata-rata probabilitas tertimbang yang ditentukan dengan mengevaluasi serangkaian kemungkinan yang dapat terjadi menggunakan informasi yang wajar dan dapat didukung dengan peristiwa di masa lampau, kondisi saat ini dan proyeksi terkait dengan kondisi ekonomis di masa depan.

Eksposur yang mengalami penurunan nilai kredit atau gagal bayar (Tahap 3)

Aset keuangan yang mengalami penurunan nilai (atau gagal bayar) merupakan aset yang setidaknya telah memiliki tunggakan lebih dari 90 hari atas pokok dan/atau bunga atau memiliki peringkat kredit tertentu (peringkat kredit 26-28). Aset keuangan juga dianggap mengalami penurunan nilai kredit dimana debitur kemungkinan besar tidak akan membayar dengan terjadinya satu atau lebih kejadian yang teramati yang memiliki dampak menurunkan jumlah estimasi arus kas masa depan dari aset keuangan tersebut. Cadangan kerugian penurunan nilai terhadap aset keuangan yang mengalami penurunan nilai ditentukan berdasarkan penilaian terhadap arus kas yang dapat dipulihkan berdasarkan sejumlah skenario, termasuk realisasi jaminan yang dimiliki jika memungkinkan. ECL akan mencerminkan rata-rata tertimbang dari skenario berdasarkan probabilitas dari skenario yang relevan untuk terjadi. Cadangan kerugian penurunan nilai merupakan selisih antara nilai sekarang dari arus kas yang diperkirakan akan dipulihkan, didiskontokan pada suku bunga efektif awal, dan nilai tercatat bruto instrumen sebelum penurunan nilai kredit.

Periode yang diperhitungkan ketika mengukur kerugian kredit ekspektasian adalah periode yang lebih pendek antara umur ekspektasian dan periode kontrak aset keuangan. Umur ekspektasian dapat dipengaruhi oleh pembayaran dimuka dan periode kontrak maksimum melalui opsi perpanjangan kontrak. Untuk portofolio *revolving* tertentu, termasuk kartu kredit, umur ekspektasian dinilai sepanjang periode dimana Perseroan terekspos dengan risiko kredit (berdasarkan durasi waktu yang dibutuhkan untuk fasilitas kredit ditarik), bukan sepanjang periode kontrak.

2. MATERIAL ACCOUNTING POLICIES (continued)

o. Allowance for expected credit losses (continued)

Significant increase in credit risk (Stage 2) (continued)

The measurement of expected credit losses across all stages is required to reflect an unbiased and probability weighted amount that is determined by evaluating a range of reasonably possible outcomes using reasonable and supportable information about past events, current conditions and forecasts of future economic conditions.

Credit impaired (or defaulted) exposures (Stage 3)

Financial assets that are credit impaired (or in default) represent those that are at least 90 days past due in respect of principal and/or interest or has certain credit grades (credit grading 26-28). Financial assets are also considered to be credit impaired where the debtors are unlikely to pay on the occurrence of one or more observable events that have a detrimental impact on the estimated future cash flows of the financial asset. Loss provisions against credit impaired financial assets are determined based on an assessment of the recoverable cash flows under a range of scenarios, including the realization of any collateral held where appropriate. The ECL will reflect weighted average of the scenarios based on the probability of the relevant scenario to occur. The loss provisions held represent the difference between the present value of the cash flows expected to be recovered, discounted at the instrument's original effective interest rate, and the gross carrying value of the instrument prior to any credit impairment.

The period considered when measuring expected credit loss is the shorter of the expected life and the contractual term of the financial asset. The expected life may be impacted by prepayments and the maximum contractual term by extension options. For certain revolving portfolios, including credit cards, the expected life is assessed over the period that the Company is exposed to credit risk (which is based on the length of time it takes for credit facilities to be withdrawn) rather than the contractual term.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

o. Cadangan kerugian kredit ekspektasian (lanjutan)

Eksposur yang mengalami penurunan nilai kredit atau gagal bayar (Tahap 3) (lanjutan)

Untuk aset yang diukur pada biaya perolehan diamortisasi, saldo di neraca mencerminkan aset bruto dikurangi kerugian kredit ekspektasian. Untuk instrumen utang dalam kategori FVOCI, saldo di neraca mencerminkan nilai wajar dari instrumen, dengan cadangan kerugian kredit ekspektasian dibukukan terpisah sebagai cadangan pada penghasilan komprehensif lain.

Untuk menentukan kerugian kredit ekspektasian komponen-komponen ini akan diperhitungkan secara bersama-sama dan didiskontokan ke tanggal laporan keuangan menggunakan diskonto berdasarkan suku bunga efektif. Dasar input, asumsi dan teknik estimasi diungkapkan di Catatan 50.

Unit Usaha syariah

Aset produktif perbankan syariah terdiri dari giro pada Bank Indonesia, Sertifikat Bank Indonesia, efek-efek, piutang *Islamic Banking* ("iB"), piutang iB lainnya, pembiayaan iB dan transaksi rekening administratif yang mempunyai risiko kredit.

Bank dan Entitas Anak menghitung cadangan kerugian penurunan nilai sesuai dengan ketentuan standar akuntansi dan ketentuan regulator yang berlaku. Khusus untuk piutang dengan akad murabahah, kerugian penurunan nilai dievaluasi secara individual dan kolektif dengan metode *incurred loss*. Selain itu, Bank juga menerapkan Peraturan Otoritas Jasa Keuangan ("POJK") No.02/POJK.03/2022 tanggal 31 Januari 2022 tentang "Penilaian Kualitas Aset Bank Umum Syariah dan Unit Usaha Syariah" yang berlaku efektif tanggal 7 Februari 2022 untuk aset produktif atas akad lainnya dengan ketentuan sebagai berikut:

i. Cadangan umum paling rendah 1% dari aset produktif yang digolongkan lancer.

2. MATERIAL ACCOUNTING POLICIES (continued)

o. Allowance for expected credit losses (continued)

Credit impaired (or defaulted) exposures (Stage 3) (continued)

For assets measured at amortized cost, the balance sheet amount reflects the gross asset less the expected credit losses. For debt instruments held at FVOCI, the balance sheet amount reflects the instrument's fair value, with the expected credit loss allowance held as a separate reserve within other comprehensive income.

To determine the expected credit loss, these components are multiplied together and discounted to the balance sheet date using the effective interest rate as the discount rate. The basis of inputs, assumptions and the estimation technique are disclosed in Note 50.

Sharia business unit

Productive assets of sharia banking include current accounts with Bank Indonesia, Certificates of Bank Indonesia, marketable securities, Islamic Banking ("iB") receivables, other iB receivables, iB financing and off-balance sheet transactions which contain credit risk.

Bank and its subsidiary calculates allowance for impairment losses in accordance with applicable accounting standards and regulatory requirements. Specifically for receivables under murabahah contracts, impairment losses are evaluated individually and collectively using the incurred loss method. In addition, Bank also applies Financial Services Authority Regulation ("POJK") No.02/POJK.03/2022 dated 31 January 2022, concerning "Asset Quality Assessment of Sharia Commercial Banks and Sharia Business Units" which became effective on 7 February 2022, for productive assets under other contracts using the following guidelines:

i. General allowance are at least 1% of productive assets classified as current.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

o. Cadangan kerugian kredit ekspektasian (lanjutan)

Unit Usaha syariah (lanjutan)

ii. Cadangan khusus untuk aset produktif:

Klasifikasi	Persentase minimum cadangan/ *Minimum percentage of allowance*	*Classification*
Dalam perhatian khusus	5%	*Special mention*
Kurang lancar	15%	*Substandard*
Diragukan	50%	*Doubtful*
Macet	100%	*Loss*

Cadangan khusus untuk aset produktif yang mempunyai risiko kredit yang digolongkan sebagai dalam perhatian khusus, kurang lancar, diragukan, dan macet dihitung atas jumlah pokok pinjaman yang diberikan setelah dikurangi dengan nilai agunan yang diperkenankan. Pencadangan tidak dibentuk untuk porsi fasilitas yang dijamin dengan agunan tunai.

Bank dan Entitas Anak menghapusbukukan saldo aset keuangan beserta cadangan kerugian penurunan nilai terkait pada saat Bank dan Entitas Anak menentukan bahwa pinjaman yang diberikan, piutang pembiayaan konsumen, piutang sewa pembiayaan atau efek-efek utang tersebut tidak dapat lagi ditagih. Keputusan ini diambil setelah mempertimbangkan informasi terkait seperti telah terjadinya perubahan signifikan atas posisi keuangan debitur/penerbit yang mengakibatkan debitur/penerbit tidak lagi dapat melunasi liabilitasnya, atau hasil penjualan agunan tidak akan cukup untuk melunasi seluruh eksposurnya.

p. Cadangan kerugian penurunan nilai atas aset yang bukan aset keuangan kecuali *goodwill*

Pada akhir setiap periode pelaporan, Bank dan Entitas Anak menelaah nilai tercatat aset non-keuangan untuk menentukan apakah terdapat indikasi bahwa aset tersebut telah mengalami penurunan nilai. Jika terdapat indikasi tersebut, jumlah terpulihkan dari aset diestimasi untuk menentukan tingkat kerugian penurunan nilai (jika ada). Bila tidak memungkinkan untuk mengestimasi jumlah terpulihkan atas suatu aset individual, Bank dan Entitas Anak mengestimasi jumlah terpulihkan dari unit penghasil kas atas aset.

2. MATERIAL ACCOUNTING POLICIES (continued)

o. Allowance for expected credit losses (continued)

Sharia business unit (continued)

ii. Specific allowance for productive assets:

Specific allowance for productive assets and off-balance sheet transactions with credit risk classified as special mention, substandard, doubtful, and loss is calculated on total loan principal after deducting the value of allowable collateral. No allowance is provided for any portion of facility backed by cash collateral.

The Bank and Subsidiary write off financial assets and any related allowance for impairment losses when the Bank and Subsidiary determine that those loans, consumer financing receivables, finance lease receivables or debt securities are uncollectible. This determination is reached after considering information such as the occurrence of significant changes in the borrower's/issuer's financial position such that the borrower/issuer can no longer pay the obligation, or that proceeds from collateral will not be sufficient to pay back the entire exposure.

p. Allowance for impairment losses on non-financial assets except goodwill

At the end of each reporting period, the Bank and Subsidiary review the carrying amount of non-financial assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where the asset does not generate cash flows that are independent from other assets, the Bank and Subsidiary estimate the recoverable amount of the cash-generating unit to which the asset belongs.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

p. Cadangan kerugian penurunan nilai atas aset yang bukan aset keuangan kecuali *goodwill* (lanjutan)

Ketika dasar alokasi yang wajar dan konsisten dapat diidentifikasi, aset perusahaan juga dialokasikan ke masing-masing kelompok unit penghasil kas, atau sebaliknya mereka dialokasikan ke kelompok terkecil dari kelompok unit penghasil kas di mana dasar alokasi yang wajar dan konsisten dapat diidentifikasi.

Aset takberwujud dengan masa manfaat tidak terbatas dan aset takberwujud yang belum tersedia untuk digunakan diuji penurunan nilainya setiap tahun dan ketika terdapat indikasi penurunan nilai.

Jumlah terpulihkan adalah nilai tertinggi antara nilai wajar dikurangi biaya pelepasan dan nilai pakai. Dalam menilai nilai pakainya, estimasi arus kas masa depan didiskontokan ke nilai kini menggunakan tingkat diskonto sebelum pajak yang menggambarkan penilaian pasar kini dari nilai waktu uang dan risiko spesifik atas aset dengan estimasi arus kas masa depan belum disesuaikan.

Jika jumlah terpulihkan dari aset non-keuangan (unit penghasil kas) lebih kecil dari nilai tercatatnya, nilai tercatat aset (unit penghasil kas) diturunkan menjadi sebesar jumlah terpulihkan dan rugi penurunan nilai segera diakui dalam laba rugi, kecuali aset tersebut disajikan pada jumlah revaluasian, di mana kerugian penurunan nilai diperlakukan sebagai penurunan revaluasi.

q. Piutang pembiayaan konsumen

Piutang pembiayaan konsumen merupakan jumlah piutang setelah dikurangi dengan bagian pembiayaan bersama, pendapatan pembiayaan konsumen yang belum diakui dan cadangan kerugian kredit ekskpektasian.

Piutang pembiayaan konsumen diklasifikasikan sebagai diukur pada biaya perolehan diamortisasi, dan setelah pengakuan awal, dicatat pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

Pendapatan pembiayaan konsumen yang belum diakui merupakan selisih antara jumlah keseluruhan pembayaran angsuran yang akan diterima dari konsumen dan jumlah pokok pembiayaan, yang diakui sebagai pendapatan selama jangka waktu kontrak berdasarkan tingkat suku bunga efektif dari piutang pembiayaan konsumen.

2. MATERIAL ACCOUNTING POLICIES (continued)

p. Allowance for impairment losses on non-financial assets except goodwill (continued)

When a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

Intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment annually, and whenever there is an indication that the asset maybe impaired.

Recoverable amount is the higher of fair value less cost to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of the non-financial asset (cash generating unit) is less than its carrying amount, the carrying amount of the asset (cash generating unit) is reduced to its recoverable amount and an impairment loss is recognized immediately in profit or loss, unless the relevant asset is carried at revaluation amount, in which the impairment loss is treated as a revaluation decrease.

q. Consumer financing receivables

Consumer financing receivables are stated at net of joint financing portion, unearned consumer financing income and allowance for expected credit losses.

Consumer financing receivables are classified as at amortized cost, and subsequent to initial recognition, are carried at amortized cost using the effective interest rate method.

Unearned consumer financing income represents the difference between total installments to be received from the consumer and the principal amount financed, which is recognized as income over the term of the contract based on effective interest rate of the related consumer financing receivable.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

q. Piutang pembiayaan konsumen (lanjutan)

Termasuk dalam piutang pembiayaan konsumen adalah piutang pembiayaan murabahah. Murabahah adalah akad jual beli barang dengan harga jual sebesar biaya perolehan ditambah keuntungan yang disepakati dan Entitas Anak harus mengungkapkan biaya perolehan barang tersebut kepada konsumen. Pada saat akad murabahah, piutang pembiayaan murabahah diakui sebesar biaya perolehan ditambah keuntungan (marjin). Keuntungan murabahah diakui selama periode akad berdasarkan pengakuan marjin dari piutang pembiayaan murabahah.

Akad murabahah secara substansi merupakan suatu pembiayaan, sehingga pengakuan marjin dilakukan berdasarkan standar yang mengatur pembiayaan, seperti yang disebutkan di kebijakan pembiayaan konsumen.

Penyelesaian kontrak sebelum masa pembiayaan konsumen berakhir diperlakukan sebagai pembatalan kontrak pembiayaan konsumen dan jika terdapat keuntungan yang timbul diakui dalam laba rugi tahun berjalan.

Piutang pembiayaan konsumen akan dihapusbukukan setelah menunggak lebih dari 180 hari. Penerimaan dari piutang yang telah dihapusbukukan diakui sebagai pendapatan lain-lain pada saat diterima.

Dalam hal restrukturisasi piutang pembiayaan murabahah dilakukan dengan modifikasi persyaratan pembiayaan non substansial yang tidak menghasilkan penghentian pengakuan, Entitas Anak memberikan kelonggaran pembayaran dan perpanjangan jatuh tempo kepada konsumen namun tidak mengubah total sisa piutang pembiayaan murabahah (baik pokok maupun marjin) yang harus dibayarkan oleh konsumen. Entitas Anak mencatat dampak restrukturisasi tersebut secara prospektif, dengan tidak mengakui amortisasi marjin serta amortisasi biaya perolehan pada saat cuti angsuran. Pendapatan marjin setelah restrukturisasi akan diakui sebesar jumlah marjin yang ditentukan dalam persyaratan pembiayaan baru yang tidak mengubah total sisa piutang.

2. MATERIAL ACCOUNTING POLICIES (continued)

q. Consumer financing receivables (continued)

Included in consumer financing receivables are murabahah financing receivables. Murabahah is goods sell-buy contract with a selling price amounted to acquisition cost plus agreed margin and the Subsidiary must disclose the acquisition cost to consumer. When the murabahah contract is signed, murabahah financing receivables are recognized at acquisition cost plus agreed margin. Murabahah margin is recognized over the period of the contract based on margin of the murabahah financing receivables.

Substantially, murabahah contract is a financing, so that margin recognition is based on standards which regulate financing, as mentioned in consumer financing policy.

Early termination of a contract is treated as a cancellation of an existing contract and the resulting gain, if any, is recognized in the current year profit or loss.

Consumer financing receivables will be written off when they are overdue for more than 180 days. Recoveries from written off receivables are recognized as other income upon receipt.

In term of restructuring of murabahah financing receivables through non substantial modification of financing terms which does not result in derecognition, modification of financing terms, the Subsidiary provide payment holiday and tenor extension to the customer but did not change the outstanding of murabahah financing receivables (both principal and margin) that have to be paid by the customer. The Subsidiary records the impact from restructuring prospectively, by not recognizing the amortization of margin and amortization of acquisition costs during the payment holiday. Margin income after restructuring will be recognized at the margin amount stated under the new financing terms which did not change the outstanding receivables.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

q. Piutang pembiayaan konsumen (lanjutan)

Restrukturisasi pembiayaan konsumen meliputi modifikasi persyaratan kredit non substantial yang tidak menghasilkan penghentian pengakuan. Pembiayaan yang direstrukturisasi disajikan sebesar nilai kini atas arus kas kontraktual setelah restrukturisasi yang didiskontokan menggunakan suku bunga efektif awal. Selisih antara jumlah tercatat bruto piutang pembiayaan konsumen pada tanggal restrukturisasi dengan nilai kini arus kas kontraktual setelah restrukturisasi diakui dalam laba rugi.

Fee dan biaya yang timbul dari restrukturisasi menyesuaikan nilai tercatat bruto setelah modifikasi dan diamortisasi sepanjang sisa tenor.

Setelah restrukturisasi, seluruh arus kas kontraktual dalam persyaratan baru dicatat sebagai pengembalian pokok pembiayaan yang diberikan dan pendapatan bunga sesuai dengan syarat-syarat restrukturisasi.

Pembiayaan bersama

Seluruh kontrak pembiayaan bersama yang dilakukan oleh Entitas Anak merupakan pembiayaan bersama tanpa tanggung renteng (*without recourse*) dimana hanya porsi jumlah angsuran piutang yang dibiayai Entitas Anak yang dicatat sebagai piutang pembiayaan konsumen di laporan posisi keuangan konsolidasian (pendekatan neto). Pendapatan dan beban pembiayaan konsumen serta pendapatan marjin dan beban marjin Murabahah disajikan pada laba rugi setelah dikurangi dengan bagian yang merupakan hak pihak-pihak lain yang berpartisipasi pada transaksi pembiayaan bersama.

r. Sewa pembiayaan

Pembiayaan sewa Entitas Anak meliputi piutang sewa pembiayaan - konvensional dan Ijarah Muntahiyah Bittamlik ("IMBT") - syariah.

Konvensional

Penentuan apakah suatu perjanjian merupakan perjanjian sewa atau perjanjian yang mengandung sewa didasarkan atas substansi perjanjian pada tanggal awal sewa dan apakah pemenuhan perjanjian tergantung pada penggunaan suatu aset dan perjanjian tersebut memberikan suatu hak untuk menggunakan aset tersebut. Suatu sewa diklasifikasikan sebagai sewa pembiayaan jika sewa tersebut mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset. Seluruh sewa lainnya diklasifikasikan sebagai sewa operasi.

2. MATERIAL ACCOUNTING POLICIES (continued)

q. Consumer financing receivables (continued)

Restructuring of consumer financing is a non substantial modification of the terms of the loans which does not result in derecognition. Restructured financing are stated at the net present value of contractual cash flows after restructuring are discounted using the original effective interest rate. Differences arising from the gross carrying value of the consumer financing receivables at the time of restructuring with present value of contractual cash flows after restructuring are recognized to profit or loss.

Fee and cost arising from the restructuring adjust the gross carrying amount after modification and amortised along remaining tenor.

Thereafter, all the contractual cash flows under the new terms shall be accounted for as the repayment of principal and interest income, in accordance with the restructuring scheme.

Joint financing

All joint financing contracts entered by the Subsidiary represent joint financing without recourse in which only the Subsidiary' financing portion of the total installments is recorded as consumer financing receivables in the consolidated statements of financial position (net approach). Consumer financing income and expense and Murabahah margin income and margin expense are presented in profit or loss after deducting the portions belong to other parties who participated in the joint financing transactions.

r. Finance leases

The Subsidiary's lease financing consists of finance lease receivables - conventional and Ijarah Muntahiyah Bittamlik ("IMBT") - sharia.

Conventional

The determination of whether an arrangement is, or contains a lease is based on the substance of the arrangement at inception date and whether the fulfillment of the arrangement is dependent on the use of a specific asset and the arrangement conveys a right to use the asset. Leases are classified as finance leases if the leases transfer substantially all the risks and rewards related to ownership of the leased assets. All other leases are classified as operating lease.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

r. Sewa pembiayaan (lanjutan)

Konvensional (lanjutan)

Entitas Anak mengakui aset berupa piutang sewa pembiayaan sebesar jumlah yang sama dengan investasi sewa neto. Penerimaan piutang sewa diperlakukan sebagai pembayaran pokok dan penghasilan sewa pembiayaan. Pengakuan penghasilan sewa pembiayaan didasarkan pada suatu pola yang mencerminkan suatu tingkat pengembalian periodik yang konstan atas investasi neto. Entitas Anak bertindak sebagai lessor dalam sewa pembiayaan.

Piutang sewa pembiayaan akan dihapusbukukan setelah menunggak lebih dari 180 hari. Penerimaan dari piutang yang telah dihapusbukukan diakui sebagai pendapatan lain-lain pada saat diterima.

IMBT - Syariah

Entitas Anak mengakui aset IMBT sebesar harga perolehan aset IMBT pada saat akad IMBT. Setelah pengakuan awal, aset IMBT disusutkan secara garis lurus sepanjang masa sewa.

Pengakuan penghasilan IMBT adalah sebesar neto dari angsuran IMBT dikurangi dengan penyusutan aset IMBT.

Aset terkait pembiayaan IMBT akan dihapusbukukan setelah menunggak lebih dari 180 hari. Penerimaan dari piutang yang telah dihapusbukukan diakui sebagai pendapatan lain-lain pada saat diterima.

s. Aset takberwujud

Aset takberwujud terdiri dari *goodwill* dan perangkat lunak yang dibeli Bank dan Entitas Anak.

s.1. *Goodwill*

Goodwill timbul atas akuisisi dari suatu bisnis dicatat pada biaya perolehan yang ditetapkan pada tanggal akuisisi bisnis tersebut dikurangi akumulasi penurunan nilai, jika ada.

2. MATERIAL ACCOUNTING POLICIES (continued)

r. Finance leases (continued)

Conventional (continued)

The Subsidiary recognised assets of financial lease receivable at an amount equal to the net investment in the lease. Lease payment is treated as repayment of principal and financing lease income. The recognition of financing lease income is based on a pattern reflecting a constant periodic rate of return on The Subsidiary's net investment in the financing lease. The Subsidiary acts as a lessor in finance leases.

Finance lease receivables will be written-off when they are overdue for more than 180 days. Recoveries from written-off receivables are recognised as other income upon receipt.

IMBT - Sharia

The Subsidiary recognises IMBT asset at cost to acquire IMBT Assets when the IMBT contract is signed. After initial recognition, IMBT asset is depreciated on a straight-line basis over the lease term.

The recognition of IMBT income is net based on installment of IMBT less the depreciation of IMBT asset.

Asset related to IMBT financing will be written-off when they are overdue for more than 180 days. Recoveries from written-off receivables are recognised as other income upon receipt.

s. Intangible assets

Intangible assets consist of goodwill and software acquired by the Bank and Subsidiary.

s.1. Goodwill

Goodwill arising on an acquisition of a business is carried at cost as established at the date of acquisition of the business less accumulated impairment losses, if any.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

s. Aset takberwujud (lanjutan)

s.1. *Goodwill* (lanjutan)

Goodwill tidak diamortisasi tetapi direviu untuk penurunan nilai setidaknya setiap tahun. Untuk tujuan uji penurunan nilai, *goodwill* dialokasikan pada setiap unit penghasil kas dari Bank dan Entitas Anak (atau kelompok unit penghasil kas) yang diperkirakan memberikan manfaat dari sinergi kombinasi bisnis tersebut. Unit penghasil kas yang telah memperoleh alokasi *goodwill* diuji penurunan nilainya setiap tahun, atau lebih sering jika terdapat indikasi bahwa unit penghasil kas tersebut mungkin mengalami penurunan nilai. Jika jumlah terpulihkan dari unit penghasil kas kurang dari jumlah tercatatnya, rugi penurunan nilai dialokasikan pertama kali untuk mengurangi jumlah tercatat atas setiap *goodwill* yang dialokasikan pada unit penghasil kas dan kemudian ke aset lain dari unit penghasil kas secara prorata berdasarkan jumlah tercatat dari setiap aset dalam unit penghasil kas tersebut. Setiap kerugian penurunan nilai *goodwill* diakui secara langsung dalam laba rugi pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian. Rugi penurunan nilai yang diakui atas *goodwill* tidak dapat dibalik pada periode berikutnya.

Pada pelepasan Entitas Anak atau unit penghasil kas, jumlah *goodwill* yang dapat diatribusikan termasuk dalam penentuan laba rugi atas pelepasan.

s.2. Perangkat lunak

Perangkat lunak yang dibeli oleh Bank dan Entitas Anak dicatat sebesar biaya perolehan dikurangi akumulasi amortisasi dan akumulasi kerugian penurunan nilai.

Pengeluaran untuk modifikasi perangkat lunak secara internal diakui sebagai aset ketika Bank dan Entitas Anak dapat mendemonstrasikan maksud dan kemampuannya untuk menyelesaikan pengembangan dan memakai perangkat lunak tersebut dalam menghasilkan keuntungan ekonomis dimasa mendatang, dan dapat secara andal mengukur biaya untuk menyelesaikan pengembangan. Biaya yang dikapitalisasi dari pengembangan perangkat lunak secara internal mencakup semua biaya yang dapat diatribusikan langsung untuk pengembangan perangkat lunak. Pengembangan perangkat lunak dinyatakan pada biaya yang dikapitalisasi dikurangi akumulasi amortisasi dan penurunan nilai.

2. MATERIAL ACCOUNTING POLICIES (continued)

s. Intangible assets (continued)

s.1. Goodwill (continued)

Goodwill is not amortized but is reviewed for impairment at least annually. For the purpose of impairment testing, goodwill is allocated to each of the Bank and Subsidiary' cash-generating units (or group of cash-generating units) expected to benefit from the synergies of the combination. A cash-generating unit to which goodwill has been allocated is tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the cash-generating unit is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro-rata on the basis of the carrying amount of each asset in the unit. Any impairment loss for goodwill is recognized directly in profit or loss in the consolidated statement of profit or loss and other comprehensive income. An impairment loss recognized for goodwill is not reversed in subsequent periods.

On disposal of a subsidiary or the relevant cash-generating unit, the attributable amount of goodwill is included in the determination of the profit or loss on disposal.

s.2. Software

Software acquired by the Bank and Subsidiary is stated at cost less accumulated amortization and accumulated impairment losses.

Expenditure on internal modification software is recognized as an asset when the Bank and Subsidiary are able to demonstrate their intention and ability to complete the development and use of the software in a manner that will generate future economic benefits, and can reliably measure the costs to complete the development. The capitalized costs of internally developed software include all costs directly attributable to develop the software, and are amortized over its useful life. Internally developed software is stated at capitalized cost less accumulated amortization and impairment losses.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

s. Aset takberwujud (lanjutan)

s.2. Perangkat lunak (lanjutan)

Pengeluaran selanjutnya untuk perangkat lunak akan dikapitalisasi hanya jika pengeluaran tersebut menambah manfaat ekonomis aset yang bersangkutan di masa mendatang. Semua pengeluaran lainnya dibebankan pada saat terjadinya.

Amortisasi diakui dalam laba rugi dengan menggunakan metode garis lurus sepanjang masa manfaat dari perangkat lunak tersebut, dari tanggal perangkat lunak tersebut tersedia untuk dipakai. Estimasi masa manfaat dari perangkat lunak adalah lima tahun.

Metode amortisasi, estimasi masa manfaat, dan nilai residual ditelaah pada setiap akhir tahun pelaporan dan disesuaikan jika dianggap tepat.

t. Aset tetap dan Aset hak guna

Aset tetap

Aset tetap pada awalnya dinyatakan sebesar harga perolehan. Setelah pengukuran awal, aset tetap diukur dengan model biaya, dicatat pada harga perolehan dikurangi akumulasi penyusutan dan akumulasi kerugian penurunan nilai.

Harga perolehan mencakup harga pembelian dan semua beban yang terkait secara langsung untuk membawa aset tersebut ke lokasi dan kondisi yang diperlukan untuk memungkinkan aset tersebut beroperasi sebagaimana ditentukan oleh manajemen.

Tanah dinyatakan sebesar harga perolehan dan tidak disusutkan.

Penyusutan diakui dengan metode garis lurus setelah memperhitungkan nilai residu berdasarkan taksiran masa manfaat asset tetap sebagai berikut:

	Tahun/*Years*	
Bangunan	20	*Buildings*
Perlengkapan kantor	4-5	*Office equipment*
Kendaraan bermotor	3-5	*Motor vehicles*

Apabila aset tetap tidak digunakan lagi atau dijual, maka nilai tercatat dan akumulasi penyusutannya dikeluarkan dari laporan posisi keuangan konsolidasian, dan keuntungan atau kerugian yang terjadi diakui dalam laba rugi.

2. MATERIAL ACCOUNTING POLICIES (continued)

s. Intangible assets (continued)

s.2. Software (continued)

Subsequent expenditure on software is capitalized only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditures are expensed as incurred.

Amortization is recognized in profit or loss on a straight-line basis over the estimated useful life of the software, from the date it is available for use. The estimated useful life of software is five years.

Amortization method, useful lives, and residual values are reviewed at each financial year-end and adjusted if appropriate.

t. Fixed assets and Right-of-use assets

Fixed asset

Fixed assets are initially recognized at acquisition cost. After initial measurement, fixed assets are measured using the cost model, carried at their cost less any accumulated depreciation and accumulated impairment losses.

Acquisition cost includes purchase price and any costs directly attributable to bring the assets to the location and condition necessary for it to be capable of operating in the manner intended by management.

Land is stated at cost and not depreciated.

Depreciation is recognized so as to write off the cost of assets less residual value using the straight-line method based on the estimate useful lives of the assets as follows:

When fixed assets are retired or otherwise disposed of, their carrying values and the related accumulated depreciation are removed from the consolidated statements of financial position, and the resulting gains or losses are recognized in profit or loss.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

t. Aset tetap dan Aset hak guna (lanjutan)

Akumulasi biaya pengembangan aset tetap dikapitalisasi sebagai aset dalam penyelesaian. Beban tersebut direklasifikasi ke aset tetap pada saat proses konstruksi selesai dan siap digunakan. Penyusutan mulai dibebankan pada bulan yang sama.

Beban perbaikan dan pemeliharaan dibebankan pada laba rugi pada saat terjadinya. Biaya-biaya lain yang terjadi selanjutnya yang timbul untuk menambah, mengganti atau memperbaiki aset tetap dicatat sebagai biaya perolehan aset jika, dan hanya jika, kemungkinan besar Bank dan Entitas Anak akan memperoleh manfaat ekonomik masa depan dari asset tersebut dan biaya – biaya tersebut dapat diukur secara andal.

Pada setiap tanggal pelaporan, nilai residu, masa manfaat dan metode penyusutan dikaji ulang dan jika diperlukan, akan disesuaikan dengan ketentuan PSAK yang berlaku.

Sewa (Bank dan Entitas Anak sebagai penyewa)

Bank dan Entitas Anak menilai apakah sebuah kontrak mengandung sewa, pada tanggal insepsi kontrak. Bank dan entitas anak mengakui aset hak guna dan liabilitas sewa terkait sehubungan dengan seluruh kesepakatan sewa di mana Bank dan Entitas Anak merupakan penyewa, kecuali untuk sewa jangka-pendek (12 bulan atau kurang) dan sewa yang aset pendasarnya bernilai rendah. Untuk sewa-sewa tersebut, Bank dan Entitas Anak mengakui pembayaran sewa sebagai beban umum dan administrasi secara garis lurus selama masa sewa.

Aset hak guna terdiri dari pengukuran awal atas liabilitas sewa, pembayaran sewa yang dilakukan pada saat atau sebelum permulaan sewa dan biaya langsung awal. Aset hak guna selanjutnya diukur sebesar biaya dikurangi akumulasi penyusutan dan kerugian penurunan nilai (apabila ada). Aset hak guna disusutkan selama periode yang lebih singkat antara masa sewa dan masa manfaat aset pendasar.

2. MATERIAL ACCOUNTING POLICIES (continued)

t. Fixed assets and Right-of-use assets (continued)

The accumulated costs of the construction of fixed assets are capitalized as construction in progress. These costs are reclassified to fixed assets when the construction is completed. Depreciation is charged from such month.

The cost of repairs and maintenance is charge to profit or loss as incurred. Other costs incurred subsequently to add to, replace part of, or service and item of fixed assets, are recognized as asset if, and only if, it is probable that future economic benefits associated with the item will flow to the Bank and Subsidiary and the cost of the item can be measured reliably.

At each reporting date, residual value, useful life and depreciation method are reviewed, and if required, will be adjusted and applied in accordance with the requirement of prevailing Statement of Financial Accounting Standards.

Lease (the Bank and its Subsidiary as lessee)

Bank and its subsidiary assesses whether a contract is or contains a lease, at the inception of the contract. Bank and its subsidiary recognizes a right-of-use asset and its corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (12 months or less) and leases of low value assets. For these leases, Bank and its subsidiary recognizes the lease payments as general and administrative expenses on a straight-line basis over the term of the lease.

The right-of-use assets comprise the initial measurements of the corresponding lease liability, lease payments made at or before the commencement day and any initial direct costs. Right-of-use assets are subsequently measured at cost less accumulated depreciation and impairment losses (if any). Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying assets.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

t. Aset tetap dan Aset Hak Guna (lanjutan)

Sewa (Bank dan Entitas Anak sebagai penyewa) (lanjutan)

Liabilitas sewa awalnya diukur pada nilai kini pembayaran sewa masa depan yang belum dibayarkan pada tanggal permulaan, yang didiskontokan menggunakan suku bunga implisit dalam sewa. Jika tidak tersedia, maka Bank dan entitas anak menggunakan suku bunga pinjaman inkremental penyewa berdasarkan tingkat suku bunga bebas risiko dari obligasi pemerintah dan disesuaikan dengan risiko kredit khusus dari penyewa. Liabilitas sewa selanjutnya diukur dengan metode suku bunga efektif dan beban bunga disajikan sebagai bagian dari beban umum dan administrasi.

u. Agunan yang diambil alih

Agunan yang diambil alih sehubungan dengan penyelesaian kredit dinyatakan berdasarkan nilai terendah antara nilai tercatat pinjaman yang diberikan terkait atau nilai realisasi neto dari agunan yang diambil alih. Nilai realisasi neto adalah nilai wajar agunan yang diambil alih setelah dikurangi beban pelepasan. Selisih lebih antara nilai tercatat dan nilai realisasi neto dicatat sebagai cadangan penurunan nilai atas agunan yang diambil alih dan dibebankan pada laba rugi tahun berjalan. Secara umum, Bank tidak menggunakan aset yang diambil alih untuk kepentingan bisnis.

Beban-beban sehubungan dengan pemeliharaan agunan yang diambil alih tersebut dibebankan pada saat terjadinya.

v. Tagihan dan utang akseptasi

Tagihan dan utang akseptasi setelah pengakuan awal dicatat pada biaya perolehan diamortisasi.

w. Simpanan nasabah dan simpanan dari bank lain

Simpanan nasabah dan simpanan dari bank lain pada awalnya diukur pada nilai wajar ditambah biaya transaksi yang dapat diatribusikan secara langsung dan setelah pengakuan awal diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

2. MATERIAL ACCOUNTING POLICIES (continued)

t. Fixed assets and Right-of-use Assets (continued)

Lease (the Bank and its Subsidiary as lessee) (continued)

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate is not available, Bank and its subsidiary uses the lessee's incremental borrowing rate which based on risk-free rate based on government bond rates and adjusted with the credit-risk spread of the lessee. Lease liability subsequently measured using effective interest rate and its interest expenses are presented as part of general and administrative expenses.

u. Foreclosed assets

Foreclosed assets acquired in conjunction with settlement of loans are stated at the lower of related loans' carrying value or net realizable value of the foreclosed assets. Net realizable value is the fair value of the foreclosed assets after deducting the estimated cost of disposal. The excess between the carrying value and the net realizable value is recorded as allowance for impairment of foreclosed assets and is charged to the current year profit or loss. In general, the Bank does not utilize foreclosed assets for business use.

Expenses in relation with the maintenance of those foreclosed assets are charged to expense as incurred.

v. Acceptance receivables and payables

Acceptance receivables and payables after initial recognition are carried at amortized cost.

w. Deposits from customers and deposits from other banks

Deposits from customers and deposits from other banks are initially measured at fair value plus directly attributable transaction costs and subsequently measured at their amortized cost using the effective interest rate method.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

x. Pendapatan dan beban bunga

Pendapatan dan beban bunga diakui dalam laporan laba rugi konsolidasian dengan menggunakan metode suku bunga efektif. Suku bunga efektif adalah tingkat suku bunga yang secara tepat mendiskontokan estimasi pembayaran dan penerimaan kas di masa datang selama perkiraan umur dari aset keuangan atau liabilitas keuangan (atau, jika lebih tepat, digunakan tahun yang lebih singkat) untuk memperoleh nilai tercatat dari aset keuangan atau liabilitas keuangan. Pada saat menghitung suku bunga efektif, Bank dan Entitas Anak mengestimasi arus kas di masa datang dengan mempertimbangkan seluruh persyaratan kontraktual dalam instrumen keuangan tersebut, tetapi tidak mempertimbangkan kerugian kredit dimasa mendatang.

Saat estimasi arus kas telah direvisi, nilai tercatat atas aset atau liabilitas keuangan disesuaikan untuk merefleksikan arus kas yang aktual setelah restrukturisasi yang didiskontokan pada suku bunga efektif awal. Penyesuaian ini diakui sebagai pendapatan atau beban pada periode dilakukannya revisi.

Pendapatan dan beban bunga yang disajikan pada laba rugi meliputi:

- Bunga atas aset keuangan dan liabilitas keuangan yang dicatat pada biaya perolehan diamortisasi yang dihitung dengan menggunakan metode suku bunga efektif;
- Bunga atas aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain yang dihitung dengan menggunakan metode suku bunga efektif;
- Bunga atas semua aset keuangan yang diklasifikasikan dalam kelompok diukur pada nilai wajar melalui laba rugi. Pendapatan bunga dari semua aset keuangan yang diukur pada nilai wajar melalui laba rugi dipandang tidak signifikan terhadap kegiatan perdagangan Bank.

Pendapatan bunga atas aset keuangan yang mengalami penurunan nilai diakui menggunakan suku bunga yang digunakan untuk mendiskonto arus kas masa datang dalam pengukuran kerugian penurunan nilai.

Pendapatan syariah terdiri dari pendapatan dari piutang murabahah, bagi hasil pembiayaan musyarakah, pendapatan dari ijarah dan pendapatan atas investasi pada efek-efek syariah berikut amortisasi beban terkait.

2. MATERIAL ACCOUNTING POLICIES (continued)

x. Interest income and expenses

Interest income and expenses are recognized in consolidated statement of profit or loss using the effective interest rate method. The effective interest rate is the rate that exactly discounts the estimated future cash payments and receipts through the expected life of the financial asset or financial liability (or, where appropriate, a shorter year) to the carrying amount of the financial asset or financial liability. When calculating the effective interest, the Bank and Subsidiary estimate future cash flows considering all contractual terms of the financial instrument but not future credit losses.

Where the estimates of cash flows have been revised, the carrying amount of the financial asset or liability is adjusted to reflect the actual cash flows after restructuring discounted at the instruments original effective interest rate. The adjustment is recognized as income or expense in the period in which the revision is made.

Interest income and expenses presented in profit or loss include:

- *Interest on financial assets and financial liabilities at amortized cost calculated using effective interest rate method;*
- *Interest on fair value through other comprehensive income financial assets calculated using on the effective interest rate method;*
- *Interest on all fair value through profit or loss financial assets. Interest income on all fair value through profit or loss financial assets are considered to be incidental to the Bank's trading operations.*

Interest on the impaired financial asset is recognized using the interest rate used to discount the future cash flows for the purpose of measuring the impairment loss.

Sharia income consists of income from murabahah receivables, profit distribution of musyarakah financing, income from ijarah and income on investment in sharia securities including the amortization of related costs.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

x. Pendapatan dan beban bunga (lanjutan)

Pada saat pinjaman yang diberikan diklasifikasikan sebagai bermasalah, bunga yang telah diakui tetapi belum tertagih akan dibatalkan pengakuannya. Selanjutnya bunga yang dibatalkan tersebut diakui sebagai tagihan kontinjensi.

Pendapatan marjin murabahah diakui selama masa akad dengan dasar akrual. Pendapatan bagi hasil pembiayaan musyarakah diakui pada saat diterima atau dalam periode terjadinya hak bagi hasil sesuai porsi bagi hasil (nisbah) yang disepakati.

Pendapatan ijarah dari akad IMBT diakui selama masa akad secara merata sejak aset tersedia sampai akhir akad. Pendapatan ijarah multijasa diakui secara merata selama masa akad ijarah antara Bank dan Entitas Anak dengan Nasabah. Pendapatan IMBT dan ijarah multijasa disajikan secara neto setelah dikurangi beban terkait di laba rugi konsolidasian.

Beban syariah terdiri dari beban bagi hasil dari simpanan nasabah dengan akad mudharabah dan bonus atas simpanan dengan akad wadiah.

Pendapatan bunga atas aset keuangan baik yang diukur dengan nilai wajar melalui penghasilan komprehensif lain atau biaya perolehan diamortisasi dan beban bunga atas seluruh liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi, diakui pada laba rugi berdasarkan suku bunga efektif.

Pendapatan bunga atas aset keuangan yang diukur dengan nilai wajar melalui penghasilan komprehensif lain atau biaya diamortisasi yang mengalami penurunan nilai setelah pengakuan awal (Tahap 3) diakui berdasarkan suku bunga efektif kredit yang disesuaikan. Tingkat bunga ini dihitung dengan cara yang sama dalam perhitungan suku bunga efektif kecuali bahwa cadangan kerugian kredit ekspektasian dimasukkan dalam arus kas ekspektasian. Oleh karenanya, pendapatan bunga diakui atas aset keuangan dalam klasifikasi biaya perolehan diamortisasi termasuk kerugian kredit ekspektasian. Dalam kondisi risiko kredit atas aset keuangan Tahap 3 mengalami perbaikan sehingga aset keuangan tidak lagi dipertimbangkan mengalami penurunan nilai, pengakuan pendapatan bunga dihitung berdasarkan nilai tercatat bruto aset keuangan.

2. MATERIAL ACCOUNTING POLICIES (continued)

x. Interest income and expenses (continued)

When a loan is classified as non-performing, any interest income previously recognized but not yet collected is reversed against interest income. The reversed interest income is recognized as a contingent receivable.

Murabahah margin income is recognized during the contract period using accrual basis. Income from profit distribution of musyarakah financing is recognized when received or in the period when the rights arise in accordance with agreed distribution ratio (nisbah).

Ijarah income from IMBT agreement is recognized over the contract period in a straight-line method from the time the assets become available until the end of the contract. Multi-service ijarah income is recognized in a straight-line during the period of the ijarah contract between the Bank and with the Subsidiary. Income from IMBT and multi-services ijarah are presented on a net basis after deducting the related expenses in consolidated profit or loss.

Sharia expense consists of expense for profit distribution on customer deposits with mudharabah contract and bonus on customers deposits with wadiah contract.

Interest income for financial assets held at either fair value through other comprehensive income or amortized cost and interest expense on all financial liabilities held at amortized cost are recognized in profit or loss using the effective interest method.

Interest income for financial assets that are either held at fair value through other comprehensive income or amortized cost that have become credit impaired subsequent to initial recognition (Stage 3) is recognized using the credit adjusted effective interest rate. This rate is calculated in the same manner as the effective interest rate except that expected credit losses are included in the expected cash flows. Interest income is therefore recognized on the amortized cost of the financial asset including expected credit losses. Should the credit risk on a Stage 3 financial asset improve such that the financial asset is no longer considered credit impaired, interest income recognition reverts to a computation based on the rehabilitated carrying value of the financial asset gross.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

y. Pendapatan dan beban provisi dan komisi dan imbalan jasa lain

Pendapatan dan beban provisi dan komisi yang merupakan bagian tak terpisahkan dari suku bunga efektif atas aset keuangan atau liabilitas keuangan dimasukkan ke dalam perhitungan suku bunga efektif.

Pendapatan provisi dan komisi serta imbalan jasa lain termasuk provisi yang terkait dengan kegiatan perkreditan, *bancassurance*, kegiatan ekspor-impor, manajemen kas, provisi sebagai pengatur sindikasi dan provisi atas jasa lainnya diakui pada saat jasa tersebut dilakukan.

Beban provisi dan komisi lainnya sehubungan dengan transaksi antar Bank diakui sebagai beban pada saat jasa tersebut diterima.

Apabila pinjaman diselesaikan sebelum jatuh tempo, maka saldo pendapatan provisi dan komisi yang belum diamortisasi diakui pada saat pinjaman diselesaikan.

z. Keuntungan atau kerugian dari perubahan nilai wajar atas instrumen keuangan

Keuntungan atau kerugian dari perubahan nilai wajar instrumen keuangan merupakan perubahan nilai wajar efek-efek dan Obligasi Pemerintah yang diperdagangkan dan instrumen derivatif.

aa. Efek yang diterbitkan

Efek yang diterbitkan dicatat sebesar nilai nominal dikurangi saldo diskonto yang belum diamortisasi. Beban emisi obligasi sehubungan dengan penerbitan obligasi diakui sebagai diskonto dan dikurangkan langsung dari hasil emisi obligasi. Diskonto diamortisasi selama jangka waktu obligasi tersebut dengan menggunakan metode suku bunga efektif.

ab. Sukuk mudharabah

Entitas Anak pada awalnya mengakui sukuk mudharabah pada saat sukuk mudharabah diterbitkan sebesar nominalnya.

Biaya transaksi sehubungan dengan penerbitan sukuk mudharabah diakui secara terpisah dari sukuk mudharabah. Biaya transaksi diamortisasi menggunakan metode garis lurus selama jangka waktu sukuk mudharabah dan dicatat sebagai bagian dari beban keuangan.

2. MATERIAL ACCOUNTING POLICIES (continued)

y. Fees and commission income and expense and other fees

Fees and commission income and expenses that are integral to the effective interest rate of a financial asset or financial liability are included in the calculation of effective interest rate.

Fees and commission income and other fees, including credit related fees, bancassurance related fees, export-import related fees, cash management, syndication lead arranger fees, and other service fees are recognized as the related services are performed.

Other fees and commission expense related interBank transactions are expensed as the services are received.

The outstanding balances of unamortized fees and commissions on loans terminated or settled prior to maturity are recognized as income upon settlement.

z. Gains or losses from changes in fair value of financial instruments

Gains or losses from changes in fair value of financial instruments represents changes in fair value of trading marketable securities and Government Bonds and derivative instruments.

aa. Securities issued

Securities issued are presented at nominal value, net of unamortized discounts. Bond issuance costs in connection with the issuance of bonds are recognized as discounts and directly deducted from the proceeds of securities issued. The discounts are amortized over the period of the bonds using the effective interest rate method.

ab. Mudharabah bonds

The Subsidiary initially recognizes mudharabah bonds on the date of issuance of mudharabah bonds at nominal value.

Transaction costs related to the issuance of mudharabah bonds are recognized separately from mudharabah bonds. Transaction costs are amortized using straight-line method over the term of mudharabah bonds and are recorded as part of financing charges.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

ab. Sukuk mudharabah (lanjutan)

Sukuk mudharabah disajikan sebagai bagian dari liabilitas dan biaya transaksi sehubungan penerbitan sukuk mudharabah disajikan dalam aset sebagai biaya dibayar dimuka.

ac. Perpajakan

Beban pajak terdiri dari beban pajak kini dan beban pajak tangguhan. Beban pajak diakui pada laba rugi kecuali untuk akun yang langsung diakui di komponen ekuitas lainnya, dimana beban pajak yang terkait dengan akun tersebut diakui di penghasilan komprehensif lain.

Beban pajak kini adalah utang pajak yang ditentukan berdasarkan laba kena pajak untuk tahun yang bersangkutan yang dihitung berdasarkan tarif pajak yang berlaku atau yang secara substansial telah berlaku pada tanggal pelaporan.

Bank dan Entitas Anak menerapkan metode aset dan liabilitas dalam menghitung beban pajaknya. Dengan metode ini, aset dan liabilitas pajak tangguhan diakui pada setiap tanggal pelaporan sebesar perbedaan temporer aset dan liabilitas untuk tujuan akuntansi dan tujuan pajak. Metode ini juga mengharuskan pengakuan manfaat pajak di masa akan datang, jika kemungkinan realisasi manfaat tersebut di masa mendatang cukup besar (*probable*). Tarif pajak yang berlaku atau yang secara substansial telah berlaku digunakan dalam menentukan pajak penghasilan tangguhan.

Aset pajak tangguhan diakui apabila terdapat kemungkinan besar bahwa jumlah laba fiskal pada masa datang akan memadai untuk mengkompensasi perbedaan temporer yang menimbulkan aset pajak tangguhan tersebut.

Aset dan liabilitas pajak penghasilan tangguhan dapat saling hapus apabila terdapat hak yang berkekuatan hukum untuk melakukan saling hapus antara aset pajak kini dengan liabilitas pajak kini dan apabila aset dan liabilitas tangguhan terkait pajak penghasilan yang dikenakan oleh otoritas perpajakan yang sama, baik atas entitas kena pajak yang sama ataupun berbeda dan adanya niat untuk melakukan penyelesaian saldo-saldo tersebut secara neto.

Perubahan terhadap kewajiban perpajakan dicatat pada saat diterimanya surat ketetapan, atau apabila dilakukan banding, atau ketika hasil banding diterima.

2. MATERIAL ACCOUNTING POLICIES (continued)

ab. Mudharabah bonds (continued)

Mudharabah bonds are presented as a part of liabilities and the transaction costs related to the issuance of mudharabah bonds are presented in assets as part of prepaid expenses.

ac. Taxation

Income tax expense comprises of current and deferred tax. Income tax expense is recognized in profit or loss except to the extent it relates to accounts recognized directly in other equity components, in which case it is recognized in other comprehensive income.

Current tax expense is the expected tax payable on the taxable income for the year, calculated using tax rates enacted or substantively enacted at the reporting date.

The Bank and Subsidiary adopt the asset and liability method in determining their income tax expense. Under this method, deferred tax assets and liabilities are recognized at each reporting date for temporary differences between the accounting and tax bases of assets and liabilities. This method also requires the recognition of future tax benefits, to the extent that realization of such benefits is probable. Currently enacted or substantively enacted tax rates are used in the determination of deferred income tax.

Deferred tax assets are recognized to the extent that it is probable that future taxable profit will be available to compensate the temporary differences which result in such deferred tax assets.

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income tax assets and liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

Amendments to taxation obligations are recorded when an assessment letter is received or, if appeal is applied, or when the results of the appeal are received.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

ad. Imbalan kerja

Imbalan kerja jangka pendek

Imbalan kerja jangka pendek diakui pada saat terutang kepada karyawan berdasarkan metode akrual.

Imbalan kerja jangka panjang dan imbalan pasca-kerja

Imbalan kerja jangka panjang dan imbalan pasca-kerja, seperti pensiun, uang pesangon, uang penghargaan dan imbalan lainnya, dihitung berdasarkan "Peraturan Perusahaan" yang sesuai dengan Undang-undang No.11 tahun 2020 yang kemudian ditetapkan menjadi Undang-undang No.6 tahun 2023 Tentang Cipta Kerja (Undang Undang Cipta Kerja).

Bank dan Entitas Anak menerapkan PSAK 219, Imbalan Kerja.

Kewajiban imbalan pasca-kerja yang diakui di laporan posisi keuangan dihitung berdasarkan nilai kini dari estimasi kewajiban imbalan pasca-kerja di masa depan yang timbul dari jasa yang telah diberikan oleh karyawan pada masa kini dan masa lalu, dikurangi dengan nilai wajar aset program. Perhitungan dilakukan oleh aktuaris independen dengan metode *projected-unit-credit*.

Ketika imbalan pasca-kerja berubah, porsi kenaikan atau penurunan imbalan sehubungan dengan jasa yang telah diberikan oleh karyawan pada masa lalu dibebankan atau dikreditkan ke dalam laporan laba rugi. Imbalan pasca-kerja yang telah dan belum menjadi hak karyawan diakui segera sebagai beban dalam laporan laba rugi.

Pengukuran kembali terdiri dari keuntungan dan kerugian aktuarial, dampak batas atas aset (jika ada) dan dari imbal hasil atas aset program (tidak termasuk bunga), diakui langsung dalam laporan posisi keuangan konsolidasian yang dibebankan atau dikreditkan ke penghasilan komprehensif lain periode terjadinya. Pengukuran kembali diakui dalam penghasilan komprehensif lain tercermin segera dalam ”saldo laba”.

2. MATERIAL ACCOUNTING POLICIES (continued)

ad. Employee benefits

Short-term employees' benefits

Short-term employees' benefits are recognized when they are owed to the employees based on accrual method.

Long-term and post-employment benefits

Long-term and post-employment benefits, such as pension, severance pay, service pay and other benefits, are calculated in accordance with "Company Regulation" which in accordance with Labor Law No.11 of year 2020 which was then established as Labor Law No.6 of year 2023 on Job Creation (Job Creation Law).

The Bank and Subsidiary applies PSAK 219, Employee Benefits.

The obligation for post-employment benefits recognized in the statement of financial position is calculated at present value of estimated future benefits that the employees have earned in return for their services in the current and prior years, less fair value of plan asset. The calculation is performed by an independent actuary using the projected-unit-credit method.

When the post-employment benefits change, the portion of the increased or decreased benefits relating to past services by employees is charged or credited to the statement of profit or loss. To the extent that the benefits vest and not yet vest, the expense is recognized immediately in the statement of profit or loss.

Remeasurement comprising actuarial gains and losses, the effect of the asset ceiling (if applicable) and the return on plan asset (excluding interest), are recognized immediately in the consolidated statement of financial position with a charge or credit recognized in other comprehensive income in the period in which they occur. Remeasurements recognized in other comprehensive income are reflected immediately in "retained earnings".

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

ad. Imbalan kerja (lanjutan)

Imbalan kerja jangka panjang dan imbalan pasca-kerja (lanjutan)

Bank dan Entitas Anak telah memiliki program pensiun iuran pasti yang mana Bank dan Entitas Anak membayar iuran ke dana pensiun lembaga keuangan yang dihitung berdasarkan persentase tertentu dari penghasilan tetap yang diterima karyawan yang sudah memenuhi kriteria yang ditetapkan Bank dan Entitas Anak. Iuran dibebankan ke dalam laporan laba rugi pada saat terhutang.

Imbalan kerja jangka panjang lainnya

Entitas Anak memberikan imbalan kerja jangka panjang lainnya berupa tunjangan cuti besar yang ditentukan sesuai dengan Peraturan Entitas Anak. Tunjangan cuti besar diperkirakan tidak akan diselesaikan seluruhnya dalam waktu 12 bulan setelah tanggal laporan posisi keuangan dimana karyawan memberikan jasa terkait. Kewajiban ini diukur sebagai nilai kini dari perkiraan pembayaran di masa depan yang akan dibuat sehubungan dengan jasa yang diberikan oleh karyawan hingga akhir periode pelaporan dengan menggunakan metode *Projected Unit Credit* dan dihitung minimum satu tahun sekali oleh aktuaris independen.

Pesangon

Pesangon terutang ketika karyawan dihentikan kontrak kerjanya sebelum usia pensiun normal. Bank dan Entitas Anak mengakui kewajiban pesangon ketika Bank dan Entitas Anak menunjukkan komitmennya untuk memutuskan kontrak kerja dengan karyawan berdasarkan suatu rencana formal terperinci yang kecil kemungkinannya untuk dibatalkan. Pesangon yang akan dibayarkan dalam waktu lebih dari 12 bulan setelah tanggal pelaporan didiskontokan untuk mencerminkan nilai kini.

Program kompensasi jangka panjang

Bank memberikan program kompensasi jangka panjang kepada Direksi dan karyawan Bank yang memenuhi persyaratan. Program ini diberikan berdasarkan pencapaian target tertentu perusahaan dan peringkat kerja perorangan. Beban kompensasi dihitung berdasarkan nilai uang yang dikeluarkan Bank dan diamortisasi selama masa tunggu.

2. MATERIAL ACCOUNTING POLICIES (continued)

ad. Employee benefits (continued)

Long-term and post-employment benefits (continued)

Bank and Subsidiary also has a defined contribution pension program where Bank and Subsidiary pays contributions to a financial institution pension plan which is calculated at a certain percentage of fixed income of employees who meet Bank and Subsidiary' criteria. The contributions are charged to the statement of profit or loss as they become payable.

Other long-term employment benefits

Subsidiary provides other long-term employment benefits in the form of long service leave award which is determined in compliance with the Subsidiary' Regulation. The long service leave award are not expected to be settled wholly within 12 months after the statement of financial position date in which the employees render the related service. These obligations are measured as the present value of future payments to be made in respect of services provided by employees up to the end of the reporting period using Projected Unit Credit method and are calculated minimum once a year by an independent actuary.

Termination benefits

Termination benefits are payable whenever an employee's employment is terminated before the normal retirement age. The Bank and Subsidiary recognize termination benefits liability when it is demonstrably committed to terminate the employment of current employees according to a detailed formal plan and the possibility to withdraw the plan is remote. Benefits falling due more than 12 months after the reporting date are discounted at present value.

Long-term compensation program

The Bank provide long-term compensation program to the Bank's Board of Directors and eligible employees. The program is granted based on achievement of certain corporate measurements and individual performance rating. The compensation expense is calculated based on the amount of money paid by the Bank and is amortized during the holding period.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

ae. Laba per saham

Laba per saham dasar dihitung dengan membagi laba bersih yang diatribusikan kepada pemilik entitas induk dengan jumlah rata-rata tertimbang saham yang beredar pada tahun berjalan.

af. Beban emisi saham

Beban yang terjadi sehubungan dengan Penawaran Umum Terbatas dengan Hak Memesan Efek Terlebih Dahulu (*Rights Issue*), dicatat sebagai pengurang tambahan modal disetor, yang merupakan selisih antara nilai yang diterima dari pemegang saham dengan nilai nominal saham.

ag. Dividen

Pembagian dividen kepada para pemegang saham Bank diakui sebagai sebuah liabilitas dalam laporan keuangan konsolidasian Bank dan Entitas Anak pada tahun ketika dividen tersebut disetujui oleh para pemegang saham Bank dan Entitas Anak.

ah. Transaksi dengan pihak yang berelasi

Bank dan Entitas Anak melakukan transaksi dengan pihak yang berelasi. Dalam laporan keuangan konsolidasian ini, istilah pihak yang berelasi mengacu pada ketentuan PSAK 224, "Pengungkapan Pihak-Pihak yang Berelasi".

Jenis transaksi dan saldo dengan pihak-pihak berelasi, yang dilakukan berdasarkan persyaratan usaha pada umumnya, yang disetujui oleh kedua belah pihak, dimana persyaratan tersebut mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak yang tidak berelasi, diungkapkan dalam catatan atas laporan keuangan konsolidasian.

ai. Pinjaman subordinasi

Pinjaman subordinasi diakui sebesar nilai wajar pada awalnya dan selanjutnya diukur sebesar nilai biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif. Biaya perolehan diamortisasi dihitung dengan memperhitungkan adanya diskonto atau premi terkait dengan pengakuan awal pinjaman subordinasi dan biaya transaksi yang merupakan bagian yang tidak terpisahkan dari suku bunga efektif.

2. MATERIAL ACCOUNTING POLICIES (continued)

ae. Earnings per share

Basic earnings per share are computed by dividing net income attributable to equity holders of parent entity with the weighted average number of shares outstanding during the year.

af. Shares issuance cost

Cost incurred in relation with Limited Public Offering with Pre-emptive Rights (Rights Issue) is recorded as deduction from the additional paid-up capital which represents the excess of funds received from the shareholders over the par value of shares.

ag. Dividend

Dividend distribution to the Bank's shareholders is recognized as a liability in the Bank and Subsidiary' consolidated financial statements in the year in which the dividends are approved by the Bank's and Subsidiary' shareholders.

ah. Transactions with related parties

The Bank and Subsidiary enter into transactions with related parties. In these consolidated financial statements, the term related parties are used as defined in the PSAK 224, "Related Party Disclosures".

The nature of transactions and balances of accounts with related parties, which are made based on commercial terms agreed by the parties, whereby such terms may not be the same as those of the transactions between unrelated parties, are disclosed in the notes to the consolidated financial statements.

ai. Subordinated loan

Subordinated loan are initially recognized at fair value and subsequently measured at amortized cost using the effective interest rate method. Amortized cost is calculated by taking into account any discount or premium on subordinated loan and transaction costs that are an integral part of the effective interest rate.

2. KEBIJAKAN AKUNTANSI YANG MATERIAL (lanjutan)

aj. Segmen operasi

Segmen operasi adalah komponen dari Bank yang terlibat dalam aktivitas bisnis yang menghasilkan pendapatan dan menimbulkan beban, termasuk pendapatan dan beban yang terkait dengan transaksi dengan komponen lain Bank, dimana hasil operasinya dikaji ulang secara berkala oleh pengambil keputusan operasional untuk membuat keputusan mengenai sumber daya yang akan dialokasikan pada segmen tersebut dan menilai kinerjanya, serta tersedia informasi keuangan yang dapat dipisahkan. Hasil segmen yang dilaporkan kepada pengambil keputusan operasional meliputi komponen-komponen yang dapat diatribusikan secara langsung kepada suatu segmen dan komponen-komponen yang dapat dialokasikan dengan dasar yang wajar. Komponen yang tidak dapat dialokasikan terutama terdiri dari aset dan liabilitas pajak penghasilan, termasuk pajak kini dan pajak tangguhan serta aset tetap.

ak. Transaksi kombinasi bisnis antara entitas sepengendali

Transaksi kombinasi bisnis entitas sepengendali, menurut PSAK 338 "Kombinasi Bisnis Entitas Sepengendali", diakui pada jumlah tercatat berdasarkan metode penyatuan kepemilikan. Entitas yang menerima bisnis maupun yang melepas bisnis mengakui selisih antara jumlah imbalan yang dialihkan/diterima dan jumlah tercatat dari transaksi kombinasi bisnis entitas sepengendali di ekuitas dalam pos tambahan modal disetor.

Dalam menerapkan metode penyatuan kepemilikan, unsur-unsur laporan keuangan dari entitas yang bergabung, untuk periode terjadinya kombinasi bisnis entitas sepengendali dan untuk periode komparatif sajian, disajikan sedemikian rupa seolah-olah penggabungan tersebut telah terjadi sejak awal periode entitas yang bergabung berada dalam sepengendalian. Jumlah tercatat dari unsur-unsur laporan keuangan tersebut merupakan jumlah tercatat dari entitas yang bergabung dalam kombinasi bisnis entitas sepengendali.

Kebijakan akuntansi yang seragam diterapkan pada entitas yang bergabung tersebut. Penyesuaian terhadap jumlah tercatat hanya dilakukan untuk menyesuaikan kebijakan akuntansi entitas yang bergabung dengan kebijakan akuntansi yang diterapkan oleh entitas hasil kombinasi.

2. MATERIAL ACCOUNTING POLICIES (continued)

aj. Operating segments

An operating segment is a component of the Bank that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Bank's other components, whose operating results are reviewed regularly by the chief operating decision-maker to make decisions about resources allocated to the segment and assess its performance and for which discrete financial information is available. Segment results that are reported to the chief operating decision-maker include items directly attributable to a segment, as well as those that can be allocated on a reasonable basis. Unallocated items mainly comprise of income tax assets and liabilities, including current and deferred taxes and fixed assets.

ak. Business combination transactions between entities under common control

Business combination of entities under common control transactions, according to PSAK 338, "Accounting for Business Combinations Under Common Control Entities", is recognised at its carrying amount based on pooling-of-interest method. Entity that receives or disposes the business recognises the difference between the consideration transferred/received and its carrying amount arising from a business combination under common control transaction as part of equity in the additional paid-in capital account.

In applying the pooling of interests method, the elements of the financial statements of the combining entities, for the period in which the business combination of entities under common control occurs and for the comparative periods presented, are presented in such a way as if the combination had occurred since the beginning of the period in which the combining entities were under common control. The carrying amounts of these financial statement elements are the carrying amounts of the combining entities in the business combination of entities under common control.

Uniform accounting policies are applied across the combining entities. Adjustments to the carrying amounts are made only to conform the accounting policies of the combining entities to the policies adopted by the combined entity.

3. PENGGUNAAN ESTIMASI DAN PERTIMBANGAN

a. Sumber utama atas ketidakpastian estimasi

a.1. Cadangan kerugian kredit ekspektasian

Evaluasi atas kerugian penurunan nilai dilakukan atas aset keuangan yang dicatat pada biaya perolehan diamortisasi dan efek utang yang diklasifikasikan sebagai diukur pada nilai wajar melalui penghasilan komprehensif lain.

Cadangan kerugian penurunan nilai terkait dengan pihak lawan spesifik dalam seluruh cadangan kerugian penurunan nilai dibentuk atas tagihan yang penurunan nilainya dievaluasi secara individual berdasarkan estimasi terbaik manajemen atas nilai tunai arus kas yang diharapkan akan diterima. Dalam menghitung cadangan kerugian penurunan nilai, manajemen membuat pertimbangan mengenai kondisi keuangan dari pihak lawan dan nilai neto yang dapat direalisasi dari agunan yang diterima. Setiap aset yang mengalami penurunan nilai dievaluasi, dan strategi penyelesaiannya serta estimasi arus kas yang dinilai dapat diperoleh kembali disetujui secara independen oleh bagian risiko kredit.

Selain itu, dalam perhitungan cadangan kerugian penurunan nilai yang dievaluasi secara kolektif, estimasi signifikan dibutuhkan dalam penentuan kriteria kenaikan signifikan pada risiko kredit, pemilihan asumsi model dan parameter masa depan.

Informasi mengenai pertimbangan dan estimasi yang dibuat oleh Bank diungkapkan di Catatan 50b.

a.2. Cadangan kerugian penurunan nilai aset yang bukan aset keuangan

Penurunan nilai muncul saat nilai tercatat aset atau Unit Penghasil Kas ("UPK") melebihi nilai terpulihnya, yaitu yang lebih besar antara nilai wajar dikurangi biaya untuk menjual dan nilai pakainya. Nilai wajar dikurangi biaya untuk menjual didasarkan pada ketersediaan data dari perjanjian penjualan yang mengikat yang dibuat dalam transaksi normal atas aset serupa atau harga pasar yang dapat diamati dikurangi dengan biaya tambahan yang dapat diatribusikan dengan pelepasan aset.

3. USE OF ESTIMATES AND JUDGEMENTS

a. Key sources of estimation uncertainty

a.1. Allowances for expected credit losses

Financial assets accounted for at amortized cost and debt securities classified as measured at fair value through other comprehensive income are evaluated for impairment.

The specific counterparty component of the total allowances for impairment applies to claims evaluated individually for impairment and is based upon management's best estimate of the present value of the cash flows that are expected to be received. In calculating allowance for impairment losses, management makes judgements about the counterparty's financial situation and the net realizable value of any underlying collateral. Each impaired asset is assessed on its merits, and the workout strategy and estimated cash flows considered recoverable are independently approved by the credit risk unit.

In addition, in the calculation of allowance for impairment losses that evaluated collectively, significant estimates are required in determining the criteria for significant increase in credit risk, selection of the model assumptions and forward-looking parameters.

Information regarding the judgments and estimates made by the Bank are disclosed in Note 50b.

a.2. Allowances for impairment losses of non-financial assets

An impairment exists when the carrying value of an asset or Cash Generating Unit ("CGU") exceeds its recoverable amount, which is the higher of its fair value less costs to sell and its value in use. The fair value less costs to sell calculation is based on available data from binding sales transactions in an arm's length transaction of similar assets or observable market prices less incremental costs for disposing the asset.

3. PENGGUNAAN ESTIMASI DAN PERTIMBANGAN (lanjutan)

a. Sumber utama atas ketidakpastian estimasi (lanjutan)

a.3. Penentuan nilai wajar

Dalam menentukan nilai wajar atas aset keuangan dan liabilitas keuangan dimana tidak terdapat harga pasar yang dapat diobservasi, Bank dan Entitas Anak menggunakan teknik penilaian. Untuk instrumen keuangan yang jarang diperdagangkan dan tidak memiliki harga yang transparan, nilai wajarnya menjadi kurang obyektif dan karenanya, membutuhkan tingkat pertimbangan yang beragam, tergantung pada likuiditas, konsentrasi, ketidakpastian faktor pasar, asumsi penentuan harga, dan risiko lainnya yang mempengaruhi instrumen tertentu.

a.4. Liabilitas imbalan pasca-kerja

Nilai kini kewajiban imbalan pasca-kerja bergantung pada beberapa faktor yang ditentukan dengan dasar aktuarial berdasarkan beberapa asumsi. Asumsi yang digunakan untuk menentukan biaya (penghasilan) imbalan pasca-kerja neto mencakup tingkat diskonto, tingkat kenaikan penghasilan, tingkat kematian, tingkat pengunduran diri, dan lain-lain.

b. Pertimbangan akuntansi yang penting dalam menerapkan kebijakan akuntansi Bank dan Entitas Anak

Pertimbangan akuntansi yang penting dalam menerapkan kebijakan akuntansi Bank dan Entitas Anak meliputi:

Penilaian instrumen keuangan

Bank dan Entitas Anak mengukur nilai wajar dengan menggunakan hierarki dari metode berikut:

- Harga kuotasi di pasar aktif untuk instrumen keuangan yang identik.
- Teknik penilaian berdasarkan input yang dapat diobservasi. Termasuk dalam kategori ini adalah instrumen keuangan yang dinilai dengan menggunakan harga kuotasi di pasar aktif untuk instrumen yang sejenis; harga kuotasi untuk instrumen keuangan yang sejenis di pasar yang kurang aktif; atau teknik penilaian lainnya dimana seluruh input signifikan yang digunakan dapat diobservasi secara langsung ataupun tidak langsung dari data yang tersedia di pasar.

3. USE OF ESTIMATES AND JUDGEMENTS (continued)

a. Key sources of estimation uncertainty (continued)

a.3. Determining fair values

In determining the fair value of financial assets and financial liabilities for which there is no observable market price, the Bank and Subsidiary use the valuation techniques. For financial instruments that are traded infrequently and have less price transparency, fair value is less objective, and requires varying degrees of judgement depending on liquidity, concentration, uncertainty of market factors, pricing assumptions, and other risks affecting the specific instrument.

a.4. Post-employement benefit obligations

Present value of retirement obligations depends on several factors which determined by actuarial basis using several assumptions. Assumptions used to determine expenses (revenues) of net pension including discount rate, salary increase rate, mortality rate, resignation rate, and others.

b. Critical accounting judgements in applying the Bank and Subsidiary' accounting policies

Critical accounting judgements made in applying the Bank and Subsidiary' accounting policies include:

Valuation of financial instruments

The Bank and Subsidiary measure fair values using the following hierarchy of methods:

- *Quoted market price in an active market for an identical instrument.*
- *Valuation techniques based on observable inputs. This category includes instruments valued using quoted market prices in active markets for similar instruments; quoted prices for similar instruments in markets that are considered less than active; or other valuation techniques where all significant inputs are directly or indirectly observable from market data.*

3. PENGGUNAAN ESTIMASI DAN PERTIMBANGAN (lanjutan)

b. Pertimbangan akuntansi yang penting dalam menerapkan kebijakan akuntansi Bank dan Entitas Anak (lanjutan)

Nilai wajar dari aset keuangan dan liabilitas keuangan yang diperdagangkan di pasar aktif didasarkan pada kuotasi harga pasar atau kuotasi dari harga dealer. Untuk seluruh instrumen keuangan lainnya, Bank dan Entitas Anak menentukan nilai wajar dengan menggunakan teknik penilaian. Teknik penilaian termasuk model nilai tunai dan arus kas yang didiskontokan, dan perbandingan dengan instrumen yang sejenis dimana terdapat harga pasar yang dapat diobservasi. Asumsi dan input yang digunakan dalam teknik penilaian termasuk suku bunga bebas risiko (risk-free) dan suku bunga acuan, *credit spread* dan variabel lainnya yang digunakan dalam mengestimasi tingkat diskonto, harga obligasi, kurs mata uang asing, serta tingkat kerentanan dan korelasi harga yang diharapkan.

Tujuan dari teknik penilaian adalah penentuan nilai wajar yang mencerminkan harga dari instrumen keuangan pada tanggal pelaporan yang akan ditentukan oleh para pelaku di pasar dalam suatu transaksi yang wajar.

3. USE OF ESTIMATES AND JUDGEMENTS (continued)

b. Critical accounting judgements in applying the Bank and Subsidiary's accounting policies (continued)

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, the 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.

The objective of valuation techniques is to arrive at a fair value determination that reflects the price of the financial instrument at the reporting date that would have been determined by market participants acting at arm's length.

4. KAS / ***4. CASH***

	2025	2024*)	
Rupiah	2.431.559	2.337.108	*Rupiah*
Mata uang asing (Catatan 53)	515.396	165.110	*Foreign currencies (Note 53)*
	2.946.955	**2.502.218**	

Saldo dalam mata uang Rupiah termasuk uang pada mesin ATM (Anjungan Tunai Mandiri) sejumlah Rp361.329 pada tanggal 31 Desember 2025 (2024: Rp303.596).

The Rupiah balance includes cash in ATMs (Automated Teller Machines) amounted to Rp361,329 as of 31 December 2025 (2024: Rp303,596).

5. GIRO PADA BANK INDONESIA / ***5. CURRENT ACCOUNTS WITH BANK INDONESIA***

	2025	2024	
Rupiah	6.985.085	5.492.240	*Rupiah*
Mata uang asing (Catatan 53)	705.361	889.835	*Foreign currencies (Note 53)*
	7.690.446	**6.382.075**	

Informasi mengenai pemenuhan persyaratan Giro Wajib Minimum ("GWM") serta Rasio Penyangga Likuiditas Makroprudensial ("PLM") diungkapkan pada Catatan 59a.

Information regarding the fulfillment of the Reserve Requirements ("GWM") and Ratio of Macroprudential Liquidity Buffer ("PLM") is disclosed in Note 59a.

*) Disajikan kembali

*) *As restated*

6. GIRO PADA BANK LAIN / *6. CURRENT ACCOUNTS WITH OTHER BANKS*

a. Berdasarkan mata uang / *a. By currency*

	2025	2024*)	
Rupiah	228.867	838.888	*Rupiah*
Mata uang asing (Catatan 53)	2.173.395	1.100.812	*Foreign currencies (Note 53)*
	2.402.262	**1.939.700**	
Dikurangi:			***Less:***
Kerugian kredit ekspektasian	(273)	(116)	*Expected credit losses*
	2.401.989	**1.939.584**	

Suku bunga efektif rata-rata tertimbang per tahun untuk tahun yang berakhir pada tanggal 31 Desember 2025 adalah 0,15% untuk Rupiah dan 0,88% untuk mata uang asing (2024: 0,05% dan 1,28%).

The weighted average effective interest rate per annum for the year ended 31 December 2025 was 0.15% for Rupiah and 0.88% for foreign currencies (2024: 0.05% and 1.28%).

b. Berdasarkan kolektibilitas OJK / *b. By OJK collectibility*

Kolektibilitas giro pada bank lain sesuai peraturan OJK diungkapkan pada Catatan 59b.

Collectibility of current accounts with other banks in accordance with OJK regulation are disclosed in Note 59b.

c. Perubahan kerugian kredit ekspektasian / *c. Movements of expected credit losses*

	2025				
	Tahap 1/ *Stage 1*	Tahap 2/ *Stage 2*	Tahap 3/ *Stage 3*	Jumlah/ *Total*	
Saldo awal	116	-	-	116	*Beginning balance*
Perubahan bersih pada eksposur dan pengukuran kembali	95	-	-	95	*Net change in exposure and remeasurement*
Perubahan model atau parameter	54	-	-	54	*Change in model or parameter*
Selisih kurs	8	-	-	8	*Exchange rate difference*
Saldo Akhir	**273**	**-**	**-**	**273**	***Ending Balance***

	2024				
	Tahap 1/ *Stage 1*	Tahap 2/ *Stage 2*	Tahap 3/ *Stage 3*	Jumlah/ *Total*	
Saldo awal	155	-	-	155	*Beginning balance*
Perubahan bersih pada eksposur dan pengukuran kembali	(32)	-	-	(32)	*Net change in exposure and remeasurement*
Perubahan model atau parameter	(5)	-	-	(5)	*Change in model or parameter*
Aset keuangan yang baru diperoleh	1	-	-	1	*New financial assets*
Selisih kurs	(3)	-	-	(3)	*Exchange rate difference*
Saldo Akhir	**116**	**-**	**-**	**116**	***Ending Balance***

Manajemen berpendapat bahwa jumlah kerugian kredit ekspektasian atas giro pada bank lain telah memadai.

Management believes that the expected credit losses on current accounts with other banks is adequate.

*) Disajikan kembali

*) *As restated*

7. PENEMPATAN PADA BANK LAIN DAN BANK INDONESIA / *7. PLACEMENTS WITH OTHER BANKS AND BANK INDONESIA*

a. Berdasarkan jenis dan mata uang / *a. By type and currency*

	2025	2024	
Rupiah			***Rupiah***
Penempatan pada Bank Indonesia			***Placements with Bank Indonesia***
- Fasilitas simpanan Bank Indonesia (FASBI)	327.183	889.870	*Deposit facility of - Bank Indonesia (FASBI)*
- Fasilitas simpanan Bank Indonesia Syariah (FASBIS)	1.181.616	2.481.000	*Sharia Deposit facility of Bank - Indonesia (FASBIS)*
	1.508.799	3.370.870	
Call Money			***Call Money***
- PT Bank Mega Tbk	200.000	-	*PT Bank Mega Tbk -*
- PT Bank Maspion Indonesia Tbk	100.000	-	*PT Bank Maspion Indonesia Tbk -*
- PT Bank OCBC NISP Tbk	100.000	-	*PT Bank OCBC NISP Tbk -*
- PT Bank SBI Indonesia	20.000	-	*PT Bank SBI Indonesia -*
	420.000		
Jumlah Rupiah	**1.928.799**	**3.370.870**	***Total Rupiah***
Mata uang asing (Catatan 53)			***Foreign currencies (Note 53)***
Penempatan pada Bank Indonesia			***Placements with Bank Indonesia***
- Deposito berjangka Bank Indonesia	450.225	1.046.175	*Time deposit of Bank Indonesia -*
Jumlah mata uang asing	**450.225**	**1.046.175**	***Total foreign currency***
Jumlah penempatan pada bank lain dan Bank Indonesia	**2.379.024**	**4.417.045**	***Total placements with other banks and Bank Indonesia***
Dikurangi:			***Less:***
Kerugian kredit ekspektasian	(23)	-	*Expected credit losses*
Jumlah penempatan pada bank lain dan Bank Indonesia - neto	**2.379.001**	**4.417.045**	***Total placements with other banks and Bank Indonesia - net***

Suku bunga efektif rata-rata tertimbang per tahun untuk tahun yang berakhir pada tanggal 31 Desember 2025 adalah 4,72% untuk Rupiah dan 4,17% untuk mata uang asing (2024: 5,87% dan 5,20%).

The weighted average effective interest rate per annum for the year ended 31 December 2025 was 4.72% for Rupiah and 4.17% for foreign currencies (2024: 5.87% and 5.20%).

b. Berdasarkan kolektibilitas OJK / *b. By OJK collectibility*

Kolektibilitas penempatan pada bank lain dan Bank Indonesia sesuai peraturan OJK diungkapkan pada Catatan 59c.

Collectibility of placements with other banks and Bank Indonesia in accordance with OJK regulation are disclosed in Note 59c.

c. Perubahan kerugian kredit ekspektasian / *c. Movements of expected credit losses*

	2025				
	Tahap 1/ *Stage 1*	**Tahap 2/ *Stage 2***	**Tahap 3/ *Stage 3***	**Jumlah/ *Total***	
Saldo awal	-	-	-	-	*Beginning balance*
Aset keuangan yang baru diperoleh	108	-	-	108	*New financial assets*
Perubahan bersih pada eksposur dan pengukuran kembali	(85)	-	-	(85)	*Net change in exposure and remeasurement*
Saldo Akhir	**23**	**-**	**-**	**23**	***Ending Balance***

7. PENEMPATAN PADA BANK LAIN DAN BANK INDONESIA (lanjutan) / *7. PLACEMENTS WITH OTHER BANKS AND BANK INDONESIA (continued)*

c. Perubahan kerugian kredit ekspektasian (lanjutan) / *c. Movements of expected credit losses (continued)*

	2024				
	Tahap 1/ *Stage 1*	Tahap 2/ *Stage 2*	Tahap 3/ *Stage 3*	Jumlah/ *Total*	
Saldo awal	-	-	-	-	*Beginning balance*
Aset keuangan yang baru diperoleh	378	-	-	378	*New financial assets*
Perubahan bersih pada eksposur dan pengukuran kembali	(378)	-	-	(378)	*Net change in exposure and remeasurement*
Saldo Akhir	**-**	**-**	**-**	**-**	***Ending Balance***

Manajemen berpendapat bahwa jumlah kerugian kredit ekspektasian atas penempatan pada bank lain telah memadai.

Management believes that the expected credit losses on placements with other banks is adequate.

8. EFEK-EFEK / *8. MARKETABLE SECURITIES*

a. Berdasarkan jenis dan mata uang / *a. By type and currency*

	2025		2024		
	Nilai nominal/ *Nominal value*	Nilai tercatat/ *Carrying value*	Nilai nominal/ *Nominal value*	Nilai tercatat/ *Carrying value*	
Biaya perolehan diamortisasi (harga perolehan, setelah dikurangi premi/diskonto yang belum diamortisasi):					***Amortized cost (cost, net of unamortized premium/discount):***
Rupiah					***Rupiah***
- Surat berharga lainnya	1.081.476	1.081.476	2.465.270	2.465.270	*Other marketable securities -*
Mata uang asing (Catatan 53)					***Foreign currencies (Note 53)***
- Surat berharga lainnya	27.288	27.288	5.096	5.096	*Other marketable securities -*
Jumlah biaya perolehan diamortisasi	**1.108.764**	**1.108.764**	**2.470.366**	**2.470.366**	***Total amortized cost***
Nilai wajar melalui penghasilan komprehensif lain:					***Fair value through other comprehensive income:***
Rupiah					***Rupiah***
- Sekuritas Rupiah Bank Indonesia	9.669.261	9.402.306	6.403.664	6.253.505	*Bank Indonesia Rupiah Securities -*
- Obligasi	2.504.343	2.553.456	1.396.000	1.390.670	*Bonds -*
	12.173.604	11.955.762	7.799.664	7.644.175	
Mata uang asing (Catatan 53)					***Foreign currencies (Note 53)***
- Sekuritas Valas Bank Indonesia	3.335.000	3.323.896	160.950	160.150	*Bank Indonesia Foreign Currency - Securities*
- Obligasi	157.579	154.717	87.718	82.806	*Bonds -*
	3.492.579	3.478.613	248.668	242.956	
Jumlah nilai wajar melalui penghasilan komprehensif lain	**15.666.183**	**15.434.375**	**8.048.332**	**7.887.131**	***Total fair value through other comprehensive income***
Nilai wajar melalui laba rugi:					***Fair value through Profit or Loss:***
Rupiah					***Rupiah***
- Sekuritas Rupiah Bank Indonesia	2.903.157	2.805.063	2.624.367	2.512.804	*Bank Indonesia Rupiah Securities -*
- Obligasi	600	609	-	-	*Bonds -*
	2.903.757	2.805.672	2.624.367	2.512.804	

8. EFEK-EFEK (lanjutan) / *8. MARKETABLE SECURITIES (continued)*

a. Berdasarkan jenis dan mata uang (lanjutan) / *a. By type and currency (continued)*

	2025		2024		
	Nilai nominal/ *Nominal value*	Nilai tercatat/ *Carrying value*	Nilai nominal/ *Nominal value*	Nilai tercatat/ *Carrying value*	
Nilai wajar melalui laba rugi: (lanjutan)					***Fair value through Profit or Loss: (continued)***
Mata uang asing (Catatan 53)					***Foreign currencies (Note 53)***
- MUFG Innovation Partners Garuda No.1 Investment Limited Partnership	80.916	74.334	47.156	48.285	*MUFG Innovation Partners - Garuda No.1 Investment Limited Partnership*
- Sinarmas-Spiral Japan Thematic G.K	12.425	12.444	-	-	*Sinarmas-Spiral Japan Thematic G.K -*
	93.341	86.778	47.156	48.285	
Jumlah nilai wajar melalui laba rugi	**2.997.098**	**2.892.450**	**2.671.523**	**2.561.089**	***Total fair value through profit or loss***
Jumlah efek-efek	**19.772.045**	**19.435.589**	**13.190.221**	**12.918.586**	***Total marketable securities***
Dikurangi:					***Less:***
Kerugian kredit ekspektasian		(107.188)		(225.130)	*Expected credit losses*
Jumlah efek-efek-neto		**19.328.401**		**12.693.456**	***Total marketable securities-net***

Wesel ekspor tidak terdaftar di bursa efek.

The export bills are not listed at a stock exchange.

Selama tahun yang berakhir pada tanggal 31 Desember 2025, kerugian neto yang belum direalisasi atas perubahan nilai wajar efek-efek dalam klasifikasi diperdagangkan diakui pada laporan laba rugi sebesar Rp9.472 (2024: keuntungan neto sebesar Rp15.290).

During the year ended 31 December 2025, unrealized net losses arising from changes in fair value of marketable securities classified as trading securities are recorded in profit or loss amounted to Rp9,472 (2024: net gains amounted to Rp15,290).

Bank mengakui keuntungan neto atas penjualan efek-efek sejumlah Rp239.539 untuk tahun yang berakhir pada tanggal 31 Desember 2025 (2024: keuntungan neto sejumlah Rp61.785).

The Bank recognized net gains from the sale of marketable securities amounted to Rp239,539 for the year ended 31 December 2025 (2024: net gains amounted to Rp61,785).

Mutasi nilai tercatat bruto efek-efek selama tahun berjalan sebagian besar dari asset keuangan yang baru diperoleh.

Movement of gross carrying amount during the year were mostly from new financial assets acquired.

b. Berdasarkan penerbit / *b. By issuer*

	2025	2024	
Bank Indonesia	15.531.265	8.926.459	*Bank Indonesia*
Korporasi	3.519.387	3.888.681	*Corporates*
Bank lain	384.937	103.446	*Other Banks*
	19.435.589	12.918.586	
Dikurangi:			***Less:***
Kerugian kredit ekspektasian	(107.188)	(225.130)	*Expected credit losses*
	19.328.401	**12.693.456**	

c. Berdasarkan kolektibilitas OJK / *c. By OJK collectibility*

Kolektibilitas efek-efek sesuai peraturan OJK diungkapkan pada Catatan 59d.

Collectibility of marketable securities in accordance with OJK regulation are disclosed in Note 59d.

8. EFEK-EFEK (lanjutan) / *8. MARKETABLE SECURITIES (continued)*

d. Berdasarkan peringkat / *d. By rating*

	Pemeringkat/ *Rated by*	Peringkat/ *Rating* 2025	Peringkat/ *Rating* 2024	Nilai Tercatat/Nilai Wajar/ *Carrying Value/Fair Value* 2025	Nilai Tercatat/Nilai Wajar/ *Carrying Value/Fair Value* 2024
Biaya perolehan diamortisasi/*Amortized cost*					
Rupiah/*Rupiah*					
Wesel SKBDN/*SKBDN Bills*	N/A	Tidak Diperingkat/ *Not rated*	Tidak Diperingkat/ *Not rated*	12.544	18.502
Wesel lainnya/*Other Bills*	N/A	Tidak Diperingkat/ *Not rated*	Tidak Diperingkat/ *Not rated*	1.068.932	2.446.768
				1.081.476	2.465.270
Mata Uang Asing/*Foreign Currency*					
Wesel ekspor/*Export Bills*	N/A	Tidak Diperingkat/ *Not rated*	Tidak Diperingkat/ *Not rated*	50	-
Wesel SKBDN/*SKBDN Bills*	N/A	Tidak Diperingkat/ *Not rated*	Tidak Diperingkat/ *Not rated*	27.238	5.096
				27.288	5.096
Jumlah biaya perolehan diamortisasi/*Total amortized cost*				**1.108.764**	**2.470.366**
Nilai wajar melalui penghasilan komprehensif lain/ *Fair value through other comprehensive income:*					
Rupiah/*Rupiah*					
Sekuritas Rupiah Bank Indonesia	-	-	-	9.402.306	6.253.505
Obligasi II Merdeka Battery Materials Tahun 2024 Seri B	Pefindo	idA	idA	262.963	250.058
Obligasi Berkelanjutan VI Pegadaian Tahap III Tahun 2025 Seri A	Pefindo	idAAA	-	252.055	-
Obligasi Berkelanjutan IV Sarana Multi Infrastruktur Tahap II Tahun 2024 Seri C	Pefindo	idAAA	idAAA	152.239	146.897
Obligasi Berwawasan Lingkungan Berkelanjutan I Bank Mandiri Tahap II Tahun 2025 Seri B	Pefindo	idAAA	-	133.049	-
Obligasi Berkelanjutan III Sarana Multi Infrastruktur Tahap III Tahun 2023 Seri C	Pefindo	idAAA	idAAA	91.701	89.137
Obligasi Keberlanjutan Berkelanjutan I Bank Mandiri Tahap I Tahun 2025 Seri C	Pefindo	idAAA	-	88.157	-
Obligasi Berkelanjutan IV Maybank Finance Tahap II Tahun 2025 Seri B	Pefindo	idAAA	-	87.358	-
Obligasi Berkelanjutan IV Sarana Multi Infrastruktur Tahap IV Tahun 2025 Seri B	Pefindo	idAAA	-	85.132	-
Obligasi Berkelanjutan III Bussan Auto Finance Tahap IV Tahun 2025 Seri B	Fitch	AAA(idn)	-	84.763	-
Obligasi Berwawasan Sosial Berkelanjutan II Sarana Multigriya Finansial Tahap I Tahun 2025	Pefindo	idAAA	-	83.527	-
Obligasi Berkelanjutan VI Astra Sedaya Finance Tahap V Tahun 2025 Seri B	Fitch	AAA(idn)	-	82.087	-
Obligasi Berkelanjutan III Bussan Auto Finance Tahap III Tahun 2025 Seri B	Fitch	AAA(idn)	-	81.834	-
Obligasi Berkelanjutan V SANF Dengan Tingkat Bunga Tetap Tahap I Tahun 2025 Seri B	Fitch	AA+(idn)	-	78.674	-
Obligasi Berkelanjutan IV Chandra Asri Petrochemical Tahap IV Tahun 2024 Seri B	Pefindo	idAA-	idAA-	76.950	73.148
Obligasi Berkelanjutan VII Astra Sedaya Finance Tahap II Tahun 2025 Seri B	Pefindo	idAAA	-	69.834	-
Obligasi Berkelanjutan VII Federal International Finance Tahap II Tahun 2025 Seri B	Fitch	AAA(idn)	-	59.640	-
Obligasi Berkelanjutan VI BFI Finance Indonesia Tahap II Tahun 2025 Seri C	Fitch	AA-(idn)	-	55.881	-
Obligasi Berwawasan Sosial Berkelanjutan I Sarana Multigriya Finansial Tahap III Tahun 2024	Pefindo	idAAA	idAAA	51.979	49.371
Obligasi Berkelanjutan I Oto Multiartha Tahap II Tahun 2024 Seri C	Pefindo	idAAA	idAAA	51.924	49.296
Obligasi Berkelanjutan I Oto Multiartha Tahap III Tahun 2025 Seri C	Pefindo	idAAA	-	51.779	-
Obligasi Berkelanjutan IV Bank Panin Tahap III Tahun 2025 Seri A	Pefindo	idAA	-	50.499	-
Obligasi Berkelanjutan VI Pegadaian Tahap IV Tahun 2025 Seri B	Pefindo	idAAA	-	49.670	-
Obligasi Berkelanjutan VII Astra Sedaya Finance Tahap II Tahun 2025 Seri C	Pefindo	idAAA	-	48.973	-
Obligasi Berkelanjutan III Mayora Indah Tahap II Tahun 2025 Seri A	Pefindo	idAA	-	48.039	-
Obligasi Berwawasan Sosial Berkelanjutan I Sarana Multigriya Finansial Tahap I Tahun 2023	Pefindo	idAAA	idAAA	47.405	45.232
Obligasi Berkelanjutan IV SANF Dengan Tingkat Bunga Tetap Tahap II Tahun 2023 Seri C	Fitch	AA+(idn)	AA+(idn)	46.402	44.287
Obligasi Berkelanjutan VII Federal International Finance Tahap II Tahun 2025 Seri A	Fitch	AAA(idn)	-	45.314	-
Obligasi Berkelanjutan IV Bank Panin Tahap II Tahun 2024	Pefindo	idAA	idAA	35.418	34.980
Sukuk Wakalah Bi Al-Istitsmar Berkelanjutan I CIMB Niaga Auto Finance Tahap III Tahun 2025 Seri B	Fitch	AAA(idn)	-	33.644	-

8. EFEK-EFEK (lanjutan) / *8. MARKETABLE SECURITIES (continued)*

d. Berdasarkan peringkat (lanjutan) / *d. By rating (continued)*

	Pemeringkat/ *Rated by*	Peringkat/ *Rating* 2025	Peringkat/ *Rating* 2024	Nilai Tercatat/Nilai Wajar/*Carrying Value/Fair Value* 2025	Nilai Tercatat/Nilai Wajar/*Carrying Value/Fair Value* 2024
Nilai wajar melalui penghasilan komprehensif lain (lanjutan)/ *Fair value through other comprehensive income (continued):*					
Rupiah (lanjutan)/*Rupiah (continued)*					
Obligasi Berkelanjutan III Jasa Marga Tahap II Tahun 2025 Seri A	Pefindo	idAA	-	32.280	-
Obligasi Berkelanjutan II Indonesia Infrastructure Finance Tahap III Tahun 2025 Seri B	Pefindo	idAAA	-	30.421	-
Sukuk Wakalah Bi Al-Istitsmar Berkelanjutan I CIMB Niaga Auto Finance Tahap II Tahun 2025 Seri B	Fitch	AAA(idn)	-	25.693	-
Obligasi Berkelanjutan II Bank Mandiri Taspen Tahap I Tahun 2025 Seri B	Pefindo	idAAA	-	20.506	-
Obligasi Berkelanjutan II Indonesia Infrastructure Finance Tahap I Tahun 2023 Seri C	Pefindo	idAAA	idAAA	20.472	19.598
Obligasi Berkelanjutan VI Indomobil Finance Dengan tingkat Bunga Tetap Tahap I Tahun 2025 Seri C	Pefindo	idAA-	-	19.360	-
Obligasi Berkelanjutan V Toyota Astra Financial Services Tahap II Tahun 2025 Seri B	Fitch	AAA(idn)	-	14.833	-
Sukuk Mudharabah Berwawasan Sosial Orange Berkelanjutan I PNM Tahap II Tahun 2025 Seri B	Pefindo	idAAA(sy)	-	3.001	-
Obligasi Berkelanjutan I JACCS MPM Finance Indonesia Tahap I Tahun 2022 Seri B	Fitch	-	AA(idn)	-	100.015
Obligasi Berkelanjutan V Astra Sedaya Finance Tahap IV Tahun 2022 Seri B	Pefindo	-	idAAA	-	99.735
Obligasi Berkelanjutan II Bussan Auto Finance Tahap II Tahun 2022 Seri B	Fitch	-	AAA(idn)	-	70.405
Obligasi Berkelanjutan II XL Axiata Tahap I Tahun 2022 Seri A	Fitch	-	AAA(idn)	-	69.866
Obligasi Berkelanjutan V Federal International Finance Tahap V Tahun 2023 Seri B	Fitch	-	AAA(idn)	-	69.741
Obligasi I KB Finansia Multi Finance Tahun 2022 Seri B	Fitch	-	AAA(idn)	-	50.106
Obligasi Berwawasan Lingkungan (Green Bond) I PT Bank Negara Indonesia (Persero) Tbk Tahun 2022 Seri A	Pefindo	-	idAAA	-	44.868
Obligasi Berkelanjutan V Mandiri Tunas Finance Tahap III Tahun 2022 Seri A	Pefindo	-	idAAA	-	29.958
Obligasi II KB Finansia Multi Finance Tahun 2023 Seri B	Fitch	-	AAA(idn)	-	20.035
Obligasi Berkelanjutan IV Indomobil Finance Dengan Tingkat Bunga Tetap Tahap III Tahun 2022 Seri B	Pefindo	-	idAA-	-	18.962
Obligasi Berkelanjutan III Toyota Astra Financial Services Tahap II Tahun 2022 Seri B	Fitch	-	AAA(idn)	-	14.975
				11.955.762	7.644.175
Mata Uang Asing/*Foreign Currencies*					
Sekuritas Valas Bank Indonesia	-	-	-	3.323.896	160.150
PT Indonesia Infrastruktur Finance	Fitch	BBB	BBB	48.054	45.405
Obligasi Berkelanjutan Sarana Multi Infrastruktur	Fitch	BBB	BBB	89.796	37.401
Obligasi Bank Mandiri	Fitch	BBB	-	16.867	-
				3.478.613	242.956
Jumlah nilai wajar melalui penghasilan komprehensif lain/ *Total fair value through other comprehensive income*				**15.434.375**	**7.887.131**
Nilai wajar melalui laba rugi/*fair value through profit or loss*					
Rupiah/*Rupiah*					
Sekuritas Rupiah Bank Indonesia	-	-	-	2.805.063	2.512.804
Obligasi Berkelanjutan PT Bank Rakyat Indonesia Tbk	Pefindo	idAAA	-	609	-
				2.805.672	2.512.804
Mata Uang Asing/*Foreign Currencies*					
MUFG Innovation Partners Garuda No.1 Investment Limited Partnership	-	-	-	74.334	48.285
Sinarmas-Spiral Japan Thematic G.K	-	-	-	12.444	-
				86.778	48.285
Jumlah nilai wajar melalui laba rugi/*Total fair value through profit or loss*				**2.892.450**	**2.561.089**
Jumlah efek-efek/*Total marketable securities*				**19.435.589**	**12.918.586**
Dikurangi/*Less*:					
Kerugian kredit ekspektasian/*Expected credit losses*				(107.188)	(225.130)
Jumlah efek-efek-neto/*Total marketable securities-net*				**19.328.401**	**12.693.456**

8. EFEK-EFEK (lanjutan)

8. MARKETABLE SECURITIES (continued)

e. Perubahan keuntungan/(kerugian) yang belum direalisasi

e. Movements of unrealized gains/(losses)

Perubahan keuntungan/(kerugian) yang belum direalisasi atas efek-efek dalam kelompok diukur pada nilai wajar melalui penghasilan komprehensif lain adalah sebagai berikut:

Movements of unrealized gains/(losses) for marketable securities measured at fair value through other comprehensive income are as follows:

	2025	2024	
Saldo awal – sebelum pajak penghasilan tangguhan	(12.192)	(6.221)	*Beginning balance - before deferred income tax*
Penambahan keuntungan/(kerugian) yang belum direalisasi selama tahun berjalan - neto	66.897	(2.446)	*Additional unrealized gains/ (losses) during the year - net*
Keuntungan yang direalisasi ke laba rugi atas penjualan efek-efek selama tahun berjalan - neto	(3.355)	(3.525)	*Realized gains to profit or loss from sale of marketable securities during the year - net*
Jumlah sebelum pajak penghasilan tangguhan	51.350	(12.192)	*Total before deferred income tax*
Pajak penghasilan tangguhan	(11.297)	2.682	*Deferred income tax*
Saldo akhir - neto	**40.053**	**(9.510)**	***Ending balance - net***

f. Perubahan kerugian kredit ekspektasian

f. Movements of expected credit losses

	2025				
	Tahap 1/ *Stage 1*	**Tahap 2/ *Stage 2***	**Tahap 3/ *Stage 3***	**Jumlah/ *Total***	
Saldo awal	9.571	-	215.559	225.130	*Beginning balance*
Aset keuangan yang baru diperoleh	13.574	-	-	13.574	*New financial assets*
Perubahan bersih pada eksposur dan pengukuran kembali	30	-	221.094	221.124	*Net change in exposure and remeasurement*
Perubahan model atau parameter	(149)	-	-	(149)	*Change in model or parameter*
Aset keuangan yang sudah dihentikan pengakuannya	(21.990)	-	(330.501)	(352.491)	*Derecognition of financial assets*
Saldo Akhir	**1.036**	**-**	**106.152**	**107.188**	***Ending Balance***

	2024				
	Tahap 1/ *Stage 1*	**Tahap 2/ *Stage 2***	**Tahap 3/ *Stage 3***	**Jumlah/ *Total***	
Saldo awal	25.001	-	329.648	354.649	*Beginning balance*
Aset keuangan yang baru diperoleh	17.786	-	-	17.786	*New financial assets*
Transfer ke penurunan kredit (Tahap 3)	(21.668)	-	21.668	-	*Transferred to credit impaired (Stage 3)*
Perubahan bersih pada eksposur dan pengukuran kembali	2.747	-	413.659	416.406	*Net change in exposure and remeasurement*
Perubahan model atau parameter	(160)	-	-	(160)	*Change in model or parameter*
Aset keuangan yang sudah dihentikan pengakuannya	(14.184)	-	(549.416)	(563.600)	*Derecognition of financial assets*
Selisih kurs	49	-	-	49	*Exchange rate difference*
Saldo Akhir	**9.571**	**-**	**215.559**	**225.130**	***Ending Balance***

Manajemen berpendapat bahwa jumlah kerugian kredit ekspektasian atas efek-efek telah memadai.

Management believes that the expected credit losses on marketable securities is adequate.

8. EFEK-EFEK (lanjutan)

g. Suku bunga/marjin efektif rata-rata tertimbang per tahun untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024

8. MARKETABLE SECURITIES (continued)

g. The weighted average effective interest/margin rate per annum for the year ended 31 December 2025 and 2024

	2025	2024	
Obligasi korporasi - Rupiah	7,01%	6,70%	*Corporate bonds - Rupiah*
Obligasi korporasi - mata uang asing	5,72%	5,68%	*Corporate bonds - foreign currency*
Sekuritas Rupiah Bank Indonesia	5,87%	6,80%	*Bank Indonesia Rupiah Securities*
Sekuritas Valas Bank Indonesia	4,02%	5,20%	*Bank Indonesia Foreign Exchange Securities*

9. EFEK YANG DIBELI DENGAN JANJI DIJUAL KEMBALI DAN EFEK YANG DIJUAL DENGAN JANJI DIBELI KEMBALI

a. Efek yang dibeli dengan janji dijual kembali

9. SECURITIES PURCHASED UNDER RESALE AGREEMENTS AND SECURITIES SOLD UNDER REPURCHASE AGREEMENTS

a. Securities purchased under resale agreements

		2025				
Pihak penjual/*Counterparty*	**Jenis efek/ *Type of securities***	**Nilai nominal/ *Nominal amount***	**Tingkat suku bunga/ *Interest rate***	**Tanggal dimulai/ *Commencement date***	**Tanggal jatuh tempo/ *Maturity date***	**Nilai tercatat/ *Carrying value***
PT Bank DBS Indonesia	IDSR030726364S	800.000	4,23%	31 Desember/ *December* 2025	2 Januari/ *January* 2026	780.578
PT Bank BNP Paribas Indonesia	IDSR030726364S	400.000	4,25%	31 Desember/ *December* 2025	2 Januari/ *January* 2026	390.289
PT Bank BNP Paribas Indonesia	IDSR161026364S	400.000	4,25%	31 Desember/ *December* 2025	2 Januari/ *January* 2026	384.990
PT Bank Nationalnobu Tbk	IDSR200226364S	200.000	4,90%	19 Desember/ *December* 2025	9 Januari/ *January* 2026	198.317
Bank Indonesia Jakarta	VR92_12_27	100.000	4,70%	29 Oktober/ *October* 2025	28 Januari/ *January* 2026	95.263
Bank Indonesia Jakarta	VR92_12_27	100.000	4,71%	29 Oktober/ *October* 2025	28 Januari/ *January* 2026	95.263
PT Bank Maybank IndonesiaTbk	FR73_05_31	50.000	4,80%	19 Desember/ *December* 2025	2 Januari/ *January* 2026	53.319
PT Bank CTBC Indonesia	FR100_02_34	20.000	4,80%	2 Desember/ *December* 2025	2 Januari/ *January* 2026	19.394
		2.070.000				**2.017.413**

9. EFEK YANG DIBELI DENGAN JANJI DIJUAL KEMBALI DAN EFEK YANG DIJUAL DENGAN JANJI DIBELI KEMBALI (lanjutan)

9. SECURITIES PURCHASED UNDER RESALE AGREEMENTS AND SECURITIES SOLD UNDER REPURCHASE AGREEMENTS (continued)

a. Efek yang dibeli dengan janji dijual kembali (lanjutan)

a. Securities purchased under resale agreements (continued)

		2024				
Pihak penjual/*Counterparty*	Jenis efek/ *Type of securities*	Nilai nominal/ *Nominal amount*	Tingkat suku bunga/ *Interest rate*	Tanggal dimulai/ *Commencement date*	Tanggal jatuh tempo/ *Maturity date*	Nilai tercatat/ *Carrying value*
PT Bank Maybank IndonesiaTbk	FR96_02_33	250.000	6,45%	19 Desember/ *December* 2024	2 Januari/ *January* 2025	236.182
PT Bank DBS Indonesia	FR81_06_25	200.000	6,45%	31 Desember/ *December* 2024	14 Januari/ *January* 2025	195.929
PT Super Bank Indonesia	FR101_04_29	200.000	6,45%	19 Desember/ *December* 2024	2 Januari/ *January* 2025	191.673
PT Bank Maybank IndonesiaTbk	FR96_02_33	200.000	6,45%	31 Desember/ *December* 2024	14 Januari/ *January* 2025	189.620
PT Bank Maybank IndonesiaTbk	FR90_04_27	200.000	6,45%	30 Desember/ *December* 2024	13 Januari/ *January* 2025	183.910
PT Super Bank Indonesia	FR59_05_27	190.000	6,45%	30 Desember/ *December* 2024	13 Januari/ *January* 2025	181.958
PT Bank MNC Internasional Tbk	FR91_04_32	200.000	6,45%	30 Desember/ *December* 2024	13 Januari/ *January* 2025	179.582
PT Bank China Construction Bank Indonesia Tbk	IDSR260925364S	100.000	6,55%	10 Desember/ *December* 2024	7 Januari/ *January* 2025	94.799
PT Bank Rakyat Indonesia (Persero) Tbk	FR90_04_27	100.000	6,45%	31 Desember/ *December* 2024	14 Januari/ *January* 2025	91.951
PT Bank China Construction Bank Indonesia Tbk	IDSR080925367S	80.000	6,55%	16 Desember/ *December* 2024	13 Januari/ *January* 2025	75.985
PT Bank KB Bukopin Tbk	IDSR210325364S	50.000	6,45%	19 Desember/ *December* 2024	2 Januari/ *January* 2025	49.134
PT Bank Nationalnobu Tbk	IDSR250425182S	50.000	6,48%	20 Desember/ *December* 2024	3 Januari/ *January* 2025	48.847
PT Bank Nationalnobu Tbk	IDSR051225364S	50.000	6,45%	18 Desember/ *December* 2024	2 Januari/ *January* 2025	46.698
PT Bank KB Bukopin Tbk	FR73_05_31	10.000	6,45%	24 Desember/ *December* 2024	7 Januari/ *January* 2025	10.216
PT Bank DBS Indonesia	FR64_05_28	10.000	6,65%	23 Desember/ *December* 2024	23 Januari/ *January* 2025	9.315
		1.890.000				**1.785.799**

Kolektibilitas efek-efek yang dibeli dengan janji dijual kembali sesuai peraturan OJK diungkapkan pada Catatan 59e.

Collectibility of securities purchased under resale agreements in accordance with OJK regulation are disclosed in Note 59e.

9. EFEK YANG DIBELI DENGAN JANJI DIJUAL KEMBALI DAN EFEK YANG DIJUAL DENGAN JANJI DIBELI KEMBALI (lanjutan)

9. SECURITIES PURCHASED UNDER RESALE AGREEMENTS AND SECURITIES SOLD UNDER REPURCHASE AGREEMENTS (continued)

b. Efek yang dijual dengan janji dibeli kembali

b. Securities sold under repurchase agreements

		2025				
Pihak lawan/*Counterparty*	**Jenis efek/ *Type of securities***	**Nilai nominal/ *Nominal amount***	**Tingkat suku bunga/ *Interest rate***	**Tanggal dimulai/ *Commencement date***	**Tanggal jatuh tempo/ *Maturity date***	**Nilai tercatat/ *Carrying value***
PT Bank MegaTbk	IDSR180926364S	500.000	4,80%	29 Desember/ *December* 2025	5 Januari/ *January* 2026	482.400
PT Bank MegaTbk	IDSR180926364S	300.000	4,85%	30 Desember/ *December* 2025	6 Januari/ *January* 2026	289.636
PT Bank Digital BCA	FR86_04_26	200.000	4,85%	30 Desember/ *December* 2025	6 Januari/ *January* 2026	198.775
BPD Sumatera Barat	IDSR180926364S	200.000	4,80%	30 Desember/ *December* 2025	6 Januari/ *January* 2026	193.091
BPD Sumatera Barat	IDSR180926364S	200.000	4,80%	30 Desember/ *December* 2025	6 Januari/ *January* 2026	193.091
PT Bank DKI	FR86_04_26	150.000	4,80%	29 Desember/ *December* 2025	5 Januari/ *January* 2026	149.056
PT Bank DKI	FR86_04_26	150.000	4,80%	29 Desember/ *December* 2025	5 Januari/ *January* 2026	149.056
PT Bank Digital BCA	FR86_04_26	150.000	4,78%	29 Desember/ *December* 2025	5 Januari/ *January* 2026	149.056
PT Bank DKI	FR86_04_26	100.000	4,80%	29 Desember/ *December* 2025	5 Januari/ *January* 2026	99.370
PT Bank DKI	FR86_04_26	100.000	4,80%	29 Desember/ *December* 2025	5 Januari/ *January* 2026	99.370
PT Bank SMBC Indonesia Tbk	IDSR180926364S	100.000	4,82%	30 Desember/ *December* 2025	13 Januari/ *January* 2026	96.545
PT Krom Bank Indonesia Tbk	IDSR180926364S	100.000	4,85%	30 Desember/ *December* 2025	8 Januari/ *January* 2026	96.545
PT Krom Bank Indonesia Tbk	IDSR180926364S	50.000	4,85%	30 Desember/ *December* 2025	13 Januari/ *January* 2026	48.273
PT Bank Mandiri Indonesia Tbk	FR86_04_26	10.000	4,85%	29 Desember/ *December* 2025	26 Januari/ *January* 2026	9.937
PT Bank DBS Indonesia	FR86_04_26	10.000	4,75%	22 Desember/ *December* 2025	5 Januari/ *January* 2026	9.928
PT Bank OCBC NISP Indonesia Tbk	IDSR180926364S	10.000	4,82%	30 Desember/ *December* 2025	13 Januari/ *January* 2026	9.655
PT Bank OCBC NISP Indonesia Tbk	IDSR180926364S	10.000	4,78%	23 Desember/ *December* 2025	6 Januari/ *January* 2026	9.646
		2.340.000				**2.283.430**

9. EFEK YANG DIBELI DENGAN JANJI DIJUAL KEMBALI DAN EFEK YANG DIJUAL DENGAN JANJI DIBELI KEMBALI (lanjutan)

9. SECURITIES PURCHASED UNDER RESALE AGREEMENTS AND SECURITIES SOLD UNDER REPURCHASE AGREEMENTS (continued)

b. Efek yang dijual dengan janji dibeli kembali (lanjutan)

b. Securities sold under repurchase agreements (continued)

		2024				
Pihak lawan/*Counterparty*	**Jenis efek/*Type of securities***	**Nilai nominal/*Nominal amount***	**Tingkat suku bunga/*Interest rate***	**Tanggal dimulai/*Commencement date***	**Tanggal jatuh tempo/*Maturity date***	**Nilai tercatat/*Carrying value***
PT Bank Rakyat Indonesia Tbk	IDSR170125364S	1.000.000	6,15%	31 Desember/ *December* 2024	2 Januari/ *January* 2025	996.778
Bank Indonesia Jakarta	FR86_04_26	1.000.000	6,25%	30 Desember/ *December* 2024	6 Januari/ *January* 2025	941.534
Bank Indonesia Jakarta	FR86_04_26	1.000.000	6,25%	30 Desember/ *December* 2024	6 Januari/ *January* 2025	941.534
Bank Indonesia Jakarta	FR96_02_33	250.000	6,40%	19 Desember/ *December* 2024	2 Januari/ *January* 2025	236.182
Bank Indonesia Jakarta	FR81_06_25	200.000	6,40%	31 Desember/ *December* 2024	14 Januari/ *January* 2025	195.929
Bank Indonesia Jakarta	FR101_04_29	200.000	6,40%	19 Desember/ *December* 2024	2 Januari/ *January* 2025	191.673
Bank Indonesia Jakarta	FR96_02_33	200.000	6,40%	31 Desember/ *December* 2024	14 Januari/ *January* 2025	189.620
Bank Indonesia Jakarta	FR90_04_27	200.000	6,40%	30 Desember/ *December* 2024	13 Januari/ *January* 2025	183.910
Bank Indonesia Jakarta	FR59_05_27	190.000	6,40%	30 Desember/ *December* 2024	13 Januari/ *January* 2025	181.958
Bank Indonesia Jakarta	FR91_04_32	200.000	6,40%	30 Desember/ *December* 2024	13 Januari/ *January* 2025	179.582
PT Bank Nationalnobu Tbk	IDSR170125364S	100.000	6,10%	31 Desember/ *December* 2024	2 Januari/ *January* 2025	99.678
Bank Indonesia Jakarta	IDSR260925364S	100.000	6,50%	10 Desember/ *December* 2024	7 Januari/ *January* 2025	94.800
Bank Indonesia Jakarta	FR90_04_27	100.000	6,40%	31 Desember/ *December* 2024	14 Januari/ *January* 2025	91.951
Bank Indonesia Jakarta	IDSR080925367S	80.000	6,50%	16 Desember/ *December* 2024	13 Januari/ *January* 2025	75.985
Bank Indonesia Jakarta	IDSR210325364S	50.000	6,40%	19 Desember/ *December* 2024	2 Januari/ *January* 2025	49.134
PT Bank Mandiri Tbk	FR81_06_25	50.000	6,35%	27 Desember/ *December* 2024	3 Januari/ *January* 2025	49.029
PT Bank SMBC Indonesia Tbk	FR81_06_25	20.000	6,50%	27 Desember/ *December* 2024	10 Januari/ *January* 2025	19.612
		4.940.000				**4.718.889**

10. TAGIHAN DAN LIABILITAS DERIVATIF / *10. DERIVATIVE RECEIVABLES AND LIABILITIES*

2025

Instrumen / *Instruments*	Nilai kontrak/nosional (setara dengan Dolar Amerika Serikat)/ *Contract/notional amount (equivalent to United States Dollar)*		Nilai wajar/*Fair values*				
			Tagihan derivatif/ *Derivative receivables*		Liabilitas derivatif/ *Derivative liabilities*		
	Bank *Counterparty*/ *Counterparty Bank*	Nasabah/ *Customer*	Bank *Counterparty*/ *Counterparty Bank*	Nasabah/ *Customer*	Bank *Counterparty*/ *Counterparty Bank*	Nasabah/ *Customer*	
Diperdagangkan:							***Trading:***
Kontrak tunai mata uang asing	207.834.750	10.714.318	2.699	544	9.662	12	*Foreign currency spot*
Kontrak berjangka mata uang asing	1.223.761.809	384.253.524	37.931	14.709	62.128	12.327	*Foreign currency forward*
Swap mata uang asing	2.953.149.956	182.570.196	91.769	4.788	123.482	8.176	*Foreign currency swap*
Option mata uang asing	11.745.709	43.935.972	410	238	594	678.210	*Foreign currency option*
Cross currency swap	140.001.000	386.558.527	39.807	94.917	45.619	91.549	*Cross currency swap*
Interest rate swap	5.397.301	-	2	-	153	-	*Interest rate swap*
			172.618	115.196	241.638	790.274	
Lindung nilai:							***Hedging:***
Cross currency swap	221.107.045	-	59.539	-	16.035	-	*Cross currency swap*
			232.157	**115.196**	**257.673**	**790.274**	

2024[*)]

Instrumen / *Instruments*	Nilai kontrak/nosional (setara dengan Dolar Amerika Serikat)/ *Contract/notional amount (equivalent to United States Dollar)*		Nilai wajar/*Fair values*				
			Tagihan derivatif/ *Derivative receivables*		Liabilitas derivatif/ *Derivative liabilities*		
	Bank *Counterparty*/ *Counterparty Bank*	Nasabah/ *Customer*	Bank *Counterparty*/ *Counterparty Bank*	Nasabah/ *Customer*	Bank *Counterparty*/ *Counterparty Bank*	Nasabah/ *Customer*	
Diperdagangkan:							***Trading:***
Kontrak tunai mata uang asing	91.476.641	7.979.880	1.185	509	5.126	21	*Foreign currency spot*
Kontrak berjangka mata uang asing	460.978.003	228.014.746	49.503	22.294	23.033	12.705	*Foreign currency forward*
Swap mata uang asing	3.053.672.868	174.624.772	249.200	10.151	286.495	27.918	*Foreign currency swap*
Option mata uang asing	7.342.283	12.138.044	102	138	678	161.481	*Foreign currency option*
Cross currency swap	73.619.040	221.421.317	27.007	21.004	6.286	77.210	*Cross currency swap*
			326.997	54.096	321.618	279.335	
Lindung nilai:							***Hedging:***
Cross currency swap	321.062.644	-	62.806	-	75.416	-	*Cross currency swap*
			389.803	**54.096**	**397.034**	**279.335**	

Untuk tahun yang berakhir pada tanggal 31 Desember 2025, kerugian atas perubahan nilai wajar instrument derivatif yang diakui dalam laba rugi sebesar Rp7.390 (2024: kerugian sebesar Rp24.469).

Jumlah nosional adalah suatu jumlah dalam unit mata uang yang disebutkan dalam perjanjian. Jumlah dalam daftar di atas disajikan secara bruto (penjumlahan posisi beli dan jual secara absolut). Tagihan/liabilitas derivatif merupakan nilai penyelesaian transaksi derivatif pada tanggal pelaporan.

For the year ended 31 December 2025, the losses from changes in fair value of derivative instruments which was recorded in the profit or loss amounted to Rp7,390 (2024: losses amounted to Rp24,469).

A notional amount is a number of the currency units specified in the contract. The amount in the above table is presented at gross basis (a sum of buy and sell position in absolute amount). Derivative receivables/liabilities represent the settlement value of derivative instruments as of the reporting date.

*) Disajikan kembali

*) *As restated*

10. TAGIHAN DAN LIABILITAS DERIVATIF (lanjutan)

10. DERIVATIVE RECEIVABLES AND LIABILITIES (continued)

Lindung nilai arus kas atas risiko tingkat suku bunga dan mata uang asing

ADMF melakukan kontrak *cross currency swap* dan *interest rate swap* dengan tujuan lindung nilai atas risiko fluktuasi arus kas yang ditimbulkan oleh kurs mata uang dan tingkat suku bunga atas pinjaman yang diterima.

Pada tanggal 31 Desember 2025, ADMF mempunyai kontrak *cross currency dan interest rate swap* dengan pihak ketiga yang masih berjalan dengan PT Bank Maybank Indonesia Tbk, PT Bank UOB Indonesia, PT Bank DBS Indonesia, PT Bank CTBC Indonesia, PT Bank CIMB Niaga Tbk, PT Bank OCBC NISP Tbk dan PT Bank ANZ Indonesia.

Cash flow hedge of interest rate and foreign currency risks

ADMF entered into cross currency swap and interest rate swap contracts to hedge the risk of fluctuations in cash flow arising from exchange rates and interest rates on borrowing.

As of 31 December 2025, ADMF has an outstanding cross currency and interest rate swap contracts with third party which is PT Bank Maybank Indonesia Tbk, PT Bank UOB Indonesia, PT Bank DBS Indonesia, PT Bank CTBC Indonesia, PT Bank CIMB Niaga Tbk, PT Bank OCBC NISP Tbk and PT Bank ANZ Indonesia.

Perubahan kerugian yang belum direalisasi:

Movements of unrealized losses:

	2025	2024	
Saldo awal	(14.577)	(959)	*Beginning balance*
Kerugian penyesuaian nilai wajar lindung nilai arus kas	(52.371)	(13.618)	*Loss on fair value adjustments of cashflow hedge*
Jumlah sebelum pajak penghasilan tangguhan	(66.948)	(14.577)	*Total before deferred income tax*
Pajak penghasilan tangguhan	14.729	3.207	*Deferred income tax*
Saldo akhir - neto	**(52.219)**	**(11.370)**	*Ending balance - net*

Pada tanggal 31 Desember 2025 dan 2024, jumlah yang telah direklasifikasi dari ekuitas ke laporan laba rugi tahun berjalan adalah sebagai berikut:

As of 31 December 2025 and 2024, the total amount had been reclassified from equity to the current year profit or loss are as follows:

	2025	2024*)	
Jumlah yang telah direklasifikasi dari ekuitas ke laba selisih kurs - bersih	183.991	(11.634)	*The amount had been reclassified from equity to profit on foreign exchange - net*
Jumlah yang telah direklasifikasi dari ekuitas ke beban bunga dan keuangan	(113.043)	(91.102)	*The amount had been reclassified from equity to interest expense and financing charges*
	70.948	**(102.736)**	

Kolektibilitas tagihan derivatif sesuai peraturan OJK diungkapkan pada Catatan 59f.

Collectibility of derivative receivables in accordance with OJK regulation are disclosed in Note 59f.

*) Disajikan kembali

*) *As restated*

11. PINJAMAN YANG DIBERIKAN / *11. LOANS*

a. Berdasarkan jenis dan mata uang / *a. By type and currency*

	2025	2024*)	
Rupiah			***Rupiah***
Modal kerja	84.711.719	74.599.735	*Working capital*
Konsumsi	42.305.524	39.694.480	*Consumer*
Investasi	33.564.697	25.067.285	*Investment*
	160.581.940	139.361.500	
Mata uang asing (Catatan 53)			***Foreign currencies (Note 53)***
Modal kerja	11.220.275	15.535.357	*Working capital*
Investasi	1.958.106	1.314.138	*Investment*
	13.178.381	16.849.495	
Jumlah	**173.760.321**	**156.210.995**	***Total***
Dikurangi:			***Less:***
Kerugian kredit ekspektasian	(7.383.046)	(7.514.253)	*Expected credit losses*
Jumlah - neto	**166.377.275**	**148.696.742**	***Total - net***

Kualitas pinjaman yang diberikan berdasarkan pendekatan tahapan dan berdasarkan jenis:

Loans quality by staging approach and by type:

	2025					
	Konvensional/*Conventional*					
	Tahap 1/ *Stage 1*	Tahap 2/ *Stage 2*	Tahap 3/ *Stage 3*	Syariah/ *Sharia*	Jumlah/ *Total*	
Modal kerja	84.719.150	1.568.846	5.564.395	4.079.603	95.931.994	*Working capital*
Konsumsi	33.388.210	790.139	946.714	7.180.461	42.305.524	*Consumer*
Investasi	30.529.990	189.567	1.592.581	3.210.665	35.522.803	*Investment*
	148.637.350	**2.548.552**	**8.103.690**	**14.470.729**	**173.760.321**	
Dikurangi:						***Less:***
Kerugian kredit ekspektasian*)	(1.320.111)	(747.312)	(4.807.082)	(508.541)	(7.383.046)	*Expected credit Losses**)
Jumlah - neto	**147.317.239**	**1.801.240**	**3.296.608**	**13.962.188**	**166.377.275**	***Total - net***

	2024*)					
	Konvensional/*Conventional*					
	Tahap 1/ *Stage 1*	Tahap 2/ *Stage 2*	Tahap 3/ *Stage 3*	Syariah/ *Sharia*	Jumlah/ *Total*	
Modal kerja	80.022.011	1.566.156	5.774.702	2.772.223	90.135.092	*Working capital*
Konsumsi	32.042.086	930.670	875.199	5.846.525	39.694.480	*Consumer*
Investasi	21.297.805	303.622	1.769.094	3.010.902	26.381.423	*Investment*
	133.361.902	**2.800.448**	**8.418.995**	**11.629.650**	**156.210.995**	
Dikurangi:						***Less:***
Kerugian kredit ekspektasian*)	(1.486.451)	(924.656)	(4.680.215)	(422.931)	(7.514.253)	*Expected credit Losses**)
Jumlah - neto	**131.875.451**	**1.875.792**	**3.738.780**	**11.206.719**	**148.696.742**	***Total - net***

*) KKE untuk Syariah menggunakan kerugian historis sesuai PSAK 239 dan PPKA.

*) *ECL for Sharia using incurred loss based on PSAK 239 and PPKA.*

*) Disajikan kembali

*) *As restated*

11. PINJAMAN YANG DIBERIKAN (lanjutan) / ***11. LOANS (continued)***

b. Berdasarkan sektor ekonomi / ***b. By economic sector***

Kualitas pinjaman yang diberikan berdasarkan pendekatan tahapan secara sektor ekonomi:

Loans quality by staging approach and economic sector:

	2025					
	Konvensional/*Conventional*					
	Tahap 1/ *Stage 1*	Tahap 2/ *Stage 2*	Tahap 3/ *Stage 3*	Syariah/ *Sharia*	Jumlah/ *Total*	
Perantara keuangan	18.949.076	393	5.109	2.464.342	21.418.920	*Financial intermediary*
Industri pengelolahan	26.011.219	436.181	3.338.914	883.712	30.670.026	*Manufacturing*
Konstruksi	10.511.469	128.205	328.320	130.674	11.098.668	*Construction*
Listrik, gas dan uap/air	3.504.464	947	1.543	30.937	3.537.891	*Electricity, gas, and steam/water*
Transportasi, pergudangan dan komunikasi	5.475.507	85.186	1.274.993	334.214	7.169.900	*Transportation, warehousing and communications*
Penyediaan akomodasi dan penyediaan makan minum	770.428	62.289	110.848	47.158	990.723	*Accommodation and food and beverages*
Perdagangan besar dan eceran	27.049.770	932.055	1.660.647	2.267.545	31.910.017	*Wholesale and retail*
Pertambangan dan penggalian	729.008	5.160	137.720	104.741	976.629	*Mining and excavation*
Pertanian, kehutanan dan perikanan	6.216.896	50.790	172.446	460.021	6.900.153	*Agriculture, forestry and fisheries*
Rumah tangga	33.282.148	787.689	944.898	7.180.461	42.195.196	*Households*
Real estate	10.201.675	543	92.399	7.676	10.302.293	*Real estate*
Lainnya	5.935.690	59.114	35.853	559.248	6.589.905	*Others*
	148.637.350	2.548.552	8.103.690	14.470.729	173.760.321	
Dikurangi:						***Less:***
Kerugian kredit ekspektasian*)	(1.320.111)	(747.312)	(4.807.082)	(508.541)	(7.383.046)	*Expected credit losses*)
Jumlah - neto	**147.317.239**	**1.801.240**	**3.296.608**	**13.962.188**	**166.377.275**	***Total - net***

*) KKE untuk Syariah menggunakan kerugian historis sesuai PSAK 239 dan PPKA.

*) *ECL for Sharia using incurred loss based on PSAK 239 and PPKA.*

11. PINJAMAN YANG DIBERIKAN (lanjutan) / *11. LOANS (continued)*

b. Berdasarkan sektor ekonomi (lanjutan) / *b. By economic sector (continued)*

Kualitas pinjaman yang diberikan berdasarkan pendekatan tahapan secara sektor ekonomi (lanjutan):

Loans quality by staging approach and economic sector (continued):

	2024*)					
	Konvensional/*Conventional*					
	Tahap 1/ *Stage 1*	Tahap 2/ *Stage 2*	Tahap 3/ *Stage 3*	Syariah/ *Sharia*	Jumlah/ *Total*	
Perantara keuangan	21.695.714	6.224	1.209	1.569.289	23.272.436	*Financial intermediary*
Industri pengelolahan	25.109.855	414.248	3.643.592	944.369	30.112.064	*Manufacturing*
Konstruksi	2.431.080	122.717	340.326	133.992	3.028.115	*Construction*
Listrik, gas dan uap/air	1.232.911	1.039	1.978	65.483	1.301.411	*Electricity, gas, and steam/water*
Transportasi, pergudangan dan komunikasi	6.194.911	117.973	1.376.371	321.141	8.010.396	*Transportation, warehousing and communications*
Penyediaan akomodasi dan penyediaan makan minum	393.770	97.351	140.675	24.967	656.763	*Accommodation and food and beverages*
Perdagangan besar dan eceran	28.332.398	969.681	1.661.624	1.305.038	32.268.741	*Wholesale and retail*
Pertambangan dan penggalian	145.972	5.397	162.281	113.478	427.128	*Mining and excavation*
Pertanian, kehutanan dan perikanan	3.155.519	59.994	177.679	808.555	4.201.747	*Agriculture, forestry and fisheries*
Rumah tangga	31.898.295	926.227	874.043	5.846.525	39.545.090	*Households*
Real estate	9.176.939	741	2.341	8.493	9.188.514	*Real estate*
Lainnya	3.594.538	78.856	36.876	488.320	4.198.590	*Others*
	133.361.902	2.800.448	8.418.995	11.629.650	156.210.995	
Dikurangi:						***Less:***
Kerugian kredit ekspektasian*)	(1.486.451)	(924.656)	(4.680.215)	(422.931)	(7.514.253)	*Expected credit losses*)
Jumlah - neto	**131.875.451**	**1.875.792**	**3.738.780**	**11.206.719**	**148.696.742**	***Total - net***

*) KKE untuk Syariah menggunakan kerugian historis sesuai PSAK 239 dan PPKA.

*) *ECL for Sharia using incurred loss based on PSAK 239 and PPKA.*

c. Berdasarkan wilayah geografis / *c. By geographic region*

	2025	2024*)	
Jakarta, Bogor, Tangerang, Karawang, Bekasi, dan Lampung	125.154.404	109.923.210	*Jakarta, Bogor, Tangerang, Karawang, Bekasi, and Lampung*
Sumatera Utara	10.710.191	10.891.706	*North Sumatera*
Jawa Timur	9.772.885	8.865.995	*East Java*
Jawa Barat	7.229.278	6.919.408	*West Java*
Jawa Tengah dan Yogyakarta	7.180.056	6.682.209	*Central Java and Yogyakarta*
Sulawesi, Maluku, dan Papua	5.160.670	5.095.530	*Sulawesi, Maluku, and Papua*
Kalimantan	4.299.478	3.934.622	*Kalimantan*
Sumatera Selatan	2.565.016	2.402.726	*South Sumatera*
Bali, NTT, dan NTB	1.688.343	1.495.589	*Bali, NTT, and NTB*
Jumlah	173.760.321	156.210.995	*Total*
Dikurangi:			***Less:***
Kerugian kredit ekspektasian	(7.383.046)	(7.514.253)	*Expected credit losses*
Jumlah - neto	**166.377.275**	**148.696.742**	***Total - net***

*) Disajikan kembali

*) *As restated*

11. PINJAMAN YANG DIBERIKAN (lanjutan)

d. Pinjaman yang direstrukturisasi

Pinjaman yang direstrukturisasi meliputi antara lain penjadwalan ulang pembayaran pokok pinjaman dan bunga, penyesuaian tingkat suku bunga, dan pengurangan tunggakan bunga. Jumlah pinjaman yang direstrukturisasi pada tanggal 31 Desember 2025 adalah sebesar Rp4.273.881 (2024: Rp5.186.834). Kerugian kredit ekspektasian atas pinjaman yang direstrukturisasi pada tanggal 31 Desember 2025 adalah sebesar Rp2.101.396 (2024: Rp2.676.707).

Pinjaman yang direstrukturisasi sesuai dengan peraturan OJK diungkapkan pada Catatan 59g.

e. Pinjaman sindikasi

Pinjaman sindikasi merupakan pinjaman yang diberikan kepada debitur berdasarkan perjanjian pembiayaan bersama (sindikasi) dengan bank-bank lain. Jumlah pinjaman sindikasi pada tanggal 31 Desember 2025 adalah sebesar Rp8.595.341 (2024: Rp5.541.799). Persentase keikutsertaan Bank dalam pinjaman sindikasi sebagai anggota pada tanggal 31 Desember 2025 dan 2024 adalah masing-masing sebesar 1,00% - 64,00% dan 2,00% - 64,00% dari masing-masing fasilitas pinjaman sindikasi.

f. Berdasarkan kolektibilitas OJK

Kolektibilitas pinjaman yang diberikan sesuai peraturan OJK diungkapkan pada Catatan 59g.

11. LOANS (continued)

d. Restructured loans

Restructured loans consist of loans with rescheduled principal and interest payments, adjusted interest rates, and reduced overdue interest. Total restructured loans as of 31 December 2025 amounted to Rp4,273,881 (2024: Rp5,186,834). Expected credit losses of restructured loans as of 31 December 2025 amounted to Rp2,101,396 (2024: Rp2,676,707).

Restructured loans in accordance with the OJK regulation are disclosed in Note 59g.

e. Syndicated loans

Syndicated loans represent loans provided to debtors under syndication agreements with other banks. Total syndicated loans as of 31 December 2025 amounted to Rp8,595,341 (2024: Rp5,541,799). The percentage of participation of the Bank as a member of syndications as of 31 December 2025 and 2024 ranges 1.00% - 64.00% and 2.00% - 64.00% of each syndicated loan facility, respectively.

f. By OJK collectibility

Collectibility of Loans in accordance with OJK regulation are disclosed in Note 59g.

11. PINJAMAN YANG DIBERIKAN (lanjutan) / ***11. LOANS (continued)***

g. Perubahan kerugian kredit ekspektasian / ***g. Movements of expected credit losses***

Perubahan kerugian kredit ekspektasian adalah sebagai berikut: / *Movements of expected credit losses are as follows:*

	2025					
	Konvensional/*Conventional*					
	Tahap 1/ *Stage 1*	Tahap 2/ *Stage 2*	Tahap 3/ *Stage 3*	Syariah/ *Sharia*	Jumlah/ *Total*	
Saldo awal	1.486.451	924.656	4.680.215	422.931	7.514.253	*Beginning balance*
Aset keuangan yang baru diperoleh	1.656.018	20.821	-	-	1.676.839	*New financial assets*
Perubahan bersih pada eksposur dan pengukuran kembali	(788.859)	1.351.234	5.122.944	-	5.685.319	*Net change in exposure and remeasurement*
Transfer ke kerugian kredit ekspektasian 12 bulan (Tahap 1)	787.547	(556.323)	(231.224)	-	-	*Transferred to 12-month expected credit losses (Stage 1)*
Transfer ke kerugian kredit ekspektasian sepanjang umurnya (Tahap 2)	(557.396)	763.100	(205.704)	-	-	*Transferred to lifetime expected credit losses (Stage 2)*
Transfer ke penurunan kredit (Tahap 3)	(62.649)	(1.587.459)	1.650.108	-	-	*Transferred to credit impaired (Stage 3)*
Perubahan model atau parameter	(43.191)	374	6.570	-	(36.247)	*Change in model or parameter*
Penghapusbukuan selama tahun berjalan	(86.383)	(19.972)	(3.044.466)	-	(3.150.821)	*Write offs during the year*
Aset keuangan yang telah dihentikan pengakuannya	(1.073.155)	(149.129)	(3.187.281)	-	(4.409.565)	*Derecognition of financial assets*
Selisih kurs	1.728	10	15.920	-	17.658	*Exchange rate difference*
Syariah*)	-	-	-	85.610	85.610	*Sharia*)
Saldo Akhir	**1.320.111**	**747.312**	**4.807.082**	**508.541**	**7.383.046**	***Ending Balance***

*) KKE untuk Syariah menggunakan kerugian historis sesuai PSAK 239 dan PPKA.

*) *ECL for Sharia using incurred loss based on PSAK 239 and PPKA.*

11. PINJAMAN YANG DIBERIKAN (lanjutan)

11. LOANS (continued)

g. Perubahan kerugian kredit ekspektasian (lanjutan)

g. Movements of expected credit losses (continued)

	2024					
	Konvensional/*Conventional*					
	Tahap 1/ *Stage 1*	Tahap 2/ *Stage 2*	Tahap 3/ *Stage 3*	Syariah/ *Sharia*	Jumlah/ *Total*	
Saldo awal	1.409.324	1.039.254	4.460.872	427.824	7.337.274	*Beginning balance*
Aset keuangan yang baru diperoleh	1.523.580	44.067	1.670	-	1.569.317	*New financial assets*
Perubahan bersih pada eksposur dan pengukuran kembali	(305.227)	1.415.606	4.508.125	-	5.618.504	*Net change in exposure and remeasurement*
Perubahan model atau parameter	(44.764)	(6.973)	(1.696)	-	(53.433)	*Change in model or parameter*
Transfer ke kerugian kredit ekspektasian 12 bulan (Tahap 1)	770.250	(574.753)	(195.497)	-	-	*Transferred to 12-month expected credit losses (Stage 1)*
Transfer ke kerugian kredit ekspektasian sepanjang umurnya (Tahap 2)	(616.260)	819.637	(203.377)	-	-	*Transferred to lifetime expected credit losses (Stage 2)*
Transfer ke penurunan kredit (Tahap 3)	(231.850)	(1.595.733)	1.827.583	-	-	*Transferred to credit impaired (Stage 3)*
Penghapusbukuan selama tahun berjalan	(111.453)	(28.683)	(3.402.074)	-	(3.542.210)	*Write offs during the year*
Aset keuangan yang telah dihentikan pengakuannya	(908.126)	(187.909)	(2.328.691)	-	(3.424.726)	*Derecognition of financial assets*
Selisih kurs	977	143	13.300	-	14.420	*Exchange rate difference*
Syariah*)	-	-	-	(4.893)	(4.893)	*Sharia*)
Saldo Akhir	**1.486.451**	**924.656**	**4.680.215**	**422.931**	**7.514.253**	***Ending Balance***

*) KKE untuk Syariah menggunakan kerugian historis sesuai PSAK 239 dan PPKA.

*) *ECL for Sharia using incurred loss based on PSAK 239 and PPKA.*

Manajemen berpendapat bahwa jumlah kerugian kredit ekspektasian atas pinjaman yang diberikan telah memadai.

Management believes that the expected credit losses on loans is adequate.

11. PINJAMAN YANG DIBERIKAN (lanjutan) / *11. LOANS (continued)*

h. Mutasi pinjaman yang diberikan / *h. Movements of loans*

Mutasi pinjaman yang diberikan berdasarkan tahapan adalah:

Movements of loans by staging are as follows:

	2025					
	Konvensional/*Conventional*					
	Tahap 1/ *Stage 1*	Tahap 2/ *Stage 2*	Tahap 3/ *Stage 3*	Syariah/ *Sharia*	Jumlah/ *Total*	
Saldo awal	133.361.902	2.800.448	8.418.995	11.629.650	156.210.995	*Beginning balance*
Aset keuangan yang baru diperoleh	234.426.885	710.487	-	-	235.137.372	*New financial assets*
Perubahan bersih pada eksposur dan pengukuran kembali	(21.746.936)	(327.611)	7.668.421	-	(14.406.126)	*Net change in exposure and remeasurement*
Transfer ke kerugian kredit ekspektasian 12 bulan (Tahap 1)	2.521.717	(2.175.269)	(346.448)	-	-	*Transferred to 12-month expected credit losses (Stage 1)*
Transfer ke kerugian kredit ekspektasian sepanjang umurnya (Tahap 2)	(5.385.838)	5.664.072	(278.234)	-	-	*Transferred to lifetime expected credit losses (Stage 2)*
Transfer ke penurunan kredit (Tahap 3)	(1.027.942)	(3.374.933)	4.402.875	-	-	*Transferred to credit impaired (Stage 3)*
Penghapusbukuan selama tahun berjalan	(86.383)	(19.972)	(3.044.466)	-	(3.150.821)	*Write offs during the year*
Aset keuangan yang telah dihentikan pengakuannya	(193.958.418)	(729.256)	(8.754.038)	-	(203.441.712)	*Derecognition of financial assets*
Selisih kurs	532.363	586	36.585	-	569.534	*Exchange rate difference*
Syariah	-	-	-	2.841.079	2.841.079	*Sharia*
Saldo Akhir	**148.637.350**	**2.548.552**	**8.103.690**	**14.470.729**	**173.760.321**	***Ending Balance***

	2024*)					
	Konvensional/*Conventional*					
	Tahap 1/ *Stage 1*	Tahap 2/ *Stage 2*	Tahap 3/ *Stage 3*	Syariah/ *Sharia*	Jumlah/ *Total*	
Saldo awal	122.363.643	3.613.660	6.490.836	11.182.742	143.650.881	*Beginning balance*
Aset keuangan yang baru diperoleh	196.801.087	810.413	3.569	-	197.615.069	*New financial assets*
Perubahan bersih pada eksposur dan pengukuran kembali	(21.940.617)	(418.277)	3.069.344	-	(19.289.550)	*Net change in exposure and remeasurement*
Transfer ke kerugian kredit ekspektasian 12 bulan (Tahap 1)	2.580.507	(2.295.432)	(285.075)	-	-	*Transferred to 12-month expected credit losses (Stage 1)*
Transfer ke kerugian kredit ekspektasian sepanjang umurnya (Tahap 2)	(5.220.469)	5.539.764	(319.295)	-	-	*Transferred to lifetime expected credit losses (Stage 2)*
Transfer ke penurunan kredit (Tahap 3)	(2.854.753)	(3.461.091)	6.315.844	-	-	*Transferred to credit impaired (Stage 3)*
Penghapusbukuan selama tahun berjalan	(111.453)	(28.683)	(3.402.074)	-	(3.542.210)	*Write offs during the year*
Aset keuangan yang telah dihentikan pengakuannya	(158.760.343)	(961.502)	(3.473.011)	-	(163.194.856)	*Derecognition of financial assets*
Selisih kurs	504.300	1.596	18.857	-	524.753	*Exchange rate difference*
Syariah	-	-	-	446.908	446.908	*Sharia*
Saldo Akhir	**133.361.902**	**2.800.448**	**8.418.995**	**11.629.650**	**156.210.995**	***Ending Balance***

*) Disajikan kembali / *) *As restated*

11. PINJAMAN YANG DIBERIKAN (lanjutan)

i. Pembiayaan bersama

Bank mengadakan perjanjian pemberian fasilitas pembiayaan bersama dengan beberapa lembaga pembiayaan untuk membiayai kepemilikan kendaraan bermotor dan barang-barang konsumtif. Jumlah saldo fasilitas pembiayaan bersama dengan dan tanpa tanggung renteng pada tanggal 31 Desember 2025 adalah sebesar Rp26.277.166 (2024: Rp26.440.721).

j. Kredit kelolaan

Kredit kelolaan adalah kredit yang diterima oleh Bank dari BI untuk diteruskan membiayai proyek-proyek pertanian di Indonesia. Bank tidak menanggung risiko atas kredit kelolaan yang diteruskan ini sehingga kredit ini tidak dicatat sebagai pinjaman dalam laporan keuangan konsolidasian.

Pada tanggal 31 Desember 2025, saldo kredit kelolaan adalah Rp350.561 (2024: Rp350.561).

k. Informasi pokok lainnya sehubungan dengan pinjaman yang diberikan

Pinjaman yang diberikan pada umumnya dijamin dengan deposito berjangka (Catatan 21c) atau harta tak bergerak yang diaktakan dengan akta pemberian hak tanggungan atau jaminan lain yang umumnya diterima oleh Bank.

Jumlah pinjaman yang diberikan yang dijamin dengan agunan tunai pada tanggal 31 Desember 2025 adalah sebesar Rp7.402.803 (2024: Rp4.517.871).

Suku bunga efektif rata-rata tertimbang per tahun untuk tahun yang berakhir pada tanggal 31 Desember 2025 adalah 8,49% untuk Rupiah dan 5,46% untuk mata uang asing (2024: 8,66% dan 5,99%).

Informasi pokok lainnya terkait rasio kredit bermasalah, rasio kredit usaha kecil terhadap jumlah pinjaman yang diberikan (Catatan 59g) dan pelampauan Batas Maksimum Pemberian Kredit Bank (Catatan 59m) sesuai dengan peraturan OJK.

11. LOANS (continued)

i. Joint financing

The Bank has entered into joint financing agreements with several multifinance companies for financing retail purchases of vehicles and consumer durable products. The outstanding balance of joint financing agreements with and without recourse as of 31 December 2025 was Rp26,277,166 (2024: Rp26,440,721).

j. Channeling loans

Channeling loans are loans received by the Bank from BI which have been channeled to finance agricultural projects in Indonesia. The Bank bears no credit risk on these loans, therefore, these channeling loans were not recorded as loans in the consolidated financial statements.

As of 31 December 2025, the balance of channeling loans amounted to Rp350,561 (2024: Rp350,561).

k. Other significant information relating to loans

Loans are generally secured by time deposits (Note 21c) or by registered mortgages or by powers or by other guarantees acceptable to the Bank.

Total loans with cash collaterals as of 31 December 2025 was Rp7,402,803 (2024: Rp4,517,871).

The weighted average effective interest rate per annum for the year ended 31 December 2025 was 8.49% for Rupiah and 5.46% for foreign currencies (2024: 8.66% and 5.99%).

Other significant information such as non-performing loan ratio, ratio of small business loans to total loans (Note 59g) and if any breach of Legal Lending Limit (Note 59m) in accordance with OJK regulation.

12. PIUTANG PEMBIAYAAN KONSUMEN / *12. CONSUMER FINANCING RECEIVABLES*

Piutang pembiayaan konsumen Entitas Anak adalah sebagai berikut:

The Subsidiary's consumer financing receivables are as follows:

	2025	2024*)	
Piutang pembiayaan konsumen pihak ketiga			*Consumer financing receivables third parties*
- pembiayaan bersama	13.451.523	13.463.113	*joint financing -*
- pembiayaan sendiri	38.095.051	37.623.115	*self financing -*
Pendapatan pembiayaan konsumen yang belum diakui - pihak ketiga	(17.647.029)	(17.575.358)	*Unrecognized consumer financing income - third parties*
	33.899.545	33.510.870	
Dikurangi:			***Less:***
Kerugian kredit ekspektasian - pihak ketiga	(1.867.103)	(1.919.141)	*Expected credit losses third parties -*
Jumlah - neto	**32.032.442**	**31.591.729**	***Total - net***

Pada tanggal 31 Desember 2025 dan 2024, piutang pembiayaan konsumen bruto di atas termasuk biaya transaksi yang terkait langsung dengan pemberian pembiayaan konsumen dan diskon atas pembelian piutang pembiayaan sebesar masing-masing sebesar Rp905.167 dan Rp1.211.880

As of 31 December 2025 and 2024, the gross consumer financing receivables above include transaction costs directly attributable to the origination of consumer financing accounts and discounts on the purchase of consumer financing receivables amounted to Rp905,167 and Rp1,211,880, respectively.

Suku bunga efektif rata-rata tertimbang per tahun untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

The weighted average effective interest rates per annum for the year ended 31 December 2025 and 2024 were as follows:

Produk	2025	2024*)	***Products***
Mobil	17,56%	16,80%	*Cars*
Motor	33,04%	33,16%	*Motorcycles*
Barang konsumtif	56,85%	61,84%	*Durable goods*
Lainnya	33,64%	33,44%	*Others*

Untuk memastikan kelancaran penyelesaian piutang pembiayaan konsumen yang diberikan, konsumen Entitas Anak memberikan Bukti Pemilikan Kendaraan Bermotor (BPKB) atas kendaraan bermotor yang dibiayai. Tidak ada jaminan atas piutang pembiayaan konsumen untuk produk barang konsumsi.

To ensure settlement of consumer financing receivable, the customers of Subsidiary give the Certificates of Ownership (BPKB) of the motor vehicles financed. Consumer financing receivables for consumer durable products are unsecured.

Dalam pembiayaan bersama antara Bank dan Entitas Anak, Entitas Anak berhak menentukan tingkat bunga/marjin yang lebih tinggi kepada konsumen dibandingkan tingkat bunga yang ditetapkan dalam perjanjian pembiayaan bersama dengan Bank.

In joint financing arrangements between the Bank and Subsidiary, the Subsidiary have the right to set higher interest rates/margin to the consumers than the interest rates stated in the joint financing agreement with the Bank.

*) Disajikan kembali

*) *As restated*

12. PIUTANG PEMBIAYAAN KONSUMEN (lanjutan) / *12. CONSUMER FINANCING RECEIVABLES(continued)*

Perubahan kerugian kredit ekspektasian / ***Movements of expected credit losses***

Perubahan kerugian kredit ekspektasian adalah sebagai berikut: / *Movements of expected credit losses are as follows:*

	2025					
	Konvensional/*Conventional*					
	Tahap 1/ *Stage 1*	Tahap 2/ *Stage 2*	Tahap 3/ *Stage 3*	Syariah/ *Sharia*	Jumlah/ *Total*	
Saldo awal	820.715	183.352	454.811	460.263	1.919.141	*Beginning balance*
Aset keuangan yang baru diperoleh	827.434	5.557	9.896	-	842.887	*New financial assets*
Perubahan bersih pada eksposur dan pengukuran kembali	(601.397)	304.178	2.154.209	-	1.856.990	*Net change in exposure and remeasurement*
Perubahan model atau parameter	1.583	797	5.706	-	8.086	*Change in model or Parameter*
Transfer ke kerugian kredit ekspektasian 12 bulan (Tahap 1)	276.417	(190.315)	(86.102)	-	-	*Transferred to 12-month expected credit losses (Stage 1)*
Transfer ke kerugian kredit ekspektasian sepanjang umurnya (Tahap 2)	(283.546)	331.559	(48.013)	-	-	*Transferred to lifetime expected credit losses (Stage 2)*
Transfer ke penurunan kredit (Tahap 3)	(51.729)	(438.582)	490.311	-	-	*Transferred to credit impaired (Stage 3)*
Aset keuangan yang telah dihentikan pengakuannya	(72.329)	(36.116)	(67.869)	-	(176.314)	*Derecognition of financial assets*
Penghapusbukuan selama tahun berjalan	(106.574)	(27.066)	(2.467.630)	-	(2.601.270)	*Write offs during the year*
Syariah*)	-	-	-	17.583	17.583	*Sharia*)
Saldo Akhir	**810.574**	**133.364**	**445.319**	**477.846**	**1.867.103**	***Ending Balance***

	2024*)					
	Konvensional/*Conventional*					
	Tahap 1/ *Stage 1*	Tahap 2/ *Stage 2*	Tahap 3/ *Stage 3*	Syariah/ *Sharia*	Jumlah/ *Total*	
Saldo awal	817.839	154.022	298.729	292.108	1.562.698	*Beginning balance*
Aset keuangan yang baru diperoleh	852.822	-	-	-	852.822	*New financial assets*
Perubahan bersih pada eksposur dan pengukuran kembali	(513.821)	431.657	2.030.333	-	1.948.169	*Net change in exposure and remeasurement*
Perubahan model atau parameter	(37.321)	(6.560)	49	-	(43.832)	*Change in model or parameter*
Transfer ke kerugian kredit ekspektasian 12 bulan (Tahap 1)	277.962	(202.402)	(75.560)	-	-	*Transferred to 12-month expected credit losses (Stage 1)*
Transfer ke kerugian kredit ekspektasian sepanjang umurnya (Tahap 2)	(372.341)	416.676	(44.335)	-	-	*Transferred to lifetime expected credit losses (Stage 2)*
Transfer ke penurunan kredit (Tahap 3)	(67.055)	(551.545)	618.600	-	-	*Transferred to credit impaired (Stage 3)*
Aset keuangan yang telah dihentikan pengakuannya	(86.017)	(81.179)	(46.672)	-	(213.868)	*Derecognition of financial assets*
Penghapusbukuan selama tahun berjalan	(131.425)	(31.703)	(2.412.411)	-	(2.575.539)	*Write offs during the year*
Efek *merging entity*	80.072	54.386	86.078	147.121	367.657	*Merging entity effect*
Syariah*)	-	-	-	21.034	21.034	*Sharia*)
Saldo Akhir	**820.715**	**183.352**	**454.811**	**460.263**	**1.919.141**	***Ending Balance***

*) KKE untuk Syariah menggunakan kerugian historis sesuai PSAK 239 dan PPKA. / *) *ECL for Sharia using incurred loss based on PSAK 239 and PPKA.*

Manajemen berpendapat bahwa jumlah kerugian kredit ekspektasian atas piutang pembiayaan konsumen telah memadai. / *Management believes that the expected credit losses on consumer financing receivables is adequate.*

*) Disajikan kembali / *) *As restated*

12. PIUTANG PEMBIAYAAN KONSUMEN (lanjutan) / *12. CONSUMER FINANCING RECEIVABLES (continued)*

Mutasi piutang pembiayaan konsumen / ***Movements of consumer financing receivables***

Mutasi piutang pembiayaan konsumen berdasarkan tahapan adalah: / *Movements of consumer financing receivables by staging are as follows:*

	2025					
	Konvensional/*Conventional*					
	Tahap 1/ *Stage 1*	Tahap 2/ *Stage 2*	Tahap 3/ *Stage 3*	Syariah/ *Sharia*	Jumlah/ *Total*	
Saldo awal	24.003.076	772.674	604.765	8.130.355	33.510.870	*Beginning balance*
Aset keuangan yang baru diperoleh	19.720.605	33.628	21.758	-	19.775.991	*New financial assets*
Transfer ke kerugian kredit ekspektasian 12 bulan (Tahap 1)	1.100.717	(971.106)	(129.611)	-	-	*Transferred to 12-month expected credit losses (Stage 1)*
Transfer ke kerugian kredit ekspektasian sepanjang umurnya (Tahap 2)	(2.697.220)	2.776.591	(79.371)	-	-	*Transferred to lifetime expected credit losses (Stage 2)*
Transfer ke penurunan kredit (Tahap 3)	(506.543)	(1.763.707)	2.270.250	-	-	*Transferred to credit impaired (Stage 3)*
Aset keuangan yang telah dihentikan pengakuannya, perubahan pada biaya transaksi dan piutang bunga pembiayaan	(15.535.053)	(219.481)	342.129	-	(15.412.405)	*Derecognition of financial assets, changes in transaction cost and accrued interest*
Penghapusbukuan selama tahun berjalan	(106.574)	(27.066)	(2.467.630)	-	(2.601.270)	*Write offs during the year*
Syariah	-	-	-	(1.373.641)	(1.373.641)	*Sharia*
Saldo Akhir	**25.979.008**	**601.533**	**562.290**	**6.756.714**	**33.899.545**	***Ending Balance***

	2024*)					
	Konvensional/*Conventional*					
	Tahap 1/ *Stage 1*	Tahap 2/ *Stage 2*	Tahap 3/ *Stage 3*	Syariah/ *Sharia*	Jumlah/ *Total*	
Saldo awal	20.806.901	654.848	489.471	5.812.170	27.763.390	*Beginning balance*
Aset keuangan yang baru diperoleh	17.242.284	-	-	-	17.242.284	*New financial assets*
Transfer ke kerugian kredit ekspektasian 12 bulan (Tahap 1)	1.094.934	(965.692)	(129.242)	-	-	*Transferred to 12-month expected credit losses (Stage 1)*
Transfer ke kerugian kredit ekspektasian sepanjang umurnya (Tahap 2)	(3.072.261)	3.150.667	(78.406)	-	-	*Transferred to lifetime expected credit losses (Stage 2)*
Transfer ke penurunan kredit (Tahap 3)	(626.874)	(1.986.515)	2.613.389	-	-	*Transferred to credit impaired (Stage 3)*
Aset keuangan yang telah dihentikan pengakuannya, perubahan pada biaya transaksi dan piutang bunga pembiayaan	(13.795.752)	(196.844)	13.929	-	(13.978.667)	*Derecognition of financial assets, changes in transaction cost and accrued interest*
Penghapusbukuan selama tahun berjalan	(131.425)	(31.703)	(2.412.411)	-	(2.575.539)	*Write offs during the year*
Efek *merging entity*	2.485.269	147.913	108.035	2.836.353	5.577.570	*Merging entity effect*
Syariah	-	-	-	(518.168)	(518.168)	*Sharia*
Saldo Akhir	**24.003.076**	**772.674**	**604.765**	**8.130.355**	**33.510.870**	***Ending Balance***

Piutang pembiayaan konsumen yang telah direstrukturisasi pada tanggal 31 Desember 2025 dan 2024 masing-masing sebesar Rp398.781 dan Rp434.069.

The restructured consumer financing receivables as of 31 December 2025 and 2024 were Rp398,781 and Rp434,069, respectively.

*) Disajikan kembali / *) *As restated*

13. PIUTANG SEWA PEMBIAYAAN / *13. FINANCE LEASE RECEIVABLES*

	2025	2024	
Piutang Sewa Pembiayaan	1.734.465	1.506.907	*Finance Lease Receivables*
Aset Ijarah Muntahiyah Bittamlik (IMBT)	1.377.322	728.492	*Asset Ijarah Muntahiyah Bittamlik (IMBT)*
	3.111.787	**2.235.399**	

	2025	2024	
Piutang sewa pembiayaan - bruto	2.005.713	1.749.944	*Finance lease receivables - gross*
Nilai residu yang terjamin	611.627	563.230	*Guaranteed residual value*
Pendapatan sewa pembiayaan yang belum diakui	(203.370)	(200.793)	*Unearned financing lease income*
Simpanan jaminan	(611.627)	(563.230)	*Security deposits*
	1.802.343	1.549.151	
Dikurangi:			***Less:***
Kerugian kredit ekspektasian	(67.878)	(42.244)	*Expected credit losses*
Piutang sewa pembiayaan - neto	**1.734.465**	**1.506.907**	***Finance lease receivables - net***

Aset IMBT - bruto	2.257.665	1.075.770	*Asset IMBT - gross*
Akumulasi penyusutan	(830.510)	(315.068)	*Accumulated depreciation*
	1.427.155	760.702	
Dikurangi:			***Less:***
Kerugian kredit ekspektasian	(49.833)	(32.210)	*Expected credit losses*
Aset IMBT - neto	**1.377.322**	**728.492**	***Asset IMBT - net***

Pada tanggal 31 Desember 2025, piutang sewa pembiayaan bruto termasuk biaya transaksi terkait langsung dengan pemberian pembiayaan sewa sebesar Rp37.583 (2024: Rp17.538).

As of 31 December 2025, the gross finance lease receivables include transaction costs directly attributable to the origination of finance lease accounts amounted to Rp37,583 (2024: Rp17,538).

Angsuran piutang sewa pembiayaan - bruto yang akan diterima dari konsumen sesuai dengan tanggal jatuh temponya adalah sebagai berikut:

The installments of finance lease receivables - gross, which will be collected from consumers in accordance with the due dates are as follows:

	2025	2024	
- < 1 tahun	2.030.770	1.431.553	*< 1 year -*
- 1 - 2 tahun	895.135	745.100	*1 - 2 years -*
- > 2 tahun	506.963	333.993	*> 2 years -*
Piutang sewa pembiayaan - bruto	**3.432.868**	**2.510.646**	*Finance lease receivables - gross*

13. PIUTANG SEWA PEMBIAYAAN (lanjutan) / *13. FINANCE LEASE RECEIVABLES (continued)*

Rata-rata tertimbang tingkat suku bunga efektif per tahun untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

The weighted average effective interest rates per annum for the year ended 31 December 2025 and 2024 were as follows:

	2025	2024	
Mobil	11,11%	10,48%	*Cars*
Motor	30,35%	26,36%	*Motorcycles*
Alat berat dan lainnya	12,33%	13,72%	*Heavy equipment and others*

Kolektibilitas piutang sewa pembiayaan sesuai dengan peraturan OJK diungkapkan pada Catatan 59h.

Collectibility of finance lease receivables in accordance with the OJK regulation are disclosed in Note 59h.

Perubahan kerugian kredit ekspektasian adalah sebagai berikut:

The movements of expected credit losses are as follows:

	2025					
	Konvensional/*Conventional*					
	Tahap 1/ *Stage 1*	Tahap 2/ *Stage 2*	Tahap 3/ *Stage 3*	Syariah/ *Sharia*	Jumlah/ *Total*	
Saldo awal	32.023	4.833	5.388	32.210	74.454	*Beginning balance*
Aset keuangan yang baru diperoleh	53.394	24	-	-	53.418	*New financial assets*
Perubahan bersih pada eksposur dan pengukuran kembali	(30.162)	6.335	65.215	-	41.388	*Net change in exposure and remeasurement*
Perubahan model atau parameter	134	(1)	98	-	231	*Change in model or parameter*
Transfer ke kerugian kredit ekspektasian 12 bulan (Tahap 1)	9.012	(5.717)	(3.295)	-	-	*Transferred to 12-month expected credit losses (Stage 1)*
Transfer ke kerugian kredit ekspektasian sepanjang umurnya (Tahap 2)	(5.813)	10.393	(4.580)	-	-	*Transferred to lifetime expected credit losses (Stage 2)*
Transfer ke penurunan kredit (Tahap 3)	(1.199)	(9.436)	10.635	-	-	*Transferred to credit impaired (Stage 3)*
Aset keuangan yang telah dihentikan pengakuannya	(3.347)	(3.386)	(6.906)	-	(13.639)	*Derecognition of financial assets*
Penghapusbukuan selama tahun berjalan	(635)	(212)	(54.917)	-	(55.764)	*Write offs during the year*
Syariah	-	-	-	17.623	17.623	*Sharia*
Saldo Akhir	**53.407**	**2.833**	**11.638**	**49.833**	**117.711**	*Ending Balance*

13. PIUTANG SEWA PEMBIAYAAN (lanjutan)

Perubahan kerugian kredit ekspektasian adalah sebagai berikut (lanjutan):

13. FINANCE LEASE RECEIVABLES (continued)

The movements of expected credit losses are as follows (continued):

	2024					
	Konvensional/*Conventional*					
	Tahap 1/ *Stage 1*	Tahap 2/ *Stage 2*	Tahap 3/ *Stage 3*	Syariah/ *Sharia*	Jumlah/ *Total*	
Saldo awal	43.915	4.641	1.931	10.283	60.770	*Beginning balance*
Aset keuangan yang baru diperoleh	67.753	-	-	-	67.753	*New financial assets*
Perubahan bersih pada eksposur dan pengukuran kembali	(80.860)	17.690	36.142	-	(27.028)	*Net change in exposure and remeasurement*
Perubahan model atau parameter	(3.038)	(276)	(23)	-	(3.337)	*Change in model or parameter*
Transfer ke kerugian kredit ekspektasian 12 bulan (Tahap 1)	15.652	(13.539)	(2.113)	-	-	*Transferred to 12-month expected credit losses (Stage 1)*
Transfer ke kerugian kredit ekspektasian sepanjang umurnya (Tahap 2)	(6.904)	8.814	(1.910)	-	-	*Transferred to lifetime expected credit losses (Stage 2)*
Transfer ke penurunan kredit (Tahap 3)	(892)	(10.087)	10.979	-	-	*Transferred to credit impaired (Stage 3)*
Aset keuangan yang telah dihentikan pengakuannya	(3.083)	(2.255)	(2.476)	-	(7.814)	*Derecognition of financial assets*
Penghapusbukuan selama tahun berjalan	(520)	(155)	(37.142)	-	(37.817)	*Write offs during the year*
Syariah	-	-	-	21.927	21.927	*Sharia*
Saldo Akhir	**32.023**	**4.833**	**5.388**	**32.210**	**74.454**	*Ending Balance*

Manajemen berpendapat bahwa jumlah kerugian kredit ekspektasian yang dibentuk cukup untuk menutup kerugian yang mungkin timbul akibat tidak tertagihnya piutang sewa pembiayaan.

Management believes that the expected credit losses is adequate to cover possible losses arising from uncollectible finance lease receivables.

Pada saat perjanjian sewa pembiayaan dimulai, *lessee* memberikan setoran jaminan. Simpanan jaminan ini akan digunakan sebagai pembayaran pada akhir masa sewa pembiayaan, bila hak opsi dilaksanakan *lessee*. Apabila *lessee* tidak melaksanakan hak opsinya untuk membeli aset sewa pembiayaan tersebut maka simpanan jaminan dikembalikan kepada *lessee* sepanjang memenuhi ketentuan dalam perjanjian sewa pembiayaan.

At the time of execution of the finance leases contracts, the lessee pays the security deposits. The security deposits are used as the final installment at the end of the finance lease period, if the lessee exercises the option to purchase the leased asset. If the lessee does not exercise the purchase option, the security deposit will be returned to the lessee as long as it meets the conditions in the finance lease agreement.

Piutang sewa pembiayaan yang telah direstrukturisasi pada tanggal 31 Desember 2025 dan 2024 masing-masing sebesar Rp28.695 dan Rp9.162.

The restructured finance lease receivables as of 31 December 2025 and 2024 were Rp28,695 and Rp9,162, respectively.

13. PIUTANG SEWA PEMBIAYAAN (lanjutan) / *13. FINANCE LEASE RECEIVABLES (continued)*

Mutasi piutang sewa pembiayaan / ***Movements of finance lease receivables***

Mutasi piutang sewa pembiayaan berdasarkan tahapan adalah: / *Movements of finance lease receivables by staging are as follows:*

	2025					
	Konvensional/*Conventional*					
	Tahap 1/ *Stage 1*	**Tahap 2/ *Stage 2***	**Tahap 3/ *Stage 3***	**Syariah/ *Sharia***	**Jumlah/ *Total***	
Saldo awal	1.518.811	23.006	7.334	760.702	2.309.853	*Beginning balance*
Aset keuangan yang baru diperoleh	1.782.569	203	-	-	1.782.772	*New financial assets*
Transfer ke kerugian kredit ekspektasian 12 bulan (Tahap 1)	37.188	(32.229)	(4.959)	-	-	*Transferred to 12-month expected credit losses (Stage 1)*
Transfer ke kerugian kredit ekspektasian sepanjang umurnya (Tahap 2)	(83.100)	93.184	(10.084)	-	-	*Transferred to lifetime expected credit losses (Stage 2)*
Transfer ke penurunan kredit (Tahap 3)	(10.273)	(48.438)	58.711	-	-	*Transferred to credit impaired (Stage 3)*
Aset keuangan yang telah dihentikan pengakuannya, perubahan pada biaya transaksi dan piutang bunga pembiayaan	(1.487.363)	(5.429)	18.976	-	(1.473.816)	*Derecognition of financial assets, changes in transaction cost and accrued interest*
Penghapusbukuan selama tahun berjalan	(635)	(212)	(54.917)	-	(55.764)	*Write offs during the year*
Syariah	-	-	-	666.453	666.453	*Sharia*
Saldo Akhir	**1.757.197**	**30.085**	**15.061**	**1.427.155**	**3.229.498**	*Ending Balance*

	2024					
	Konvensional/*Conventional*					
	Tahap 1/ *Stage 1*	**Tahap 2/ *Stage 2***	**Tahap 3/ *Stage 3***	**Syariah/ *Sharia***	**Jumlah/ *Total***	
Saldo awal	1.234.039	25.183	4.141	241.707	1.505.070	*Beginning balance*
Aset keuangan yang baru diperoleh	1.298.728	-	-	-	1.298.728	*New financial assets*
Transfer ke kerugian kredit ekspektasian 12 bulan (Tahap 1)	56.263	(52.284)	(3.979)	-	-	*Transferred to 12-month expected credit losses (Stage 1)*
Transfer ke kerugian kredit ekspektasian sepanjang umurnya (Tahap 2)	(96.624)	100.007	(3.383)	-	-	*Transferred to lifetime expected credit losses (Stage 2)*
Transfer ke penurunan kredit (Tahap 3)	(9.798)	(47.779)	57.577	-	-	*Transferred to credit impaired (Stage 3)*
Aset keuangan yang telah dihentikan pengakuannya, perubahan pada biaya transaksi dan piutang bunga pembiayaan	(963.277)	(1.966)	(9.880)	-	(975.123)	*Derecognition of financial assets, changes in transaction cost and accrued interest*
Penghapusbukuan selama tahun berjalan	(520)	(155)	(37.142)	-	(37.817)	*Write offs during the year*
Syariah	-	-	-	518.995	518.995	*Sharia*
Saldo Akhir	**1.518.811**	**23.006**	**7.334**	**760.702**	**2.309.853**	*Ending Balance*

14. TAGIHAN AKSEPTASI / *14. ACCEPTANCE RECEIVABLES*

a. Berdasarkan pihak dan mata uang / *a. By party and currency*

	2025	2024	
Rupiah			***Rupiah***
- Bank lain	17.699	34.963	*Other banks -*
- Debitur	135.531	102.884	*Debtors -*
	153.230	137.847	
Mata uang asing (Catatan 53)			***Foreign currencies (Note 53)***
- Bank lain	202.119	335.863	*Other banks -*
- Debitur	725.804	662.290	*Debtors -*
	927.923	998.153	
Jumlah	1.081.153	1.136.000	*Total*
Dikurangi:			***Less:***
Kerugian kredit ekspektasian	(2.939)	(6.470)	*Expected credit losses*
	1.078.214	**1.129.530**	

b. Berdasarkan jatuh tempo / *b. By maturity*

	2025	2024	
Rupiah			***Rupiah***
- Kurang dari 1 bulan	84.738	96.890	*Less than 1 month -*
- 1 - 3 bulan	40.645	28.702	*1 - 3 months -*
- > 3 - 6 bulan	27.847	12.255	*> 3 - 6 months -*
	153.230	137.847	
Mata uang asing (Catatan 53)			***Foreign currencies (Note 53)***
- Kurang dari 1 bulan	439.386	361.921	*Less than 1 month -*
- 1 - 3 bulan	325.678	358.153	*1 - 3 months -*
- > 3 - 6 bulan	131.134	260.554	*> 3 - 6 months -*
- > 6 - 12 bulan	31.725	17.525	*> 6 - 12 months -*
	927.923	998.153	
Jumlah	1.081.153	1.136.000	*Total*
Dikurangi:			***Less:***
Kerugian kredit ekspektasian	(2.939)	(6.470)	*Expected credit losses*
	1.078.214	**1.129.530**	

14. TAGIHAN AKSEPTASI (lanjutan) / ***14. ACCEPTANCE RECEIVABLES (continued)***

c. Perubahan kerugian kredit ekspektasian / ***c. Movements of expected credit losses***

Perubahan kerugian kredit ekspektasian adalah sebagai berikut: / *The movements of expected credit losses are as follows:*

	2025				
	Tahap 1/ *Stage 1*	**Tahap 2/ *Stage 2***	**Tahap 3/ *Stage 3***	**Jumlah/ *Total***	
Saldo awal	6.470	-	-	6.470	*Beginning balance*
Aset keuangan yang baru diperoleh	7.395	3.399	-	10.794	*New financial assets*
Transfer ke kerugian kredit ekspektasian 12 bulan (Tahap 1)	3	(3)	-	-	*Transferred to 12-month expected credit losses (Stage 1)*
Transfer ke kerugian kredit ekspektasian sepanjang umurnya (Tahap 2)	(624)	624	-	-	*Transferred to lifetime expected credit losses (Stage 2)*
Perubahan bersih pada eksposur dan pengukuran kembali	(10.024)	(3.603)	-	(13.627)	*Net change in exposure and remeasurement*
Perubahan model atau parameter	(966)	-	-	(966)	*Change in model or parameter*
Aset keuangan yang telah dihentikan pengakuannya	(6)	-	-	(6)	*Derecognition of financial assets*
Selisih kurs	202	72	-	274	*Exchange rate difference*
Saldo Akhir	**2.450**	**489**	**-**	**2.939**	***Ending Balance***

	2024				
	Tahap 1/ *Stage 1*	**Tahap 2/ *Stage 2***	**Tahap 3/ *Stage 3***	**Jumlah/ *Total***	
Saldo awal	2.824	35	-	2.859	*Beginning balance*
Aset keuangan yang baru diperoleh	6.098	23	-	6.121	*New financial assets*
Transfer ke kerugian kredit ekspektasian 12 bulan (Tahap 1)	6	(6)	-	-	*Transferred to 12-month expected credit losses (Stage 1)*
Perubahan bersih pada eksposur dan pengukuran kembali	(6.065)	(53)	-	(6.118)	*Net change in exposure and remeasurement*
Perubahan model atau parameter	3.432	-	-	3.432	*Change in model or parameter*
Aset keuangan yang telah dihentikan pengakuannya	(3)	-	-	(3)	*Derecognition of financial assets*
Selisih kurs	178	1	-	179	*Exchange rate difference*
Saldo Akhir	**6.470**	**-**	**-**	**6.470**	***Ending Balance***

Manajemen berpendapat bahwa jumlah kerugian kredit ekspektasian tagihan akseptasi telah memadai. / *Management believes that the expected credit losses on acceptance receivables is adequate.*

d. Berdasarkan kolektibilitas OJK / ***d. By OJK collectibility***

Kolektibilitas tagihan akseptasi sesuai dengan peraturan OJK diungkapkan pada Catatan 59i. / *Collectibility of acceptance receivables in accordance with the OJK regulation are disclosed in Note 59i.*

15. OBLIGASI PEMERINTAH / *15. GOVERNMENT BONDS*

a. Berdasarkan jenis / *a. By type*

	2025		2024		
	Nilai nominal/ *Nominal value*	**Nilai tercatat/ *Carrying value***	**Nilai nominal/ *Nominal value***	**Nilai tercatat/ *Carrying value***	
Nilai wajar melalui penghasilan komprehensif lain (nilai wajar)					***Fair value through other comprehensive income (fair value)***
- Suku bunga tetap	18.555.226	19.447.803	17.397.364	17.390.079	*Fixed interest rate -*
Nilai wajar melalui laba rugi (nilai wajar)					***Fair value through profit or loss (fair value)***
- Suku bunga tetap	1.892.912	1.931.602	1.319.257	1.309.344	*Fixed interest rate -*
Jumlah	**20.448.138**	**21.379.405**	**18.716.621**	**18.699.423**	***Total***

Suku bunga efektif rata-rata tertimbang per tahun atas Obligasi Pemerintah dalam Rupiah dan mata uang asing untuk tahun yang berakhir pada tanggal 31 Desember 2025 adalah masing-masing 6,38% dan 5,09% (2024: 6,06% dan 3,47%).

The weighted average effective interest rate per annum for the year ended 31 December 2025 for Government Bonds in Rupiah and foreign currencies was 6.38% and 5.09%, respectively (2024: 6.06% and 3.47%).

Obligasi Pemerintah dengan nilai nominal setara dengan Rp104.849.906 telah dijual selama tahun yang berakhir pada tanggal 31 Desember 2025 (2024: Rp79.622.543) pada harga yang berkisar antara 61,60% - 119,57% dari nilai nominal (2024: 64,63% - 128,75%). Sementara itu, Obligasi Pemerintah dengan nilai nominal setara dengan Rp109.652.734 telah dibeli selama tahun yang berakhir pada tanggal 31 Desember 2025 (2024: Rp87.370.659) pada harga yang berkisar antara 58,05% - 119,55% dari nilai nominal (2024: 63,00% - 128,73%).

Government Bonds with total nominal value equivalent to Rp104,849,906 were sold during the year ended 31 December 2025 (2024: Rp79,622,543) at prices ranging from 61.60% - 119.57% of nominal value (2024: 64.63% - 128.75%). Meanwhile, Government Bonds with total nominal value equivalent to Rp109,652,734 were purchased during the year ended 31 December 2025 (2024: Rp87,370,659) at prices ranging from 58.05% - 119.55% of nominal value (2024: 63.00% - 128.73%).

Selama tahun yang berakhir pada tanggal 31 Desember 2025, keuntungan neto yang belum direalisasi atas perubahan nilai wajar Obligasi Pemerintah dalam klasifikasi diperdagangkan diakui pada laporan laba rugi sebesar Rp8.901 (2024: kerugian neto sebesar Rp10.642).

During the year ended 31 December 2025, unrealized net gains arising from changes in fair value of Government Bonds classified as trading securities are recorded in profit or loss amounted to Rp8,901 (2024: net lossess amounted to Rp10,642).

Bank mengakui keuntungan neto atas penjualan Obligasi Pemerintah sejumlah Rp478.038 selama tahun yang berakhir pada tanggal 31 Desember 2025 (2024: keuntungan neto sebesar Rp259.527).

The Bank recognized net gains from the sale of Government Bonds amounted to Rp478,038 during the year ended 31 December 2025 (2024: net gains amounted to Rp259,527).

15. OBLIGASI PEMERINTAH (lanjutan) / *15. GOVERNMENT BONDS (continued)*

b. Berdasarkan mata uang / *b. By currency*

	2025	2024	
Rupiah	20.265.640	17.971.599	*Rupiah*
Mata uang asing (Catatan 53)	1.113.765	727.824	*Foreign currencies (Note 53)*
	21.379.405	**18.699.423**	

c. Berdasarkan jatuh tempo / *c. By maturity*

	2025	2024	
Rupiah			***Rupiah***
- Kurang dari 1 tahun	3.989.489	2.979.694	*Less than 1 year* -
- 1 - 5 tahun	4.155.060	4.929.431	*1 - 5 years* -
- 5 - 10 tahun	8.919.684	7.441.282	*5 - 10 years* -
- Lebih dari 10 tahun	3.201.407	2.621.192	*More than 10 years* -
	20.265.640	17.971.599	
Mata uang asing (Catatan 53)			***Foreign currencies (Note 53)***
- Kurang dari 1 tahun	19.819	67.655	*Less than 1 year* -
- 1 - 5 tahun	323.714	211.716	*1 - 5 years* -
- 5 - 10 tahun	710.077	442.422	*5 - 10 years* -
- Lebih dari 10 tahun	60.155	6.031	*More than 10 years* -
	1.113.765	727.824	
Jumlah	**21.379.405**	**18.699.423**	***Total***

d. Perubahan keuntungan/(kerugian) yang belum direalisasi / *d. Movements of unrealized gains/(losses)*

Perubahan keuntungan/(kerugian) yang belum direalisasi atas Obligasi Pemerintah dalam kelompok diukur pada nilai wajar melalui penghasilan komprehensif lain adalah sebagai berikut:

Movements of unrealized gains/(losses) for Government Bonds measured at fair value through other comprehensive income are as follows:

	2025	2024	
Saldo awal - sebelum pajak penghasilan tangguhan	(198.366)	(70.761)	*Beginning balance - before deferred income tax*
Penambahan keuntungan/ (kerugian) yang belum direalisasi selama tahun berjalan - neto	809.920	(119.117)	*Additional unrealized gains/ (losses) during the year - net*
Keuntungan yang direalisasi ke laba rugi atas penjualan Obligasi Pemerintah selama tahun berjalan - neto	(163.668)	(8.488)	*Realized gains to profit or loss from sale of Government Bonds during the year - net*
Jumlah sebelum pajak penghasilan tangguhan	447.886	(198.366)	*Total before deferred income tax*
Pajak penghasilan tangguhan	(98.535)	43.641	*Deferred income tax*
Saldo akhir - neto	**349.351**	**(154.725)**	***Ending balance - net***

16. INVESTASI DALAM SAHAM / *16. INVESTMENTS IN SHARES*

Investasi dalam saham pada tanggal 31 Desember 2025 dan 2024 mencakup:

The investments in shares as of 31 December 2025 and 2024 included:

Nama perusahaan/ *Company name*	Kegiatan usaha/ *Business activity*	2025 Persentase kepemilikan/ *Percentage of ownership*	2025 Nilai tercatat/ *Carrying value*	2024 Persentase kepemilikan/ *Percentage of ownership*	2024 Nilai tercatat/ *Carrying value*
PT Home Credit Indonesia	Pembiayaan/*Multifinance*	9,82%	420.717	9,82%	396.870
PT Bank Woori Saudara Indonesia 1906 Tbk	Bank/*Banking*	0,73%	29.614	0,94%	56.958
PT Kliring Penjaminan Efek Indonesia	Lembaga Kliring dan Penjamin/*Clearing and Guarantee Institution*	1,11%	20.000	1,11%	20.000
PT Bank Chinatrust Indonesia	Bank/*Banking*	1,00%	1.500	1,00%	1.500
Lain-lain/*Other*	Usaha Patungan, Telekomunikasi/*Joint Venture,Telecommunication*	0,24% - 4,21%	1.355	0,24% - 4,21%	1.355
			473.186		**476.683**

Pada tanggal 2 Oktober 2023, ADMF melakukan penyertaan pada PT Home Credit Indonesia ("HCI") dengan harga beli sebesar EUR23.163.839 (nilai penuh) atau setara dengan Rp380.397 yang mewakili 9,83% dari modal ditempatkan dan disetor HCI.

On 2 October 2023, ADMF invested in PT Home Credit Indonesia ("HCI") with purchase price of EUR23,163,839 (full amount) or equivalent to Rp380,397 which represents 9.83% of the issued and paid up capital of HCI.

Pada tanggal 4 Maret 2024, HCI meningkatkan modal dasar dengan menerbitkan saham baru sebanyak 600 lembar saham. Seluruh lembar saham tersebut telah ditempatkan dan disetor oleh pemegang saham selain ADMF, sehingga persentase kepemilikian ADMF pada HCI menjadi 9,82% dari jumlah nilai nominal saham HCI.

On 4 March 2024, HCI increased its authorized capital by issuing 600 shares. All of these shares have been issued and paid by shareholders other than ADMF, so that ADMF's ownership percentage in HCI became 9.82% of the total nominal value of HCI shares.

Perubahan keuntungan/(kerugian) yang belum direalisasi / ***Movements of unrealized gains/(losses)***

Perubahan keuntungan/(kerugian) yang belum direalisasi atas investasi dalam saham dalam kelompok diukur pada nilai wajar melalui penghasilan komprehensif lain adalah sebagai berikut:

Movements of unrealized gains/(losses) for investments in shares measured at fair value through other comprehensive others are as follows:

	2025	2024	
Saldo awal - sebelum pajak penghasilan tangguhan	61.981	69.998	*Beginning balance - before deferred income tax*
Penambahankeuntungan/(kerugian) yang belum direalisasi selama tahun berjalan - neto	7.846	(7.997)	*Additional unrealized gains/(losses) during the year - net*
Kerugian yang tidak direalisasi ke laba rugi atas penjualan investasi dalam saham selama tahun berjalan - neto	(259)	(20)	*Realized loss not reclassified to profit or loss from sale of investment in share during the year - net*
Jumlah sebelum pajak penghasilan tangguhan	69.568	61.981	*Total before deferred income tax*
Pajak penghasilan tangguhan	(8.395)	(2.704)	*Deferred income tax*
Saldo akhir - neto	**61.173**	**59.277**	***Ending balance - net***

17. ASET TAKBERWUJUD / *17. INTANGIBLE ASSETS*

	2025				
	1 Januari/ *January*	Penambahan/ *Additions*	Pengurangan/ *Deductions*	31 Desember/ *December*	
Harga perolehan					***At cost***
Perangkat lunak	3.630.742	228.272	(407.196)	3.451.818	*Software*
Goodwill	1.906.684	-	-	1.906.684	*Goodwill*
	5.537.426	**228.272**	**(407.196)**	**5.358.502**	
Akumulasi amortisasi					***Accumulated amortization***
Perangkat lunak	(2.694.451)	(333.549)	401.485	(2.626.515)	*Software*
Goodwill	(832.151)	-	-	(832.151)	*Goodwill*
	(3.526.602)	**(333.549)**	**401.485**	**(3.458.666)**	
Nilai buku neto	**2.010.824**			**1.899.836**	***Net book value***

	2024*)						
	1 Januari/ *January*	Penambahan/ *Additions*	Pengurangan/ *Deductions*	Reklasifikasi/ *Reclassified*	Penambahan dari gabungan usaha/ *Additional from Merger*	31 Desember/ *December*	
Harga perolehan							***At cost***
Perangkat lunak	3.114.336	432.282	(136)	1.754	82.506	3.630.742	*Software*
Goodwill	1.906.684	-	-	-	-	1.906.684	*Goodwill*
	5.021.020	432.282	**(136)**	**1.754**	**82.506**	**5.537.426**	
Akumulasi penyusutan							***Accumulated amortization***
Perangkat lunak	(2.374.384)	(283.221)	136	-	(36.982)	(2.694.451)	*Software*
Goodwill	(832.151)	-	-	-	-	(832.151)	*Goodwill*
	(3.206.535)	**(283.221)**	**136**	**-**	**(36.982)**	**(3.526.602)**	
Nilai buku neto	**1.814.485**					**2.010.824**	***Net book value***

Pada tanggal 31 Desember 2025, Bank dan Entitas Anak memiliki aset takberwujud dengan jumlah biaya perolehan sebesar Rp1.801.173 yang telah diamortisasi secara penuh tetapi masih digunakan (2024: Rp2.025.398).

As of 31 December 2025, the Bank and Subsidiary had fully amortized intangible assets but still being used with cost amounted to Rp1,801,173 (2024: Rp2,025,398).

Tidak ada kerugian penurunan nilai *goodwill* yang diakui selama tahun yang berakhir pada tanggal 31 Desember 2025.

No impairment losses on goodwill were recognized for the year ended 31 December 2025.

18. ASET TETAP DAN ASET HAK GUNA / *18. FIXED ASSETS AND RIGHT-OF-USE ASSETS*

	2025	2024*)	
Aset Tetap	2.027.840	1.937.165	*Fixed assets*
Aset Hak Guna	665.530	753.397	*Right-of-use assets*
	2.693.370	**2.690.562**	

*) Disajikan kembali

*) *As restated*

18. ASET TETAP DAN ASET HAK GUNA (lanjutan) / *18. FIXED ASSETS AND RIGHT-OF-USE (continued)*

a. Aset Tetap / *a. Fixed Assets*

	2025					
	1 Januari/ *January*	Penambahan/ *Additions*	Pengurangan/ *Deductions*	Reklasifikasi/ *Reclassified*	31 Desember/ *December*	
Harga perolehan						***Cost***
Tanah	682.825	1.947	(581)	-	684.191	*Land*
Bangunan	1.963.466	208.354	(7.944)	40.291	2.204.167	*Buildings*
Perlengkapan kantor	2.168.037	208.220	(374.846)	-	2.001.411	*Office equipment*
Kendaraan bermotor	66.445	14.961	(59.672)	-	21.734	*Motor vehicles*
	4.880.773	433.482	(443.043)	40.291	4.911.503	
Bangunan dalam penyelesaian	10.826	37.649	-	(40.291)	8.184	*Building in progress*
	4.891.599	**471.131**	**(443.043)**	**-**	**4.919.687**	
Akumulasi penyusutan						***Accumulated depreciation***
Bangunan	(1.178.794)	(160.680)	7.883	-	(1.331.591)	*Buildings*
Perlengkapan kantor	(1.738.713)	(175.770)	362.818	-	(1.551.665)	*Office equipment*
Kendaraan bermotor	(36.927)	(9.299)	37.635	-	(8.591)	*Motor vehicles*
	(2.954.434)	**(345.749)**	**408.336**	**-**	**(2.891.847)**	
Nilai buku neto	**1.937.165**				**2.027.840**	***Net book value***

	2024*)						
	1 Januari/ *January*	Penambahan/ *Additions*	Pengurangan/ *Deductions*	Reklasifikasi/ *Reclassified*	Penambahan dari gabungan usaha/ *Additional from Merger*	31 Desember/ *December*	
Harga perolehan							***Cost***
Tanah	614.162	24.877	(13.521)	447	56.860	682.825	*Land*
Bangunan	1.595.249	206.685	(14.524)	42.897	133.159	1.963.466	*Buildings*
Perlengkapan kantor	2.358.690	244.602	(618.462)	-	183.207	2.168.037	*Office equipment*
Kendaraan bermotor	23.502	12.191	(19.451)	-	50.203	66.445	*Motor vehicles*
	4.591.603	488.355	(665.958)	43.344	423.429	4.880.773	
Bangunan dalam penyelesaian	19.412	33.916	-	(42.502)	-	10.826	*Building in progress*
	4.611.015	**522.271**	**(665.958)**	**842**	**423.429**	**4.891.599**	
Akumulasi penyusutan							***Accumulated depreciation***
Bangunan	(998.248)	(122.079)	10.303	-	(68.770)	(1.178.794)	*Buildings*
Perlengkapan kantor	(2.057.165)	(146.299)	612.210	-	(147.459)	(1.738.713)	*Office equipment*
Kendaraan bermotor	(13.088)	(10.464)	12.936	-	(26.311)	(36.927)	*Motor vehicles*
	(3.068.501)	**(278.842)**	**635.449**	**-**	**(242.540)**	**(2.954.434)**	
Nilai buku neto	**1.542.514**					**1.937.165**	***Net book value***

Manajemen berpendapat bahwa tidak terdapat indikasi terjadinya penurunan nilai aset tetap.

Management believes that there is no indication of impairment in the value of fixed assets.

*) Disajikan kembali

*) *As restated*

18. ASET TETAP DAN ASET HAK GUNA (lanjutan) / *18. FIXED ASSETS AND RIGHT-OF-USE (continued)*

a. Aset Tetap (lanjutan) / *a. Fixed Assets (continued)*

Termasuk dalam pengurangan aset tetap merupakan penjualan aset dengan rincian sebagai berikut:

Fixed assets disposal includes sales of assets with details as follows:

	2025	2024*)	
Hasil penjualan	29.399	60.907	*Proceeds from sale*
Nilai buku	(19.827)	(30.098)	*Net book value*
Keuntungan penjualan (Catatan 41 dan 42)	**9.572**	**30.809**	*Gain on sale (Notes 41 and 42)*

Pada tanggal 31 Desember 2025, aset tetap kecuali tanah telah diasuransikan terhadap risiko kerugian kebakaran, kebanjiran, dan risiko lainnya dengan nilai pertanggungan sejumlah Rp1.634.752 (2024: Rp1.639.965). Manajemen berpendapat bahwa nilai pertanggungan tersebut sudah memadai.

As of 31 December 2025, fixed assets except for land are insured against losses arising from fire, flood, and other risks with a total insurance coverage amounted to Rp1,634,752 (2024: Rp1,639,965). Management believes that the insurance coverage is adequate.

Pada tanggal 31 Desember 2025 dan 2024, semua aset tetap dimiliki secara langsung.

As of 31 December 2025 and 2024, all fixed assets are directly owned.

Pada tanggal 31 Desember 2025, Bank dan Entitas Anak memiliki aset tetap dengan jumlah biaya perolehan sebesar Rp1.755.307 yang telah disusutkan secara penuh tetapi masih digunakan (2024: Rp1.997.846).

As of 31 December 2025, the Bank and Subsidiary had fully depreciated fixed assets but still being used with cost amounted to Rp1,755,307 (2024: Rp1,997,846).

Estimasi nilai wajar aset tetap Bank dan Entitas Anak (tanah dan bangunan dinilai berdasarkan nilai jual objek pajak) adalah sebesar Rp4.156.542 pada tanggal 31 Desember 2025 (2024: Rp4.025.289) (tingkat 3).

The estimated fair value of the Bank and Subsidiary fixed assets (land and building based on tax object sale value) amounted to Rp4,156,542 as of 31 December 2025 (2024: Rp4,025,289) (level 3).

Pada tanggal 31 Desember 2025, persentase nilai tercatat bangunan dalam penyelesaian terhadap estimasi nilai kontrak adalah 95,09% dan diperkirakan akan selesai pada pertengahan tahun 2026.

As of 31 December 2025 the percentage of carrying amount of building in progress to the estimated contract value is 95.09% and estimated to be completed by mid-2026.

b. Aset Hak Guna / *b. Right-Of-Use Assets*

	2025				
	1 Januari/ *January*	Penambahan/ *Additions*	Pengurangan/ *Deductions*	31 Desember/ *December*	
Harga perolehan					***Cost***
Properti	873.672	126.878	(119.257)	881.293	*Property*
Mesin ATM	348.327	-	(2.452)	345.875	*ATM Machine*
Data *centre*	168.314	70.722	(9.048)	229.988	*Data centre*
	1.390.313	**197.600**	**(130.757)**	**1.457.156**	
Akumulasi amortisasi					***Accumulated amortization***
Perangkat lunak	(487.036)	(164.943)	115.460	(536.519)	*Property*
Mesin ATM	(76.456)	(69.167)	-	(145.623)	*ATM Machine*
Data *centre*	(73.424)	(44.629)	8.569	(109.484)	*Data centre*
	(636.916)	**(278.739)**	**124.029**	**(791.626)**	
Nilai buku neto	**753.397**			**665.530**	***Net book value***

*) Disajikan kembali / *) *As restated*

18. ASET TETAP DAN ASET HAK GUNA (lanjutan) / *18. FIXED ASSETS AND RIGHT-OF-USE (continued)*

b. Aset Hak Guna (lanjutan) / *b. Right-Of-Use Assets (continued)*

	2024					
	1 Januari/ *January*	Penambahan/ *Additions*	Pengurangan/ *Deductions*	Penambahan dari gabungan usaha/ *Additional from Merger*	31 Desember/ *December*	
Harga perolehan						***Cost***
Properti	791.094	141.970	(114.612)	55.220	873.672	*Property*
Mesin ATM	213.838	133.203	1.286	-	348.327	*ATM Machine*
Data *centre*	86.563	86.926	(5.175)	-	168.314	*Data centre*
	1.091.495	**362.099**	**(118.501)**	**55.220**	**1.390.313**	
Akumulasi penyusutan						***Accumulated depreciation***
Perangkat lunak	(409.848)	(159.234)	108.130	(26.084)	(487.036)	*Property*
Mesin ATM	(29.249)	(47.207)	-	-	(76.456)	*ATM Machine*
Data *centre*	(34.333)	(44.266)	5.175	-	(73.424)	*Data centre*
	(473.430)	**(250.707)**	**113.305**	**(26.084)**	**(636.916)**	
Nilai buku neto	**618.065**				**753.397**	***Net book value***

19. BEBAN DIBAYAR DIMUKA DAN ASET LAIN-LAIN / *19. PREPAYMENTS AND OTHER ASSETS*

	2025	2024*)	
Uang muka lain-lain	1.323.520	1.181.327	*Other advances*
Piutang bunga	1.227.729	1.055.418	*Interest receivables*
Setoran jaminan dan beban dibayar dimuka	580.757	431.949	*Security deposits and prepaid expenses*
Piutang atas penjualan efek-efek	477.824	314.727	*Receivables from sales of marketable securities*
Agunan yang diambil alih - neto	333.679	320.073	*Foreclosed assets - net*
Aset tetap yang tidak digunakan	64.599	64.599	*Idle properties*
Beban tangguhan - neto	33.873	26.937	*Deferred expenses - net*
Dana setoran kliring Bank Indonesia	26.358	29.202	*Deposits for clearing transactions with Bank Indonesia*
Tagihan transaksi kartu kredit	4.175	1.107	*Receivables from credit card transaction*
Instrumen BI lainnya - Devisa Hasil Ekspor (DHE)	-	16.095	*Other BI instrument - Devisa Hasil Ekspor (DHE)*
Lain-lain	1.277.824	1.698.648	*Others*
	5.350.338	5.140.082	
Dikurangi:			***Less:***
Kerugian kredit ekspektasian	(28.630)	(33.959)	*Expected credit losses*
	5.321.708	**5.106.123**	

Saldo di atas terdiri dari beban dibayar dimuka dan aset lain-lain dalam Rupiah dan mata uang asing masing-masing sebesar Rp5.109.469 dan Rp240.869 (2024: Rp4.872.133 dan Rp267.949) (Catatan 53).

The above balance consists of prepayments and other assets in Rupiah and foreign currencies of Rp5,109,469 and Rp240,869 (2024: Rp4,872,133 and Rp267,949) (Note 53), respectively.

*) Disajikan kembali / *) *As restated*

19. BEBAN DIBAYAR DIMUKA DAN ASET LAIN-LAIN

Instrumen BI lainnya – Devisa Hasil Ekspor (DHE)

Berdasarkan ketentuan dalam PBI No. 7 tahun 2023 tentang Devisa Hasil Ekspor dan Devisa Pembayaran Impor, eksportir SDA (Sumber Daya Alam) dapat menempatkan dana dari rekening khusus (Reksus) DHE SDA pada instrumen yang diterbitkan oleh Bank Sentral Indonesia berupa Term Deposit Valas Devisa Hasil Ekspor (TD Valas DHE) melalui produk penempatan dana *appointed bank*. Bank adalah *appointed bank* dan akun ini adalah penempatan dana DHE dari eksportir pada instrumen TD Valas DHE yang diterbitkan oleh Bank Sentral Indonesia.

Piutang bunga

Termasuk dalam piutang bunga adalah piutang bunga Obligasi Pemerintah sebesar Rp347.013 untuk Rupiah dan Rp14.839 untuk mata uang asing (2024: Rp282.452 untuk Rupiah dan Rp11.447 untuk mata uang asing).

Setoran jaminan dan beban dibayar dimuka

Termasuk dalam akun ini adalah setoran jaminan sebesar Rp129.450 (2024: Rp49.788) dan beban sewa dan pemeliharaan dibayar dimuka sebesar Rp177.781 (2024: Rp168.441)

19. PREPAYMENTS AND OTHER ASSETS

Other BI instrument – Devisa Hasil Ekspor (DHE)

Based on provisions in PBI No. 7 of 2023 concerning Foreign Exchange from Export Proceeds and Foreign Exchange from Import Payments, SDA (Natural Resources) exporters can place funds from the DHE SDA special account (Reksus) in an instrument issued by Central Bank of Indonesia in the form of a Term Deposit in Foreign Exchange from Export Proceeds (TD Foreign Exchange DHE) through fund placement products of appointed bank. The Bank is an appointed bank and this account is placement of DHE fund from exporter to DHE Foreign Exchange TD instrument issued by Central Bank of Indonesia.

Interest receivables

Included in interest receivables is interest receivable from Government Bonds of Rp347,013 for Rupiah and Rp14,839 for foreign currency (2024: Rp282,452 for Rupiah and Rp11,447 for foreign currency).

Security deposits and prepaid expenses

Included in these accounts are pledged security deposits of Rp129,450 (2024: Rp49,788) and prepaid rent and maintenance of Rp177,781 (2024: Rp168,441).

20. INVESTASI PADA ENTITAS ASOSIASI

Pada tanggal 31 Desember 2025 dan 2024, entitas asosiasi yang dimiliki oleh Bank dan Entitas Anak adalah sebagai berikut:

20. INVESTMENT IN ASSOCIATE

As of 31 December 2025 and 2024, the associate of the Bank and Subsidiary were as follows:

Nama entitas/ *Name of entity*	Bidang usaha/ *Type of business*	Persentase kepemilikan/ *% of ownership interest*	2025		2024*)	
			Aset bersih/ *Net assets*	Nilai tercatat/ *Carrying amount*	Aset bersih/ *Net assets*	Nilai tercatat/ *Carrying amount*
PT Zurich Asuransi Indonesia Tbk ("ZAI")	Asuransi/ *Insurance*	19,81%	4.587.277	999.691	4.430.677	968.670

PT Zurich Asuransi Indonesia Tbk

Investasi pada ZAI diklasifikasikan sebagai investasi pada entitas asosiasi yang mana kepemilikan Bank atas ZAI menjadi sebesar 19,81% setelah adanya penjualan ZAI ke Zurich dan penerbitan saham baru ZAI yang telah memperoleh persetujuan dari OJK Industri Keuangan Non-Bank pada 27 September 2019 dan kemudian persetujuan dari Bapepam - LK pada 22 November 2019.

Bank memiliki secara langsung saham Entitas Asosiasi yang terdiri dari saham biasa. Negara tempat pendirian atau pendaftaran merupakan lokasi bisnis yang utama.

PT Zurich Asuransi Indonesia Tbk

Investment in ZAI is classified as investment in associate with the remaining ownership in ZAI of 19.81% after the sale of ZAI to Zurich and ZAI's new shares issuance which approved by OJK Financial Industry Non Bank on 27 September 2019 and Bapepam - LK on 22 November 2019.

The Bank has direct ownership of the Associate's share which consists of ordinary shares. The country of incorporation or registration is also their principal place of business.

*) Disajikan kembali

*) *As restated*

20. INVESTASI PADA ENTITAS ASOSIASI (lanjutan) / *20. INVESTMENT IN ASSOCIATE (continued)*

PT Zurich Asuransi Indonesia Tbk (lanjutan) / *PT Zurich Asuransi Indonesia Tbk (continued)*

Meskipun Bank memiliki kurang dari 20% saham ZAI, Bank memiliki pengaruh signifikan dengan menjalankan hak kontraktualnya melalui penunjukkan Wakil Direktur Utama dan Wakil Presiden Komisaris entitas tersebut serta memiliki kekuatan untuk berpartisipasi dalam pengambilan keputusan keuangan dan operasi ZAI.

Although the Bank holds less than 20% of the equity shares of ZAI, the Bank exercises significant influence by virtue of its contractual right to appoint Vice President Director and Vice President Commissioner of that entity and has the power to participate in the financial and operating policy decisions of ZAI.

Tabel di bawah ini menyajikan informasi keuangan dari investasi Bank pada ZAI seperti yang termasuk dalam laporan keuangan terpisahnya, yang disesuaikan dengan penyesuaian nilai wajar pada saat akuisisi dan perbedaan kebijakan akuntansi. Tabel di bawah juga merekonsiliasi informasi keuangan ke nilai tercatat kepentingan Bank pada ZAI:

The following table summarizes the financial information of the Bank's investment in ZAI as included in its own financial statements, adjusted for fair value adjustments at acquisition and differences in accounting policies. The table also reconciles financial information to the carrying amount of the Bank's interest in ZAI:

	2025	**2024**	
Jumlah aset	9.366.148	9.333.641	*Total assets*
Jumlah liabilitas dan dana Tabarru	(4.777.591)	(4.901.938)	*Total liabilities and Tabarru fund*
Kepentingan non-pengendali	(1.280)	(1.026)	*Non-controlling interest*
Aset bersih (100%)	4.587.277	4.430.677	***Net assets (100%)***
Persentase kepemilikan (19,81%)			***Percentage of ownership (19.81%)***
Bagian Bank atas aset bersih	908.738	877.717	*The Bank's share of net assets*
Penyesuaian nilai wajar	429.004 *)	429.004 *)	*Fair value adjustments*
Efek dilusi setoran modal saham ZAI	(328.351)	(328.351)	*Effect dilution share capital ZAI*
Penyesuaian	(9.700)	(9.700)	*Adjustment*
Nilai tercatat dari investasi pada entitas asosiasi	**999.691**	**968.670**	***Carrying amount of investment in associate***

	2025	**2024**	
Pendapatan premi - bersih	2.851.250	2.414.820	*Premium income - net*
Beban *underwriting*	(1.994.161)	(1.613.290)	*Underwriting expenses*
Penghasilan investasi	365.225	336.920	*Investment income*
Beban usaha	(1.264.611)	(1.146.666)	*Operating expenses*
Pendapatan usaha lainnya - bersih	219.275	173.150	*Other operating income - net*
Beban pajak final dan pajak penghasilan	2.811	(84)	*Final tax and income tax expense*
Laba bersih - entitas induk	179.789	164.850	*Net profit - parent entity*
Kepentingan non-pengendali	166	117	*Minority interest*
Laba bersih	179.955	164.967	*Net profit*
Penghasilan komprehensif lain - entitas induk	177.301	(47.180)	*Other comprehensive income parent entity -*
Jumlah laba komprehensif - entitas induk	357.090	117.670	*Total comprehensive income parent entity -*
Bagian Bank atas jumlah laba komprehensif	**70.740**	**23.310**	***The Bank's share of total comprehensive income***

*) Berdasarkan Laporan Penilai Independen dari Desmar, Ferdinan dan Rekan (DFH & Rekan).

*) *Based on Independent Appraisal Report of Desmar, Ferdinan dan Rekan (DFH & Partner).*

20. INVESTASI PADA ENTITAS ASOSIASI (lanjutan) / *20. INVESTMENT IN ASSOCIATE (continued)*

PT Zurich Asuransi Indonesia Tbk (lanjutan) / ***PT Zurich Asuransi Indonesia Tbk (continued)***

Rekonsiliasi atas ringkasan informasi keuangan yang disajikan terhadap nilai buku dari kepentingan entitas asosiasi adalah sebagai berikut:

Reconciliation of the summarized financial information presented to the carrying amount of its interest in associate is as follows:

	2025	2024	
Nilai tercatat	968.670	957.158	*Carrying amount*
Dividen	(39.105)	(11.871)	*Dividend*
Laba bersih yang diserap	35.616	32.656	*Net income absorbed*
Penghasilan komprehensif lain yang diserap	35.123	(9.346)	*Other comprehensive income absorbed*
Penyesuaian Lainnya	(613)	73	*Other Adjustment*
Nilai tercatat	**999.691**	**968.670**	***Carrying amount***

Berdasarkan Anggaran Dasar ZAI yang dituangkan dalam Akta No.181 tanggal 27 November 2019, kepemilikan Bank atas saham ZAI menjadi 19,81%, sehingga laporan keuangan ZAI tidak lagi dikonsolidasikan ke Bank. Kepemilikan ZAI dicatat oleh Bank sebagai investasi pada entitas asosiasi. Sebagai bagian dari penjualan saham, Bank akan menerima pertimbangan tambahan sebagai peningkatan nilai saham yang dijual oleh Bank ke Zurich yang dihitung berdasarkan metrik kinerja Bank dan ADMF dalam memberikan kontribusi premi bruto ke ZAI.

Based on ZAI's Article of Association No.181 dated 27 November 2019, the Bank's ownership of the ZAI shares to 19.81%, so that the financial statements of ZAI are no longer consolidated into the Bank. The ZAI ownership is recorded by the Bank as an investment in associate entity. As part of the sale of share, the Bank will receive additional consideration provided that there is an increase in the value of shares sold by the Bank to Zurich which calculated based on the performance metric of the Bank and ADMF in contributing gross written premium for ZAI.

Pada tanggal 27 November 2019, Bank dan ADMF telah menerima imbalan dari ZAI sebesar Rp1.494.000 dan akan diamortisasi selama periode kontrak. Pada saat yang sama, ZAI menjalin kemitraan strategis jangka panjang selama 20 tahun dengan Bank dan ADMF.

On 27 November 2019, the Bank and ADMF received fees from ZAI amounted to Rp1,494,000 and will be amortized over the contract period. Concurrently, ZAI has entered into long-term strategic partnership agreements for 20 years period with the Bank and ADMF.

21. SIMPANAN NASABAH / *21. DEPOSITS FROM CUSTOMERS*

a. Berdasarkan jenis dan mata uang / *a. By type and currency*

	2025	2024*)	
Rupiah			***Rupiah***
- Giro	28.653.827	21.697.678	*Current accounts -*
- Tabungan	33.716.331	30.857.915	*Savings -*
- Deposito berjangka	90.904.602	79.465.129	*Time deposits -*
	153.274.760	132.020.722	
Mata uang asing (Catatan 53)			***Foreign currencies (Note 53)***
- Giro	5.197.927	4.298.623	*Current accounts -*
- Tabungan	6.096.842	5.330.493	*Savings -*
- Deposito berjangka	9.607.500	8.817.889	*Time deposits -*
	20.902.269	18.447.005	
	174.177.029	**150.467.727**	

*) Disajikan kembali / *) *As restated*

21. SIMPANAN NASABAH (lanjutan) / *21. DEPOSITS FROM CUSTOMERS (continued)*

a. Berdasarkan jenis dan mata uang (lanjutan) / ***a. By type and currency (continued)***

Sesuai dengan Peraturan Pemerintah No.66 Tahun 2008 tanggal 13 Oktober 2008 tentang "Besaran Nilai Simpanan yang Dijamin Lembaga Penjamin Simpanan (LPS)" maka nilai simpanan setiap nasabah pada satu Bank yang dijamin oleh LPS maksimum sebesar Rp2 miliar.

Based on Government Regulation No.66 year 2008 dated 13 October 2008 regarding "The Savings Amount Guaranteed by the Deposit Insurance Agency (LPS)" the savings amount for each customer in a Bank which is guaranteed by the LPS up to Rp2 billion.

b. Suku bunga efektif rata-rata tertimbang per tahun untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 / ***b. The weighted average effective interest rates per annum for the year ended 31 December 2025 and 2024***

	2025	2024	
Rupiah			***Rupiah***
- Giro	2,64%	2,87%	*Current accounts -*
- Tabungan	1,33%	1,62%	*Savings -*
- Deposito berjangka	5,35%	5,31%	*Time deposits -*
Mata uang asing			***Foreign Currency***
- Giro	1,56%	2,34%	*Current accounts -*
- Tabungan	0,38%	0,28%	*Savings -*
- Deposito berjangka	3,53%	3,94%	*Time deposits -*

c. Simpanan yang diblokir dan dijadikan jaminan atas pinjaman yang diberikan / ***c. Amounts blocked and pledged as loan collaterals***

Simpanan nasabah yang diblokir dan dijadikan jaminan atas pinjaman yang diberikan pada 31 Desember 2025 dan 2024 adalah masing masing sebesar Rp6.236.527 dan Rp4.893.023.

Deposit from customers that are blocked and pledged as loan collateral as of 31 December 2025 and 2024 amounted to Rp6,236,527 and Rp4,893,023, respectively.

22. SIMPANAN DARI BANK LAIN / *22. DEPOSITS FROM OTHER BANKS*

a. Berdasarkan jenis dan mata uang / ***a. By type and currency***

	2025	2024	
Rupiah			***Rupiah***
- Giro	1.184.675	1.123.237	*Current accounts -*
- Tabungan	292.040	390.164	*Savings -*
- Deposito dan *deposits on call*	712.215	572.195	*Deposits and deposits on call -*
- *Call Money*	4.685.000	1.550.000	*Call money -*
	6.873.930	3.635.596	
Mata uang asing (Catatan 53)			***Foreign currencies (Note 53)***
- *Call Money*	742.038	-	*Call money -*
- Deposito	464.957	529.319	*Deposits -*
- Giro	40.844	39.834	*Current accounts -*
	1.247.839	569.153	
	8.121.769	**4.204.749**	

22. SIMPANAN DARI BANK LAIN (lanjutan) / *22. DEPOSITS FROM OTHER BANKS (continued)*

b. Suku bunga efektif rata-rata tertimbang per tahun untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 / ***b. The weighted average effective interest rates per annum for the year ended 31 December 2025 and 2024***

	2025	2024	
Rupiah			***Rupiah***
- *Call money*	5.43%	6,31%	*Call money* -
- Giro	1.86%	2,11%	*Current accounts* -
- Tabungan	1.40%	1,46%	*Savings* -
- Deposito dan *deposits on call*	4.88%	4,55%	*Deposits and deposits on call* -

	2025	2024	
Mata uang asing			***Foreign Currency***
- *Call money*	1,28%	2,71%	*Call money* -
- Giro	1,12%	1,14%	*Current accounts* -
- Deposito dan *deposits on call*	2,56%	3,16%	*Deposits and deposits on call* -

23. UTANG AKSEPTASI / *23. ACCEPTANCE PAYABLES*

a. Berdasarkan pihak dan mata uang / ***a. By party and currency***

	2025	2024	
Rupiah			***Rupiah***
- Bank lain	119.864	100.784	*Other banks* -
- Debitur	33.366	37.063	*Debtors* -
	153.230	137.847	
Mata uang asing (Catatan 53)			***Foreign currencies (Note 53)***
- Bank lain	725.804	662.290	*Other banks* -
- Debitur	202.119	335.863	*Debtors* -
	927.923	998.153	
Jumlah	**1.081.153**	**1.136.000**	***Total***

b. Berdasarkan jatuh tempo / ***b. By maturity***

	2025	2024	
Rupiah			***Rupiah***
- Kurang dari 1 bulan	84.738	96.890	*Less than 1 month* -
- 1 - 3 bulan	40.645	28.702	*1 - 3 months* -
- > 3 - 6 bulan	27.847	12.255	*> 3 - 6 months* -
	153.230	137.847	
Mata uang asing (Catatan 53)			***Foreign currencies (Note 53)***
- Kurang dari 1 bulan	439.386	361.921	*Less than 1 month* -
- 1 - 3 bulan	325.678	358.153	*1 - 3 months* -
- > 3 - 6 bulan	131.134	260.554	*> 3 - 6 months* -
- > 6 - 12 bulan	31.725	17.525	*> 6 - 12 months* -
	927.923	998.153	
Jumlah	**1.081.153**	**1.136.000**	***Total***

24. UTANG OBLIGASI / *24. BONDS PAYABLE*

Entitas Anak / ***Subsidiary***

a. Utang Obligasi ADMF / ***a. ADMF's Bonds Payable***

	2025	2024	
Rupiah			***Rupiah***
Nilai nominal	8.613.399	6.390.610	*Nominal value*
Dikurangi:			***Less:***
Beban emisi obligasi yang belum diamortisasi	(17.374)	(12.780)	*Unamortized bond issuance cost*
Eliminasi untuk keperluan konsolidasian	(73.050)	(70.600)	*Elimination for consolidation purpose*
Jumlah - neto	**8.522.975**	**6.307.230**	*Total - net*
Beban amortisasi yang dibebankan ke laporan laba rugi	**12.488**	**9.492**	*Amortization costs charged to the profit or loss*

Sesuai dengan perjanjian perwaliamanatan obligasi, rasio jumlah pinjaman terhadap ekuitas tidak melebihi ketentuan, yaitu maksimal 10:1. Selain itu, selama pokok obligasi belum dilunasi, ADMF tidak diperkenankan, antara lain melakukan penggabungan usaha kecuali dilakukan pada bidang usaha yang sama serta menjual atau mengalihkan lebih dari 40% aset ADMF yang bukan piutang pembiayaan konsumen.

According to the trustee bonds agreement, debt to equity ratio does not exceed the provision, which maximum 10:1. Moreover, during the time that the bonds principals are still outstanding, ADMF is not allowed to, among others, merged unless performed on the same business and to sell or assign more than 40% of ADMF's non-consumer financing receivables assets.

Pada tanggal 31 Desember 2025 dan 2024, ADMF telah melakukan pembayaran bunga obligasi sesuai dengan jatuh tempo yang telah ditetapkan dalam perjanjian perwaliamanatan dan telah memenuhi seluruh persyaratan yang disebutkan dalam perjanjian perwaliamanatan. Jumlah pokok utang obligasi telah dibayarkan sesuai dengan tanggal jatuh tempo obligasi yang bersangkutan.

As of 31 December 2025 and 2024, ADMF had paid the bonds interest on schedule as stated in the trustee agreement and complied with all the requirements mentioned in the trustee agreement. Total principal of bonds have been paid in accordance with the respective bonds' maturity date.

Pada tanggal 31 Desember 2025 dan 2024, seluruh obligasi ADMF mendapat peringkat idAAA dari PT Pemeringkat Efek Indonesia (Pefindo).

As of 31 December 2025 and 2024, all of ADMF's bonds are rated idAAA by PT Pemeringkat Efek Indonesia (Pefindo).

Beban bunga atas utang obligasi untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 masing-masing sebesar Rp502.812 dan Rp383.917.

The interest expenses of bonds payable for the year ended 31 December 2025 and 2024 amounted to Rp502,812 and Rp383,917, respectively.

Rata-rata tertimbang tingkat suku bunga efektif per tahun atas utang obligasi untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 masing-masing sebesar 6,37% dan 6,33%.

The weighted average effective interest rate per annum on bonds payable for the year ended 31 December 2025 and 2024 was 6,37% and 6.33%.

24. UTANG OBLIGASI (lanjutan)

Entitas Anak (lanjutan)

b. Penawaran umum efek utang ADMF

Pada tanggal 31 Desember 2025, obligasi yang diterbitkan oleh ADMF adalah sebagai berikut:

24. BONDS PAYABLE (continued)

Subsidiary (continued)

b. Public offering of ADMF's debt securities

As of 31 December 2025, ADMF's bonds issued are as follows:

Efek utang/ *Debt securities*	Tanggal pernyataan efektif/ *Effective notification date*	Nomor surat/ *Letter number*	Jumlah/ *Amount*	Wali amanat/ *The trustee*	Skedul pembayaran bunga/ *Interest payment schedule*
Obligasi Berkelanjutan V Adira Finance Tahap III Tahun 2022/*Adira Finance Continuing Bonds V Phase III Year 2022* (Obligasi Berkelanjutan V Tahap III/*Continuing Bonds V Phase III*)	30 Juni/ *June* 2020	No. S-182/D.04/2020	1.700.000	PT Bank Negara Indonesia (Persero) Tbk	Triwulan/ *Quarterly*
Obligasi Berkelanjutan VI Adira Finance Tahap I Tahun 2023/*Adira Finance Continuing Bonds VI Phase I Year 2023* (Obligasi Berkelanjutan VI Tahap I/*Continuing Bonds VI Phase I)*	27 Juni/ *June* 2023	No. S-164/D.04/2023	1.700.000	PT Bank Negara Indonesia (Persero) Tbk	Triwulan/ *Quarterly*
Obligasi Berkelanjutan VI Adira Finance Tahap II Tahun 2023/*Adira Finance Continuing Bonds VI Phase II Year 2023* (Obligasi Berkelanjutan VI Tahap II/*Continuing Bonds VI Phase II*)	27 Juni/ *June* 2023	No. S-164/D.04/2023	1.250.000	PT Bank Negara Indonesia (Persero) Tbk	Triwulan/ *Quarterly*
Obligasi Berkelanjutan VI Adira Finance Tahap III Tahun 2024/*Adira Finance Continuing Bonds VI Phase III Year 2024* (Obligasi Berkelanjutan VI Tahap III/*Continuing Bonds VI Phase III*)	27 Juni/ *June* 2023	No. S-164/D.04/2023	1.600.000	PT Bank Negara Indonesia (Persero) Tbk	Triwulan/ *Quarterly*
Obligasi Berkelanjutan VI Adira Finance Tahap IV Tahun 2024/*Adira Finance Continuing Bonds VI Phase IV Year 2024* (Obligasi Berkelanjutan VI Tahap IV/*Continuing Bonds VI Phase IV)*	27 Juni/ *June* 2023	No. S-164/D.04/2023	2.000.000	PT Bank Negara Indonesia (Persero) Tbk	Triwulan/ *Quarterly*
Obligasi Berkelanjutan VI Adira Finance Tahap V Tahun 2025/*Adira Finance Continuing Bonds VI Phase V Year 2025* (Obligasi Berkelanjutan VI Tahap V/*Continuing Bonds VI Phase V*)	27 Juni/ *June* 2023	No. S-164/D.04/2023	2.066.993	PT Bank Negara Indonesia (Persero) Tbk	Triwulan/ *Quarterly*
Obligasi Berkelanjutan VII Adira Finance Tahap I Tahun 2025/*Adira Finance Continuing Bonds VII Phase I Year 2025* (Obligasi Berkelanjutan VII Tahap I/ *Continuing Bonds VII Phase I)*	26 Juni/ *June* 2025	No. S-62/D.04/2025	1.200.000	PT Bank Negara Indonesia (Persero) Tbk	Triwulan/ *Quarterly*
Obligasi Berkelanjutan VII Adira Finance Tahap II Tahun 2025/*Adira Finance Continuing Bonds VII Phase II Year 2025* (Obligasi Berkelanjutan VII Tahap II/ *Continuing Bonds VII Phase II*)	26 Juni/ *June* 2025	No. S-62/D.04/2025	1.650.000	PT Bank Negara Indonesia (Persero) Tbk	Triwulan/ *Quarterly*

24. UTANG OBLIGASI (lanjutan)

Entitas Anak (lanjutan)

b. Penawaran umum efek utang ADMF (lanjutan)

Rincian tingkat bunga dan jatuh tempo masing-masing seri efek utang yang diterbitkan:

24. BONDS PAYABLE (continued)

Subsidiary (continued)

b. Public offering of ADMF's debt securities (continued)

Details of interest rate and maturity date of each serial of debt securities issued:

Efek utang/ *Debt securities*	Tahun penerbitan/ *Year of issuance*	Nilai nominal/ *Nominal value*	Tingkat bunga tetap/ *Fixed interest rate*	Jatuh tempo/ *Due date*	Cicilan pokok efek utang/ *Debt securities installment*
Obligasi Berkelanjutan V Tahap III /*Continuing Bonds V Phase III*					
Seri C/*Serial C*	2022	250.000	6,25%	22 Maret/ *March* 2027	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Obligasi Berkelanjutan VI Tahap I /*Continuing Bonds VI Phase I*					
Seri B/*Serial B*	2023	410.000	6,00%	7 Juli/ *July* 2026	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri C/*Serial C*	2023	885.000	6,25%	7 Juli/ *July* 2028	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Obligasi Berkelanjutan VI Tahap II /*Continuing Bonds VI Phase II*					
Seri B/*Serial B*	2023	385.235	6,50%	9 November/ *November* 2026	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri C/*Serial C*	2023	30.375	6,55%	9 November/ *November* 2028	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Obligasi Berkelanjutan VI Tahap III /*Continuing Bonds VI Phase III*					
Seri B/*Serial* B	2024	391.461	6,55%	3 Mei/ *May* 2027	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri C/*Serial* C	2024	129.335	6,65%	3 Mei/ *May* 2029	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Obligasi Berkelanjutan VI Tahap IV /*Continuing Bonds VI Phase IV*					
Seri B/*Serial B*	2024	815.000	6,70%	10 Oktober/ *October* 2027	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri C/*Serial C*	2024	400.000	6,80%	10 Oktober/ *October* 2029	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*

24. UTANG OBLIGASI (lanjutan)

Entitas Anak (lanjutan)

b. Penawaran umum efek utang ADMF (lanjutan)

Rincian tingkat bunga dan jatuh tempo masing-masing seri efek utang yang diterbitkan (lanjutan):

24. BONDS PAYABLE (continued)

Subsidiary (continued)

b. Public offering of ADMF's debt securities (continued)

Details of interest rate and maturity date of each serial of debt securities issued (continued):

Efek utang/ *Debt securities*	Tahun penerbitan/ *Year of issuance*	Nilai nominal/ *Nominal value*	Tingkat bunga tetap/ *Fixed interest rate*	Jatuh tempo/ *Due date*	Cicilan pokok efek utang/ *Debt securities installment*
Obligasi Berkelanjutan VI Tahap V /*Continuing Bonds VI Phase V*					
Seri A/*Serial A*	2025	997.102	6,75%	24 Februari/ *February* 2026	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri B/*Serial B*	2025	856.076	6,95%	14 Februari/ *February* 2028	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri C/*Serial C*	2025	213.815	7,05%	14 Februari/ *February* 2030	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Obligasi Berkelanjutan VII Tahap I /*Continuing Bonds VII Phase I*					
Seri A/*Serial A*	2025	724.645	6,20%	18 Juli/ *July* 2026	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri B/*Serial B*	2025	235.355	6,60%	8 Juli/ *July* 2028	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri C/*Serial C*	2025	240.000	6,70%	8 Juli/ *July* 2030	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Obligasi Berkelanjutan VII Tahap II /*Continuing Bonds VII Phase II*					
Seri A/*Serial A*	2025	900.000	5,50%	31 Oktober/ *October* 2026	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri B/*Serial B*	2025	750.000	5,65%	21 Oktober/ *October* 2028	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*

ADMF menerbitkan obligasi dengan tujuan untuk membiayai kegiatan utama ADMF yaitu pembiayaan konsumen.

ADMF issued bonds for the purpose of funding ADMF's main activity which is consumer financing.

ADMF dapat melakukan pembelian kembali (*buy back*) untuk sebagian atau seluruh obligasi yang diterbitkan dengan ketentuan bahwa hal tersebut hanya dapat dilaksanakan setelah ulang tahun pertama sejak tanggal emisi.

ADMF can buy back part or all the bonds issued under a condition that such action can only be conducted after the first anniversary since the issuance date.

25. SUKUK MUDHARABAH / *25. MUDHARABAH BONDS*

Entitas Anak / ***Subsidiary***

a. Sukuk Mudharabah ADMF / *a. ADMF's Mudharabah Bonds*

	2025	2024*)	
Nilai nominal:			*Nominal value:*
Sukuk Mudharabah Berkelanjutan I Tahap II	-	196.500	*Continuing Mudharabah Bonds I Phase II*
Sukuk Mudharabah Berkelanjutan I Tahap III	200.000	200.000	*Continuing Mudharabah Bonds I Phase III*
Sukuk Mudharabah Berkelanjutan IV Tahap III	98.000	147.000	*Continuing Mudharabah Bonds IV Phase III*
Sukuk Mudharabah Berkelanjutan V Tahap I	236.000	236.000	*Continuing Mudharabah Bonds V Phase I*
Sukuk Mudharabah Berkelanjutan V Tahap II	48.830	48.830	*Continuing Mudharabah Bonds V Phase II*
Sukuk Mudharabah Berkelanjutan V Tahap III	61.020	400.000	*Continuing Mudharabah Bonds V Phase III*
Sukuk Mudharabah Berkelanjutan VI Tahap I	300.000	-	*Continuing Mudharabah Bonds VI Phase I*
Sukuk Mudharabah Berkelanjutan VI Tahap II	700.000	-	*Continuing Mudharabah Bonds VI Phase II*
Jumlah - neto	**1.643.850**	**1.228.330**	*Total - net*
Bagian yang jatuh tempo dalam waktu satu tahun	995.689	584.480	*Current portion*
Bagian yang jatuh tempo lebih dari satu tahun	648.161	643.850	*Non-current portion*

Sesuai dengan perjanjian perwaliamanatan sukuk mudharabah, rasio jumlah pinjaman terhadap ekuitas tidak melebihi ketentuan, yaitu maksimal 10:1. Selain itu, selama pokok sukuk mudharabah belum dilunasi, ADMF tidak diperkenankan, antara lain melakukan penggabungan usaha kecuali dilakukan pada bidang usaha yang sama serta menjual atau mengalihkan lebih dari 40% aset ADMF yang bukan piutang pembiayaan konsumen.

According to the trustee mudharabah bonds agreement, debt to equity ratio does not exceed the covenant, which is maximum of 10:1. Moreover, during the time that the mudharabah bonds principals are still outstanding, ADMF is not allowed to, among others, merged unless performed on the same business and to sell or assign more than 40% of ADMF's non-consumer financing receivables assets.

Pendapatan bagi hasil sukuk mudharabah dihitung berdasarkan perkalian antara nisbah bagi hasil dengan margin yang diperoleh ADMF dari hasil pembiayaan mudharabah.

Sharing revenue of mudharabah bonds is calculated by multiplication of sharing revenue ratio and margin that ADMF earned from mudharabah financing.

ADMF telah melakukan pembayaran bagi hasil sesuai dengan jatuh tempo yang telah ditetapkan dalam perjanjian perwaliamanatan dan telah memenuhi seluruh persyaratan yang disebutkan dalam perjanjian perwaliamanatan. Jumlah pokok sukuk mudharabah telah dibayarkan sesuai dengan tanggal jatuh tempo sukuk mudharabah yang bersangkutan.

ADMF had paid the revenue sharing on schedule as stated in the trustee agreement and complied with all the requirements mentioned in the trustee agreement. Total principal of mudharabah bonds has been paid in accordance with the respective mudharabah bonds' maturity date.

Pada tanggal 31 Desember 2025 dan 2024, seluruh sukuk mudharabah ADMF mendapat peringkat idAAA(sy) dari PT Pemeringkat Efek Indonesia (Pefindo).

As of 31 December 2025 and 2024, all of ADMF's mudharabah bonds are rated idAAA(sy) by PT Pemeringkat Efek Indonesia (Pefindo).

*) Disajikan kembali / *) *As restated*

25. SUKUK MUDHARABAH (lanjutan)

Entitas Anak (lanjutan)

a. Sukuk Mudharabah ADMF (lanjutan)

Bagi hasil atas sukuk mudharabah untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 masing-masing sebesar Rp79.147 dan Rp92.771.

b. Penawaran umum sukuk mudharabah ADMF

Pada tanggal 31 Desember 2025, sukuk mudharabah yang telah diterbitkan oleh ADMF adalah sebagai berikut:

25. MUDHARABAH BONDS (continued)

Subsidiary (continued)

a. ADMF's Mudharabah Bonds

The revenue sharing of mudharabah bonds for the year ended 31 December 2025 and 2024 amounted to Rp79,147 and Rp92,771, respectively.

b. Public offering of ADMF's mudharabah bonds

As of 31 December 2025, ADMF's mudharabah bonds issued are as follows:

Sukuk mudharabah/ *Mudharabah bonds*	Tanggal pernyataan efektif/ *Effective notification date*	Nomor surat/ *Letter number*	Jumlah/ *Amount*	Wali amanat/ *The trustee*	Skedul pembayaran bagi hasil/ *Revenue sharing payment schedule*
Sukuk Mudharabah Berkelanjutan I Mandala Multifinance Tahap III/*Shelf Registration Mudharabah Bonds I Phase III* (Sukuk Mudharabah Berkelanjutan I Tahap III/*Continuing Mudharabah Bonds I Phase III*)	22 Juni/ *June* 2023	No. S-87/D.04/2021	500.000	PT Bank Rakyat Indonesia (Persero) Tbk	Triwulan/ *Quarterly*
Sukuk Mudharabah Berkelanjutan IV Adira Finance Tahap III Tahun 2022/*Adira Finance Continuing Mudharabah Bonds IV Phase III Year 2022* (Sukuk Mudharabah Berkelanjutan IV Tahap III/*Continuing Mudharabah Bonds IV Phase III*)	30 Juni/ *June* 2020	No. S-182/D.04/2020	300.000	PT Bank Negara Indonesia (Persero) Tbk	Triwulan/ *Quarterly*
Sukuk Mudharabah Berkelanjutan V Adira Finance Tahap I Tahun 2023/*Adira Finance Continuing Mudharabah Bonds V Phase I Year 2023* (Sukuk Mudharabah Berkelanjutan V Tahap I/*Continuing Mudharabah Bonds V Phase I)*	27 Juni/ *June* 2023	No. S-164/D.04/2023	300.000	PT Bank Negara Indonesia (Persero) Tbk	Triwulan/ *Quarterly*
Sukuk Mudharabah Berkelanjutan V Adira Finance Tahap II Tahun 2023/*Adira Finance Continuing Mudharabah Bonds V Phase II Year 2023* (Sukuk Mudharabah Berkelanjutan V Tahap II/*Continuing Mudharabah Bonds V Phase II*)	27 Juni/ *June* 2023	No. S-164/D.04/2023	300.000	PT Bank Negara Indonesia (Persero) Tbk	Triwulan/ *Quarterly*
Sukuk Mudharabah Berkelanjutan V Adira Finance Tahap III Tahun 2024/*Adira Finance Continuing Mudharabah Bonds V Phase III Year 2024* (Sukuk Mudharabah Berkelanjutan V Tahap III/*Continuing Mudharabah Bonds V Phase III*)	27 Juni/ *June* 2023	No. S-164/D.04/2023	400.000	PT Bank Negara Indonesia (Persero) Tbk	Triwulan/ *Quarterly*

25. SUKUK MUDHARABAH (lanjutan)

Entitas Anak (lanjutan)

b. Penawaran umum sukuk mudharabah ADMF (lanjutan)

Pada tanggal 31 Desember 2025, sukuk mudharabah yang telah diterbitkan oleh ADMF adalah sebagai berikut: (lanjutan)

25. MUDHARABAH BONDS (continued)

Subsidiary (continued)

b. Public offering of ADMF's mudharabah bonds (continued)

As of 31 December 2025, ADMF's mudharabah bonds issued are as follows: (continued)

Sukuk mudharabah/ *Mudharabah bonds*	Tanggal pernyataan efektif/ *Effective notification date*	Nomor surat/ *Letter number*	Jumlah/ *Amount*	Wali amanat/ *The trustee*	Skedul pembayaran bagi hasil/ *Revenue sharing payment schedule*
Sukuk Mudharabah Berkelanjutan VI Adira Finance Tahap I Tahun 2025/*Adira Finance Continuing Mudharabah Bonds VI Phase I Year 2025* (Sukuk Mudharabah Berkelanjutan VI Tahap I/*Continuing Mudharabah Bonds VI Phase I*)	26 Juni/ *June* 2025	No. S-62/D.04/2025	300.000	PT Bank Negara Indonesia (Persero) Tbk	Triwulan/ *Quarterly*
Sukuk Mudharabah Berkelanjutan VI Adira Finance Tahap II Tahun 2025/*Adira Finance Continuing Mudharabah Bonds VI Phase II Year 2025* (Sukuk Mudharabah Berkelanjutan VI Tahap II/*Continuing Mudharabah Bonds VI Phase II*)	26 Juni/ *June* 2025	No. S-62/D.04/2025	700.000	PT Bank Negara Indonesia (Persero) Tbk	Triwulan/ *Quarterly*

Rincian nisbah bagi hasil dan jatuh tempo masing-masing seri sukuk mudharabah yang diterbitkan adalah sebagai berikut:

Details of revenue sharing ratio and due date of each serial of mudharabah bonds issued are as follows:

Sukuk mudharabah/ *Mudharabah bonds*	Tahun penerbitan/ *Year of issuance*	Nilai nominal/ *Nominal value*	Nisbah bagi hasil/ *Revenue sharing ratio*	Jatuh tempo/ *Due date*	Cicilan pokok sukuk mudharabah/ *Mudharabah bonds installment*
Sukuk Mudharabah Berkelanjutan I Tahap III/*Continuing Mudharabah Bonds I Phase III*					
Seri B/*Serial B*	2023	200.000	27,42% (setara dengan 8,50% per tahun/ *equivalent to 8.50% per year*)	22 Juni/ *June* 2026	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Sukuk Mudharabah Berkelanjutan IV Tahap III/*Continuing Mudharabah Bonds IV Phase III*					
Seri C/*Serial C*	2022	98.000	52,08% (setara dengan 6,25% per tahun/ *equivalent to 6.25% per year)*	22 Maret/ *March* 2027	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*

25. SUKUK MUDHARABAH (lanjutan)

Entitas Anak (lanjutan)

b. Penawaran umum sukuk mudharabah ADMF (lanjutan)

Rincian nisbah bagi hasil dan jatuh tempo masing-masing seri sukuk mudharabah yang diterbitkan adalah sebagai berikut (lanjutan):

25. MUDHARABAH BONDS (continued)

Subsidiary (continued)

b. Public offering of ADMF's mudharabah bonds (continued)

Details of revenue sharing ratio and due date of each serial of mudharabah bonds issued are as follows (continued):

Sukuk mudharabah/ *Mudharabah bonds*	Tahun penerbitan/ *Year of issuance*	Nilai nominal/ *Nominal value*	Nisbah bagi hasil/ *Revenue sharing ratio*	Jatuh tempo/ *Due date*	Cicilan pokok sukuk mudharabah/ *Mudharabah bonds installment*
Sukuk Mudharabah Berkelanjutan V Tahap I/ *Continuing Mudharabah Bonds V Phase I*					
Seri B/*Serial B*	2023	141.000	50,00% (setara dengan 6,00% per tahun/ *equivalent to 6.00% per year*)	7 Juli/ *July* 2026	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri C/*Serial C*	2023	95.000	52,08% (setara dengan 6,25% per tahun/ *equivalent to 6.25% per year*)	7 Juli/ *July* 2028	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Sukuk Mudharabah Berkelanjutan V Tahap II/ *Continuing Mudharabah Bonds V Phase II*					
Seri B/*Serial B*	2023	48.730	54,17% (setara dengan 6,50% per tahun/ *equivalent to 6.50% per year*)	9 November/ *November* 2026	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri C/*Serial C*	2023	100	54,58% (setara dengan 6,55% per tahun/ *equivalent to 6.55% per year*)	9 November/ *November* 2028	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Sukuk Mudharabah Berkelanjutan V Tahap III/ *Continuing Mudharabah Bonds V Phase III*					
Seri B/*Serial B*	2024	39.005	54,58% (setara dengan 6,55% per tahun/ *equivalent to 6.55% per year*)	3 Mei/ *May* 2027	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri C/*Serial C*	2024	22.015	55,42% (setara dengan 6,65% per tahun/ *equivalent to 6.65% per year*)	3 Mei/ *May* 2029	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*

25. SUKUK MUDHARABAH (lanjutan)

Entitas Anak (lanjutan)

b. Penawaran umum sukuk mudharabah ADMF (lanjutan)

Rincian nisbah bagi hasil dan jatuh tempo masing-masing seri sukuk mudharabah yang diterbitkan adalah sebagai berikut (lanjutan):

25. MUDHARABAH BONDS (continued)

Subsidiary (continued)

b. Public offering of ADMF's mudharabah bonds (continued)

Details of revenue sharing ratio and due date of each serial of mudharabah bonds issued are as follows (continued):

Sukuk mudharabah/ *Mudharabah bonds*	Tahun penerbitan/ *Year of issuance*	Nilai nominal/ *Nominal value*	Nisbah bagi hasil/ *Revenue sharing ratio*	Jatuh tempo/ *Due date*	Cicilan pokok sukuk mudharabah/ *Mudharabah bonds installment*
Sukuk Mudharabah Berkelanjutan VI Tahap I/ *Continuing Mudharabah Bonds VI Phase I*					
Seri A/*Serial A*	2025	205.959	51,67% (setara dengan 6,20% per tahun/ *equivalent to 6.20% per year*)	18 Juli/ *July* 2026	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri B/*Serial B*	2025	60.011	55,00% (setara dengan 6,60% per tahun/ *equivalent to 6.60% per year*)	8 Juli/ *July* 2028	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri C/*Serial C*	2025	34.030	55,83% (setara dengan 6,70% per tahun/ *equivalent to 6.70% per year*)	8 Juli/ *July* 2030	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Sukuk Mudharabah Berkelanjutan VI Tahap II/ *Continuing Mudharabah Bonds VI Phase II*					
Seri A/*Serial A*	2025	400.000	45,83% (setara dengan 5,50% per tahun/ *equivalent to 5.50% per year*)	31 Oktober/ *October* 2026	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*
Seri B/*Serial B*	2025	300.000	47,08% (setara dengan 5,65% per tahun/ *equivalent to 5.65% per year*)	21 Oktober/ *October* 2028	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on due date*

ADMF menerbitkan sukuk mudharabah dengan tujuan untuk membiayai kegiatan utama ADMF yaitu pembiayaan konsumen.

ADMF issued mudharabah bonds for the purpose of funding ADMF's main activity which is consumer financing.

ADMF dapat melakukan pembelian kembali (*buy back*) untuk sebagian atau seluruh sukuk mudharabah yang diterbitkan dengan ketentuan bahwa hal tersebut hanya dapat dilaksanakan setelah ulang tahun pertama sejak tanggal emisi.

ADMF can buy back part or all the mudharabah bonds issued under a condition that such action can only be conducted after the first anniversary since the issuance date.

26. PINJAMAN YANG DITERIMA / *26. BORROWINGS*

Berdasarkan jenis dan mata uang / ***By type and currency***

	2025	2024*)	
Rupiah			***Rupiah***
- PT Bank Central Asia Tbk	1.326.098	1.170.988	*PT Bank Central Asia Tbk -*
- PT Bank Mandiri (Persero) Tbk	915.811	1.620.520	*PT Bank Mandiri (Persero) Tbk -*
- PT Bank Pan Indonesia Tbk	704.532	1.042.159	*PT Bank Pan Indonesia Tbk -*
- MUFG Bank, Ltd.	627.217	433.333	*MUFG Bank, Ltd. -*
- PT Bank Rakyat Indonesia Tbk	449.692	-	*PT Bank Rakyat Indonesia Tbk -*
- Citibank, N.A., Indonesia	350.000	450.000	*Citibank, N.A., Indonesia -*
- PT Bank Central Asia Syariah	329.166	241.257	*PT Bank Central Asia Syariah -*
- PT Bank UOB Indonesia	175.000	250.000	*PT Bank UOB Indonesia -*
- PT Bank Maybank Indonesia Tbk	127.762	527.538	*PT Bank Maybank Indonesia Tbk -*
- PT Bank Negara Indonesia Tbk	70.815	528.455	*PT Bank Negara Indonesia Tbk -*
- PT Bank Muamalat Indonesia Tbk	41.667	2.500	*PT Bank Muamalat Indonesia Tbk -*
- PT Bank DKI	38.889	155.556	*PT Bank DKI -*
- PT Bank DBS Indonesia	24.984	108.244	*PT Bank DBS Indonesia -*
- PT Bank Maspion Indonesia Tbk	-	201.677	*PT Bank Maspion Indonesia Tbk -*
- PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	-	119.982	*PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk -*
- PT Bank Resona Perdania	-	99.750	*PT Bank Resona Perdania -*
- PT Bank OCBC NISP Tbk	-	16.652	*PT Bank OCBC NISP Tbk -*
- PT Bank Permata Tbk (termasuk pinjaman sindikasi)	-	16.622	*PT Bank Permata Tbk (including syndicated loan) -*
- PT Bank OKE Indonesia Tbk	-	1.458	*PT Bank OKE Indonesia Tbk -*
	5.181.633	6.986.691	
Mata uang asing (Catatan 53)			***Foreign currencies (Note 53)***
- MUFG Bank, Ltd.	4.020.460	5.167.503	*MUFG Bank, Ltd. -*
- *The Islamic Corporation for the Development of the Private Sector (ICD)*	-	218.750	*The Islamic Corporation for the Development of the Private Sector (ICD) -*
	9.202.093	**12.372.944**	

Suku bunga efektif rata-rata tertimbang per tahun untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 adalah 6,63% dan 7,02%.

The weighted average effective interest rate per annum for the year ended 31 December 2025 and 2024 were 6.63% and 7.02%.

Bank / ***The Bank***

Pada tanggal 7 Juli 2025, Bank melakukan perjanjian pinjaman dengan MUFG Bank, Ltd., Jakarta Branch, pihak berelasi, senilai USD20.000.000 (nilai penuh). Pinjaman tersebut telah dicairkan seluruhnya pada tanggal 15 Oktober 2025 dengan tingkat suku bunga tetap sebesar 4,05% dan pinjaman telah dilunasi pada tanggal 15 Januari 2026.

On 7 July 2025, the Bank entered into a loan agreement amounted to USD20,000,000 (full amount) with MUFG Bank, Ltd., Jakarta Branch, a related party. The loan was fully disbursed on 15 October 2025 with fixed interest rate of 4.05% and the loan has been fully paid on 15 January 2026.

*) Disajikan kembali / *) *As restated*

26. PINJAMAN YANG DITERIMA (lanjutan) / *26. BORROWINGS (continued)*

Entitas Anak / ***Subsidiary***

Berikut ini adalah tabel rincian dari pinjaman yang diterima: / *The following table is the details of borrowings:*

Nama Bank/ *Bank Name*	Fasilitas/ *Facility*	Batas maksimum kredit/ *Maximum credit limit*	Perjanjian terakhir/ *Latest agreement*		Suku bunga kontraktual/ *Contractual interest rate*		Cicilan pokok/ *Principal installment*
			Awal/ *Start*	Akhir/ *End*	2025	2024	
ADMF							
PT Bank Pan Indonesia Tbk	I	1.000.000	14 November/ *November* 2022	14 November/ *November* 2026	6,90% - 7,30%	6,65% - 7,30%	Setiap satu bulan sekali/*Monthly basis*
	II	1.000.000	20 Februari/ *February* 2023	20 Februari/ *February* 2027	7,10%	7,10%	Setiap satu bulan sekali/*Monthly basis*
	III	1.000.000	27 Maret/ *March* 2023	27 Maret/ *March* 2027	7,10%	6,30% - 7,10%	Setiap satu bulan sekali/*Monthly basis*
	IV	2.000.000	28 Februari/ *February* 2025	22 Desember/ *December* 2028	5,65% - 6,50%	6,30%	Setiap satu bulan sekali/*Monthly basis*
PT Bank Mandiri (Persero) Tbk	I	2.000.000	29 September/ *September* 2023	30 Juni/ *June* 2026	7,15% - 7,22%	6,80% - 7,22%	Setiap satu bulan sekali/*Monthly basis*
	II	2.000.000	29 September/ *September* 2023	9 April/ *April* 2028	6,74% - 7,20%	6,50% - 7,20%	Setiap satu bulan sekali/*Monthly basis*
	III	2.000.000	20 Agustus/ *August* 2025	1 Juli/ *July* 2029	6,15% - 6,70%	6,55% - 6,70%	Setiap satu bulan sekali/ *Monthly basis*
	IV	250.000	26 Januari/ *January* 2024	25 Januari/ *January* 2026	6,55%	-	Setiap satu bulan sekali/ *Monthly basis*
PT Bank Central Asia Tbk	I	1.000.000	5 September/ *September* 2022	20 April/ *April* 2026	7,16% - 7,19%	7,16% - 7,19%	Setiap satu bulan sekali/*Monthly basis*
	II	1.000.000	27 Oktober/ *October* 2025	31 Desember/ *December* 2028	5,75% - 7,00%	7,00%	Setiap satu bulan sekali/*Monthly basis*
	III	600.000	27 Oktober/ *October* 2025	27 Oktober/ *October* 2029	-	-	Setiap satu bulan sekali/*Monthly basis*
PT Bank Maybank Indonesia Tbk	I	1.000.000	28 Maret/ *March* 2023	28 Desember/ *December* 2026	7,35%	7,35%	Setiap satu bulan sekali/*Monthly basis*
	II	1.000.000	23 Juni/ *June* 2023	23 Maret/ *March* 2027	7,25%	6,50% - 7,25%	Setiap satu bulan sekali/*Monthly basis*
	III	250.000	19 Oktober/ *October* 2025	23 Juni/ *June* 2026	-	-	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on maturity date*
Citibank, N.A., Indonesia	I	1.000.000	25 September/ *September* 2025	9 Februari/ *February* 2026	6,35 % - 6,75%	6,55% - 6,75%	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on maturity date*
MUFG Bank, Ltd. (Jakarta)	I	500.000	20 Juni/ *June* 2025	30 Desember/ *December* 2026	4,70% - 6,40%	5,90% - 6,70%	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on maturity date*
	II	800.000	21 Juni/ *June* 2023	3 Februari/ *February* 2026	6,00% - 6,60%	6,00% - 6,60%	Setiap tiga bulan sekali/*Quarterly basis*
	III	500.000	23 Desember/ *December* 2022	23 Juni/ *June* 2026	7,25% - 7,30%	7,25% - 7,30%	Setiap tiga bulan sekali/*Quarterly basis*
	IV	USD50.000.000 (Equivalent to Rp770.750)	12 September/ *September* 2024	12 September/ *September* 2028	6,50%	-	Setiap tiga bulan sekali/*Quarterly basis*

26. PINJAMAN YANG DITERIMA (lanjutan)

Entitas Anak (lanjutan)

Berikut ini adalah tabel rincian dari pinjaman yang diterima (lanjutan):

26. BORROWINGS (continued)

Subsidiary (continued)

The following table is the details of borrowings (continued):

Nama Bank/ *Bank Name*	Fasilitas/ *Facility*	Batas maksimum kredit/ *Maximum credit limit*	Perjanjian terakhir/ *Latest agreement*		Suku bunga kontraktual/ *Contractual interest rate*		Cicilan pokok/ *Principal installment*
			Awal/ *Start*	Akhir/ *End*	2025	2024	
ADMF (lanjutan/*continued*)							
PT Bank Negara Indonesia Tbk	I	500.000	19 Februari/ *February* 2024	18 Februari/ *February* 2028	6,50%	6,50%	Setiap satu bulan sekali/*Monthly basis*
PT Bank UOB Indonesia	I	500.000	13 Maret/ *March* 2024	13 September/ *September* 2025	6,80%	6,80%	Setiap tiga bulan sekali/*Quarterly basis*
	II	500.000	26 Juni/ *June* 2025	26 Desember/ *December* 2028	6,20% - 6,60%	-	Setiap tiga bulan sekali/*Quarterly basis*
PT Bank CTBC Indonesia	I	175.000	30 Desember/ *December* 2025	15 Maret/ *March* 2026	6,78%	6,15% - 6,20%	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on maturity date*
PT Bank Pembangunan Daerah Jawa Barat & Banten Tbk	I	500.000	27 Juli/ *July* 2023	27 April/ *April* 2027	6,80%	6,60% - 6,80%	Setiap satu bulan sekali/*Monthly basis*
	II	500.000	25 April/ *April* 2024	25 Januari/ *January* 2028	6,68%	6,68%	Setiap satu bulan sekali/*Monthly basis*
PT Bank DKI	I	184.722	11 September/ *September* 2024	10 April/ *April* 2026	7,35%	7,35%	Setiap satu bulan sekali/ *Monthly basis*
PT Bank DBS Indonesia	I	300.000	4 September/ *September* 2023	4 September/ *September* 2027	6,60% - 6,80%	6,60% - 6,80%	Setiap tiga bulan sekali/*Quarterly basis*
	II	200.000	29 Juli/ *July* 2025	29 Januari/ *January* 2029	-	-	Setiap tiga bulan sekali/*Quarterly basis*
PT Bank BCA Syariah	I	545.000	24 Oktober/ *October* 2025	30 September/ *September* 2031	7,25% - 7,35%	7,25% - 7,35%	Setiap satu bulan sekali/*Monthly basis*
	II		24 Oktober/ *October* 2025	30 September/ *September* 2031	5,50%	-	Pembayaran penuh pada saat jatuh tempo/*Bullet payment on maturity date*
PT Bank Muamalat Indonesia Tbk	I	200.000	16 Januari/ *January* 2025	30 Agustus/ *August* 2026	6,50%	6,35%	Setiap satu bulan sekali/*Monthly basis*
PT Bank Rakyat Indonesia Tbk	I	1.000.000	18 September/ *September* 2025	23 September/ *September* 2028	6,25% - 6,45%	-	Setiap satu bulan sekali/ *Monthly basis*
MUFG Bank, Ltd. (Hong kong - Sindikasi/ *Sydicated*)	I	USD300.000.000	1 Februari/ *February* 2024	1 November/ *November* 2027	4,63% - 5,54%	5,27% - 6,29%	Setiap tiga bulan sekali/*Quarterly basis*
PT Bank CIMB Niaga Tbk	I	800.000	12 Desember/ *December* 2025	12 Desember/ *December* 2029	-	-	Setiap satu bulan sekali/ *Monthly basis*

26. PINJAMAN YANG DITERIMA (lanjutan)

Entitas Anak (lanjutan)

Berikut ini adalah tabel rincian dari pinjaman yang diterima (lanjutan):

26. BORROWINGS (continued)

Subsidiary (continued)

The following table is the details of borrowings (continued):

Nama Bank/ *Bank Name*	Fasilitas/ *Facility*	Batas maksimum kredit/ *Maximum credit limit*	Perjanjian terakhir/ *Latest agreement* Awal/ *Start*	Perjanjian terakhir/ *Latest agreement* Akhir/ *End*	Suku bunga kontraktual/ *Contractual interest rate* 2025	Suku bunga kontraktual/ *Contractual interest rate* 2024	Cicilan pokok/ *Principal installment*
ADMF (lanjutan/*continued*)							
MUFG Bank, Ltd. (Singapura)	I	USD100.000.000 (*Equivalent to* ¥14.000.112.000)	21 November/ *November* 2023	21 November/ *November* 2027	0,57% - 0,72%	0,57% - 0,72%	Setiap tiga bulan sekali/*Quarterly basis*
	II	USD100.000.000	12 November/ *November* 2025	12 November/ *November* 2029	4,58%	-	Setiap tiga bulan sekali/*Quarterly basis*
Ex-legacy (MFIN)							
PT Bank Central Asia Tbk	Pinjaman Angsuran/ *Installment Loan* 7	300.000	19 Juli/ *July* 2022	29 Desember/ *December* 2025	7,00% - 8,00%	7,00% - 8,25%	Setiap satu bulan sekali/*Monthly basis*
	Pinjaman Angsuran/ *Installment Loan* 8	1.000.000	27 Oktober/ *October* 2025	22 Juli/ *July* 2028	7,10% - 7,25%	7,10% - 7,25%	Setiap satu bulan sekali/*Monthly basis*
	Pinjaman Angsuran/ *Installment Loan* 9	400.000	27 Oktober/ *October* 2025	18 Juli/ *July* 2029	6,90%	-	Setiap satu bulan sekali/*Monthly basis*
PT Bank Negara Indonesia (Persero), Tbk	Kredit Modal Kerja/*Working Capital Loan*	265.000	24 Februari/ February 2024	2 Juli/ July 2026	-	7,00% - 7,50%	Setiap satu bulan sekali/*Monthly basis*
PT Bank Permata, Tbk	Kredit Sindikasi/ *Syndicated Loan*	1.200.000	08 Juni/ *June* 2022	29 Juni/ *June* 2025	-	8,00%	Setiap tiga bulan sekali/*Quarterly basis*
PT Bank OCBC NISP, Tbk	Kredit Berjangka/ *Term Loan*	150.000	27 Juli/ *July* 2023	31 Agustus/ *August* 2025	-	7,15% - 7,20%	Setiap satu bulan sekali/*Monthly basis*
PT Bank Oke Indonesia, Tbk	Pinjaman Modal Kerja/ *Working Capital Loan*	50.000	11 Juli/ *July* 2022	11 Januari/ *January* 2025	-	8,00%	Setiap satu bulan sekali/*Monthly basis*
PT Bank Mandiri (Persero), Tbk	Kredit Investasi/ *Investment Credit*	85.000	28 December/ *December* 2021	23 Maret/ *March* 2027	-	8,25%	Setiap satu bulan sekali/*Monthly basis*
	Kredit Modal Kerja/*Working Capital Loan*	500.000	10 Juli/ *July* 2024	30 Januari/ *January* 2027	7,00% - 7,25%	7,10% - 7,25%	Setiap satu bulan sekali/*Monthly basis*
PT Bank Maspion Indonesia, Tbk	Kredit Angsuran Berjangka/*Term Installment Loan Facility*	250.000	6 November/ *November* 2023	26 Juni/ *June* 2027	-	7,50% - 7,60%	Setiap satu bulan sekali/*Monthly basis*

26. PINJAMAN YANG DITERIMA (lanjutan)

26. BORROWINGS (continued)

Entitas Anak (lanjutan)

Subsidiary (continued)

Berikut ini adalah tabel rincian dari pinjaman yang diterima (lanjutan):

The following table is the details of borrowings (continued):

Nama Bank/ *Bank Name*	Fasilitas/ *Facility*	Batas maksimum kredit/ *Maximum credit limit*	Perjanjian terakhir/ *Latest agreement*		Suku bunga kontraktual/ *Contractual interest rate*		Cicilan pokok/ *Principal installment*
			Awal/ *Start*	Akhir/ *End*	2025	2024	
Ex-legacy (MFIN) (lanjutan/*continued*)							
PT Bank Resona Perdania	Kredit Angsuran Berjangka/ *Term Installment Loan Facility*	100.000	12 Desember/ *December* 2024	23 Desember/ *December* 2026	-	7,00%	Setiap satu bulan sekali/*Monthly basis*
PT Bank BCA Syariah	Pembiayaan Mudharabah/ *Mudharabah Financing*	190.000	12 Desember/ *December* 2024	25 Juni/ *June* 2028	7,25% - 8,50%	7,75% - 9,50%	Setiap satu bulan sekali/*Monthly basis*
PT Bank Muamalat Indonesia, Tbk	Pembiayaan Mudharabah/ *Mudharabah Financing*	100.000	12 Desember/ *December* 2024	30 Maret/ *March* 2025	-	7,75%	Setiap satu bulan sekali/*Monthly basis*
Islamic Corporation For The Development Of The Private Sector (ICD)	Fasilitas Murabahah/ *Murabahah Facility*	USD30.000.000 (nilai penuh/ *full amount)* (Eq. to 462.200)	25 Maret/ *March* 2022	4 Agustus/ *August* 2026	-	8,93% - 9,61%	Setiap tiga bulan sekali/*Quarterly basis*

Informasi lainnya - ADMF

Untuk pinjaman sindikasi MUFG Bank, Ltd. (Hong Kong), CTBC Bank Co., Ltd., DBS Bank Ltd., Maybank Securities PTE Ltd., MUFG Bank, Ltd., dan United Overseas Bank Limited bertindak sebagai *mandated lead arrangers dan bookrunners*, MUFG Bank, Ltd. (Hong Kong) sebagai *agent*. CTBC Bank Co., Ltd. (*Singapore*), PT Bank DBS Indonesia, Malayan Banking Berhad (*Singapore*), MUFG Bank, Ltd. (*Singapore*), United Overseas Bank Limited, Bank of Baroda (IFSC Banking Unit-GIFT City), PT Bank KEB Hana Indonesia, The Korea Development Bank (*Singapore*), Mega International Commercial Bank Co., Ltd. (*Offshore Banking*), Taipei Fubon Commercial Bank Co., Ltd. (*Singapore*), Bank of China Limited (*Singapore*), Sumitomo Mitsui Trust Bank, Ltd. (*Singapore*), E.SUN Commercial Bank, Ltd. (*Singapore*), The Gunma Bank, Ltd., Hua Nan Commercial Bank, Ltd. (*Offshore Banking*), Hua Nan Commercial Bank, Ltd. (*Singapore*), The Shanghai Commercial & Saving Bank, Ltd. (*Offshore Banking*), Taiwan Cooperative Bank (*Offshore Banking*), First Commercial Bank (*Offshore Banking*), State Bank of India (*Singapore*), Taishin International Bank Co., Ltd., Bank of Taiwan (*Singapore*), Chang Hwa Commercial Bank, Ltd. (*Singapore*), The Chugoku Bank, Ltd. (Hong Kong),

Other information - ADMF

For MUFG Bank, Ltd. (Hong Kong) syndicated borrowing, CTBC Bank Co., Ltd., DBS Bank Ltd., Maybank Securities PTE Ltd., MUFG Bank, Ltd., dan United Overseas Bank Limited acted as mandated lead arrangers and bookrunners, MUFG Bank, Ltd. (Hong Kong) acted as agent. CTBC Bank Co., Ltd. (Singapore), PT Bank DBS Indonesia, Malayan Banking Berhad (Singapore), MUFG Bank, Ltd. (Singapore), United Overseas Bank Limited, Bank of Baroda (IFSC Banking Unit-GIFT City), PT Bank KEB Hana Indonesia, The Korea Development Bank (Singapore), Mega International Commercial Bank Co., Ltd. (Offshore Banking), Taipei Fubon Commercial Bank Co., Ltd. (Singapore), Bank of China Limited (Singapore), Sumitomo Mitsui Trust Bank, Ltd. (Singapore), E.SUN Commercial Bank, Ltd. (Singapore), The Gunma Bank, Ltd., Hua Nan Commercial Bank, Ltd. (Offshore Banking), Hua Nan Commercial Bank, Ltd. (Singapore), The Shanghai Commercial & Saving Bank, Ltd. (Offshore Banking), Taiwan Cooperative Bank (Offshore Banking), First Commercial Bank (Offshore Banking), State Bank of India (Singapore), Taishin International Bank Co., Ltd., Bank of Taiwan (Singapore), Chang Hwa Commercial Bank, Ltd. (Singapore), The Chugoku Bank, Ltd. (Hong Kong),

26. PINJAMAN YANG DITERIMA (lanjutan)

Entitas Anak (lanjutan)

Informasi lainnya - ADMF

Far Eastern International Bank, Ltd., Sunny Bank, Ltd., Taiwan Business Bank, Ltd. (*Offshore Banking*), Taiwan Shin Kong Commercial Bank Co., Ltd., The Chiba Bank, Ltd. (Hong Kong), The Hyakugo Bank, Ltd., The Joyo Bank, Ltd., PT Bank SBI Indonesia bertindak sebagai *original lenders*.

Pinjaman yang diterima dari Citibank, N.A., Indonesia, PT Bank BCA Syariah, MUFG Bank, Ltd. (Jakarta) (fasilitas I), PT Bank CTBC Indonesia Indonesia Tbk dan PT Bank Maybank Indonesia Tbk (fasilitas III) merupakan fasilitas pinjaman modal kerja berulang.

Seluruh pinjaman yang diterima oleh ADMF digunakan untuk modal kerja. Selama pinjaman belum dilunasi, ADMF tidak diperkenankan antara lain, mengikat diri sebagai penjamin atas pemenuhan kewajiban pihak ketiga, diharuskan untuk memenuhi ketentuan *gearing ratio* paling tinggi 10 kali dan mempertahankan rasio saldo piutang pembiayaan (*outstanding principal*) dengan kategori kualitas piutang pembiayaan bermasalah (*non-performing financing*) setelah dikurangi cadangan penyisihan penghapusan piutang pembiayaan paling tinggi sebesar 5% sesuai ketentuan OJK, dan kewajiban penyampaian laporan lainnya.

Pada tanggal 31 Desember 2025, saldo pinjaman yang diterima dalam mata uang asing sebesar USD185.000.000 dan JPY5.653.380.000 (nilai penuh) (2024: USD268.619.040 dan JPY10.320.084.000 (nilai penuh)), termasuk bunganya telah dilindung nilai dengan kontrak *cross currency* dan *interest rate swap* (lihat Catatan 10 dan 38).

Pembayaran bunga dan pokok pinjaman telah dibayarkan oleh ADMF sesuai dengan jadwal.

Pada tanggal 31 Desember 2025, ADMF telah memenuhi seluruh persyaratan yang disebutkan dalam perjanjian fasilitas-fasilitas pinjaman ini.

Informasi lainnya - MFIN

Berdasarkan Akta Penggabungan Usaha No.71 tanggal 16 Juli 2025 dan Akta No.65 tanggal 30 September 2025, seluruh aset dan liabilitas MFIN, termasuk namun tidak terbatas pada utang dan kewajiban pembayaran berdasarkan fasilitas keuangan berupa dan dengan nama apapun, telah beralih secara hukum kepada ADMF pada tanggal efektif penggabungan (1 Oktober 2025). Dengan demikian, seluruh fasilitas pinjaman yang sebelumnya diterima oleh MFIN sebagaimana diuraikan di atas ini telah dinovasikan dan menjadi kewajiban ADMF sejak tanggal tersebut.

26. BORROWINGS (continued)

Subsidiary (continued)

Other information - ADMF

Far Eastern International Bank, Ltd., Sunny Bank, Ltd., Taiwan Business Bank, Ltd. (Offshore Banking), Taiwan Shin Kong Commercial Bank Co., Ltd., The Chiba Bank, Ltd. (Hong Kong), The Hyakugo Bank, Ltd., The Joyo Bank, Ltd., PT Bank SBI Indonesia acted as original lenders.

The borrowings from Citibank, N.A., Indonesia, PT Bank BCA Syariah, MUFG Bank, Ltd. (Jakarta) (facility I), PT Bank CTBC Indonesia and PT Bank Maybank Indonesia Tbk (facility III) are revolving working capital facilities.

All of the ADMF's borrowings are used for working capital purposes. During the period that the loan is still outstanding, the ADMF is not allowed to, among others, act as a guarantor for the fulfillment of third party obligations, is required to comply with gearing ratio provisions for a maximum of 10 times and maintain the ratio of financing receivable (outstanding principal) categorised as non-performing financing after deducting allowance for impairment losses at the maximum of 5% in accordance with OJK provisions, and other reporting obligation.

As of 31 December 2025, the outstanding balance of the borrowings denominated in foreign currency amounted to USD185,000,000 and JPY5,653,380,000 (full amount) (2024: USD268,619,040 and JPY10,320,084,000 (full amount)), including the interest which was hedged by cross currency and interest rate swap (see Notes 10 and 38).

Interest and principal loan payments have been paid by ADMF on schedule.

As of 31 December 2025, ADMF has complied with all the requirements mentioned in the loan facility agreements.

Other information - MFIN

Based on the Merger Deed No.71 dated 16 July 2025 and Deed No.65 dated 30 September 2025, all assets and liabilities of MFIN, including but not limited to debts and payment obligations under financial facilities of any form and name, have been legally transferred to ADMF on the effective date of the merger (1 October 2025). Accordingly, all loan facilities previously received by MFIN as described above have been novated and become the obligations of ADMF since that date.

26. PINJAMAN YANG DITERIMA (lanjutan)

Entitas Anak (lanjutan)

Informasi lainnya - MFIN (lanjutan)

Untuk pinjaman sindikasi yang diterima, PT Bank Permata Tbk bertindak sebagai *joint mandated lead arranger* dan *facility agent*. PT Bank CIMB Niaga Tbk, PT Bank KEB Hana Indonesia, PT Bank Pembangunan Daerah Sulawesi Selatan dan Sulawesi Barat, PT Bank Pembangunan Daerah Papua, dan PT Bank Pembangunan Daerah Jawa Tengah bertindak sebagai kreditur pemberi pinjaman. Fasilitas pinjaman sindikasi ini telah dilunasi seluruhnya pada April 2025.

Pinjaman yang diterima MFIN terdiri dari fasilitas pinjaman angsuran dan pinjaman rekening koran dari PT Bank Central Asia Tbk; fasilitas pinjaman kredit investasi dan pinjaman kredit modal kerja dari PT Bank Mandiri (Persero) Tbk; fasilitas kredit rekening koran (revolving); serta fasilitas pembiayaan syariah berupa pembiayaan modal kerja mudharabah (*revolving*) dari PT Bank BCA Syariah. Mayoritas fasilitas tersebut dijamin dengan fidusia atas piutang pembiayaan konsumen MFIN. Fasilitas pinjaman lainnya dari The Islamic Corporation for the Development of the Private Sector (ICD), PT Bank Negara Indonesia (Persero) Tbk, PT Bank Maspion Indonesia Tbk, dan PT Bank Muamalat Indonesia Tbk telah dilunasi selama tahun berjalan tahun 2025.

Selama pinjaman belum dilunasi, MFIN tidak diperkenankan antara lain, mengikat diri sebagai penjamin atas pemenuhan kewajiban pihak ketiga, diharuskan untuk memenuhi berbagai ketentuan finansial termasuk gearing ratio paling tinggi 9 kali, mempertahankan rasio pembiayaan bermasalah (*non-performing financing*) paling tinggi sebesar 3,5%, dan *net credit losses* paling tinggi sebesar 7% sesuai ketentuan OJK, serta tunduk pada kewajiban pelaporan dan pemberitahuan lainnya kepada kreditur.

Pada tanggal 31 Desember 2024, MFIN tidak memenuhi (*breach*) beberapa pembatasan finansial terkait pinjaman dari PT Bank Mandiri (Persero) Tbk, PT Bank Maspion Indonesia Tbk dan PT Bank Muamalat Indonesia Tbk. MFIN dan *the Banks* telah melakukan komunikasi atas kondisi *breach* ini dimana *the Banks* meminta MFIN untuk menyampaikan komitmen perbaikan rasio yang dipersyaratkan. Tidak terdapat tunggakan pembayaran atas pinjaman MFIN pada tanggal 31 Desember 2024 maupun permintaan pembayaran dipercepat atas kondisi *breach* ini oleh *the Banks*.

MFIN telah melakukan pembayaran kewajiban atas seluruh pinjaman secara tepat waktu. Pada tanggal 30 September 2025, MFIN telah memenuhi pembatasan-pembatasan finansial dan nonfinansial yang diwajibkan dalam perjanjian pinjaman.

26. BORROWINGS (continued)

Subsidiary (continued)

Other information - MFIN (continued)

For the syndicated loan received, PT Bank Permata Tbk acted as the joint mandated lead arranger and facility agent. PT Bank CIMB Niaga Tbk, PT Bank KEB Hana Indonesia, PT Bank Pembangunan Daerah Sulawesi Selatan dan Sulawesi Barat, PT Bank Pembangunan Daerah Papua, and PT Bank Pembangunan Daerah Jawa Tengah acted as the original lenders. This syndicated loan facility was fully repaid in April 2025.

The borrowings received by MFIN consist of installment loan and current account loan facilities from PT Bank Central Asia Tbk; investment credit loan and working capital credit loan facilities from PT Bank Mandiri (Persero) Tbk; as well as sharia financing facilities in the form of working capital mudharabah financing (revolving) from PT Bank BCA Syariah. The majority of these facilities are secured by a fiduciary transfer of the MFIN's consumer financing receivables. Other loan facilities from The Islamic Corporation for the Development of the Private Sector (ICD), PT Bank Negara Indonesia (Persero) Tbk, PT Bank Maspion Indonesia Tbk, and PT Bank Muamalat Indonesia Tbk were settled during the current year of 2025.

During the period that the borrowings are still outstanding, MFIN is not allowed to, among others, act as a guarantor for the fulfillment of third-party obligations, is required to comply with various financial covenants including a maximum gearing ratio of 9 times, maintaining its non-performing financing ratio at a maximum of 3.5%, and net credit losses shall not exceed 7% in accordance with OJK provisions, and is subject to other reporting and notification obligations to the lenders.

As of December 31, 2024, MFIN did not meet several financial debt covenants related to loans from PT Bank Mandiri (Persero) Tbk, PT Bank Maspion Indonesia Tbk and PT Bank Muamalat Indonesia Tbk. MFIN and the Banks have communicated on this breach condition for which the Banks asked MFIN to submit a commitment to improve the required ratios. There are no default of payment on MFIN's loans as of 31 December 2024, or an early payment request for this breach condition by the Banks.

MFIN has repaid all of its borrowings obligations in a timely manner. As of 30 September 2025, MFIN has fulfilled the debts covenants requirements and other non-financial debt covenants.

27. PERPAJAKAN / *27. TAXATION*

a. Pajak dibayar dimuka / *a. Prepaid tax*

	2025	2024	
Bank			***Bank***
Surat Ketetapan Pajak (SKP)	1.341.774	1.169.693	*Tax Assessment Letters*
Pajak Penghasilan Badan 2023	-	343.150	*Corporate Income Tax 2023*
Pajak Penghasilan Badan 2024	534.878	534.878	*Corporate Income Tax 2024*
Pajak Penghasilan Pasal 21	-	19.858	*Income Tax Article 21*
Entitas Anak			***Subsidiary***
Surat Ketetapan Pajak (SKP)	39.763	61.281	*Tax Assessment Letters*
Pajak Penghasilan Badan 2025 *Ex-legacy* MFIN	31.115	-	*Ex-legacy MFIN Corporate Income Tax 2025*
Pajak Penghasilan Pasal 21	-	12.528	*Income Tax Article 21*
	1.947.530	**2.141.388**	

b. Utang pajak / *b. Taxes payable*

	2025	2024*)	
Bank			***Bank***
Pajak Penghasilan:			*Income Tax:*
- Pasal 25 dan 29	48.399	64.878	*Article 25 and 29 -*
- Pasal 21	168	14.705	*Article 21 -*
- Pajak Penghasilan Lainnya	27.859	29.416	*Other Income Taxes -*
Pajak Pertambahan Nilai	6.384	14.299	*Value Added Tax*
	82.810	123.298	
Entitas Anak			***Subsidiary***
Pajak Penghasilan:			*Income Tax:*
- Pasal 29	160.203	223.924	*Article 29 -*
- Pasal 21	2.132	2.240	*Article 21 -*
- Pajak Penghasilan Lainnya	7.870	11.375	*Other Income Taxes -*
Pajak Pertambahan Nilai	13.883	7.550	*Value Added Tax*
	184.088	245.089	
	266.898	**368.387**	

c. Beban pajak penghasilan / *c. Income tax expense*

	2025	2024*)	
Bank			***Bank***
Kini	151.224	-	*Current*
Tangguhan	596.734	542.912	*Deferred*
Surat Ketetapan Pajak	552	4.152	*Tax Assesment Letter*
	748.510	547.064	
Entitas Anak			***Subsidiary***
Kini	424.417	551.949	*Current*
Tangguhan	14.706	(78.692)	*Deferred*
Surat Ketetapan Pajak	4.099	1.504	*Tax Assesment Letter*
Penyesuaian tahun sebelumnya	684	810	*Prior year adjustment*
	443.906	475.571	
Konsolidasian			***Consolidated***
Kini	575.641	551.949	*Current*
Tangguhan	611.440	464.220	*Deferred*
Surat Ketetapan Pajak	4.651	5.656	*Tax Assessment Letter*
Penyesuaian tahun sebelumnya	684	810	*Prior year adjustment*
Jumlah	**1.192.416**	**1.022.635**	***Total***

*) Disajikan kembali / *) *As restated*

27. PERPAJAKAN (lanjutan) / ***27. TAXATION (continued)***

c. Beban pajak penghasilan (lanjutan) / ***c. Income tax expense (continued)***

Rekonsiliasi antara laba sebelum pajak penghasilan, seperti yang disajikan dalam laporan laba rugi konsolidasian, dan penghasilan kena pajak Bank untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

The reconciliation between income before income tax, as shown in the consolidated statements of profit or loss of the Bank, and taxable income for the year ended 31 December 2025 and 2024 is as follows:

	2025	2024*)	
Laba konsolidasian sebelum pajak penghasilan	5.386.653	4.717.639	*Consolidated income before income tax*
Laba sebelum pajak - Entitas Anak	(1.341.591)	(2.286.371)	*Income before tax - Subsidiary*
Laba akuntansi sebelum pajak (Bank saja - untuk tujuan pajak)	4.045.062	2.431.268	*Accounting income before tax (Bank only - for tax purposes)*
Perbedaan temporer:			***Temporary differences:***
- Kerugian penurunan nilai atas aset dan penghapusbukuan pinjaman	(40.752)	(5.232.135)	*Impairment losses on assets - and loans written off*
- Keuntungan yang belum direalisasi atas perubahan nilai wajar efek-efek dan Obligasi Pemerintah - neto	8.909	(10.640)	*Unrealized Gains from - changes in fair value of marketable securities and Government Bonds - net*
- Penyusutan aset tetap	(2.331)	(76.430)	*Depreciation of fixed assets -*
- Imbalan kerja karyawan	89.669	39.129	*Employee benefits -*
- Lain-lain	52.048	(7.684)	*Others -*
	4.152.605	(5.287.760)	
Perbedaan permanen:			***Permanent differences:***
- Lain-lain	(628.764)	36.521	*Others -*
Laba/(rugi) kena pajak	3.523.841	(2.819.971)	*Taxable income/(losses)*
Utilisasi kompensasi fiskal 2024	(2.836.459)	-	*Utilization on fiscal compensation 2024*
Laba kena pajak setelah kompensasi kerugian	687.382	-	*Taxable income after fiscal compensation*
Beban pajak penghasilan	**151.224**	**-**	***Corporate income tax expense***
Dikurangi:			***Less:***
Pajak dibayar dimuka pasal 25	(120.599)	(534.878)	*Prepaid tax article 25*
Utang pajak/(pajak dibayar dimuka) penghasilan badan	**30.625**	**(534.878)**	***Corporate income tax payable/(prepaid income tax)***

Sesuai dengan Undang-Undang Perpajakan Indonesia, pajak penghasilan badan dihitung secara tahunan untuk Bank dan Entitas Anak sebagai entitas hukum yang terpisah.

In accordance with Indonesia Taxation Law, Corporate income tax is calculated annually for the Bank and Subsidiary in the understanding that they are separate legal entities.

Perhitungan pajak penghasilan badan untuk tahun yang berakhir pada tanggal 31 Desember 2025 di atas adalah suatu perhitungan sementara untuk tujuan akuntansi dan dapat berubah pada waktu Bank menyampaikan Surat Pemberitahuan Tahunan ("SPT") pajak penghasilan badan.

The above calculation of income tax for the year ended 31 December 2025 was a preliminary estimate for accounting purposes and is subject to change at the time the Bank submits its Annual Tax Return ("SPT") corporate income tax.

*) Disajikan kembali / *) *As restated*

27. PERPAJAKAN (lanjutan) / *27. TAXATION (continued)*

c. Beban pajak penghasilan (lanjutan) / *c. Income tax expense (continued)*

Sampai dengan 31 Desember 2025, Bank masih menilai dampak implementasi atas Peraturan Pengenaan Pajak Minimum Global ("Pilar Dua") yang telah disahkan oleh Menteri Keuangan Republik Indonesia No.136 tahun 2024 (PMK-136). Bank dan Entitas Anak menerapkan pengecualian PSAK 212 untuk mengakui dan mengungkapkan informasi tentang asset dan liabilitas pajak tangguhan yang terkait dengan pajak penghasilan pilar dua. Bank meyakini tidak ada dampak pajak karena simulasi Tingkat Pajak Efektif Pilar Dua Bank dan Entitas Anak lebih dari 15 persen.

Up to 31 December 2025, The Bank is still assessing the impact on the implementation of the Global Anti-Base Erosion Model Rules (Pillar Two) which has been effective by the Ministry of Finance of the Republic of Indonesia's regulation No.136 Year 2024 (PMK-136). The Bank and Subsidiary are applying the PSAK 212 exception to recognize and disclose information on deferred tax assets and liabilities related to the Pillar Two income taxes. The Bank believe there is no tax effect as the Bank and Subsidiary simulation Pillar Two Effective Tax Rate is more than 15 percent.

Pada tanggal 31 Desember 2025, Bank telah mengkompensasikan seluruh kerugian fiskal.

As of 31 December 2025, the Bank has fully utilized its fiscal losses.

Rekonsiliasi atas beban pajak penghasilan Bank dan Entitas Anak dengan perkalian laba akuntansi Bank dan Entitas Anak sebelum pajak penghasilan dan tarif pajak yang berlaku adalah sebagai berikut:

The reconciliation between the Bank and Subsidiary income tax expense and the Bank and Subsidiary accounting profit before tax multiplied by the prevailing tax rate is as follows:

	2025	2024*)	
Laba konsolidasian sebelum pajak penghasilan	5.386.653	4.717.639	*Consolidated income before income tax*
Pendapatan yang dikenakan pajak final	(37.197)	(78.569)	*Income subject to final tax*
	5.349.456	**4.639.070**	
Pajak dihitung pada tarif pajak	1.176.880	1.020.596	*Tax calculated at statutory tax rate*
Beban pajak akibat perbedaan permanen dengan Tarif Pajak 22%	4.067	8.034	*Tax expense on permanent difference at 22%*
Perbedaan permanen - Entitas Anak	9.761	(12.460)	*Permanent differences - Subsidiary*
Lain-lain	1.708	6.465	*Others*
Beban pajak penghasilan	**1.192.416**	**1.022.635**	***Income tax expense***

Tarif Pajak / ***Tax Rate***

Pada tanggal 29 Oktober 2021, Pemerintah menetapkan Undang-Undang No.7 Tahun 2021 tentang Harmonisasi Peraturan Perpajakan ("UU HPP"). Salah satu perubahan dalam UU HPP ini adalah tarif pajak penghasilan badan yang berlaku di tahun 2022 dan seterusnya adalah 22%.

On 29 October 2021, the Government stipulated Law No.7 Year 2021 on the Harmonization of Tax Regulations ("HPP Law"). One of the changes in this HPP Law is the Corporate Income Tax rate applicable in 2022 and so forth is 22%.

*) Disajikan kembali / *) *As restated*

27. PERPAJAKAN (lanjutan)

c. Beban pajak penghasilan (lanjutan)

Bank

Pemeriksaan pajak tahun 2016

Pada bulan November 2019, Bank menerima Surat Ketetapan Pajak ("SKP") untuk tahun fiskal 2016. Berdasarkan SKP tersebut, Kantor Pajak menetapkan kurang bayar atas Pajak Penghasilan ("PPh") Pasal 26, PPh Final Pasal 4(2), Pajak Pertambahan Nilai ("PPN"), dan PPh Badan dengan jumlah keseluruhan Rp310.756. Hasil pemeriksaan tersebut telah disetujui oleh Manajemen Bank, kecuali ketetapan kurang bayar PPh Badan, PPh Pasal 26, PPh Final Pasal 4(2) dan PPN masing-masing sebesar Rp274.415, Rp4.699, Rp2.591, dan Rp22.357. Pada tanggal 7 Februari 2020, Bank mengajukan surat keberatan atas penetapan pajak tersebut. Jumlah yang telah dibayarkan sebesar Rp304.062 dicatat sebagai pajak dibayar dimuka.

Pada Januari 2021, Bank menerima Surat Keputusan Keberatan atas Surat Ketetapan Pajak PPN masa Januari - Desember 2016, Surat Ketetapan PPh Badan, dan Surat Ketetapan PPh Pasal 26 dan PPh Final Pasal 4(2). Dalam Surat Keputusan Keberatan tersebut, Kantor Pajak menyetujui permohonan keberatan pajak PPh Badan Bank sebesar Rp73.236 dan Bank telah menerima pengembalian sejumlah yang disetujui ini dari Kantor Pajak.

Pada Februari 2021, Bank telah menerima Surat Keputusan Pengembalian Kelebihan Pembayaran PPN Masa Oktober 2016 sebesar Rp28 dan Bank telah menerima pengembalian sejumlah Rp28 dari Kantor Pajak.

Pada Maret 2021, Bank telah mengajukan permohonan banding ke Pengadilan Pajak atas sisa ketetapan kurang bayar PPh Badan, PPh Pasal 26, PPh Final 4(2) dan PPN masing-masing sebesar, Rp201.179, Rp4.699, Rp2.591 dan Rp17.032 dengan jumlah keseluruhan Rp225.501.

Pada Desember 2022, Bank mengajukan permohonan pemindahbukuan atas PPN Jasa Luar Negeri sebesar Rp5.297.

27. TAXATION (continued)

c. Income tax expense (continued)

Bank

Tax audit for the fiscal year 2016

In November 2019, the Bank received tax assessment letters for the fiscal year 2016. Based on the assessment letters, the Tax Office confirmed the underpayment of Article 26 Withholding Tax ("WHT"), Final Income Tax ("FIT") Article 4(2), Value Added Tax ("VAT"), and Corporate Income Tax ("CIT") aggregating Rp310,756. The result of the audit was agreed by the Bank's Management, except for the assessment on the underpayment of CIT, Article 26 WHT, FIT Article 4(2) and VAT of Rp274,415, Rp4,699, Rp2,591, and Rp22,357, respectively. On 7 February 2020, the Bank submitted objection letter on the above tax assessments. The amount paid of Rp304,062 is recorded as prepaid tax.

In January 2021, the Bank received Tax Objection Decision Letter on VAT Assessment Letter for period January - December 2016, CIT Assessment Letter, and Article 26 WHT and FIT Article 4(2) Assessment Letter. On the tax objection decision letter, the Tax Office agreed the CIT objection amounting Rp73,236 and the Bank has received the refund on the agreed amount from Tax Office.

In February 2021, the Bank has received Decision Letter for the Return of VAT Overpayment for the Period of October 2016 amounted to Rp28 and the Bank has received a payment of Rp28 from the Tax Office.

On March 2021, The Bank has submitted an appeal letter to Tax Court on the underpayment of CIT, Article 26 WHT, FIT Article 4(2) and VAT of Rp201,179, Rp4,699, Rp2,591 and Rp17,032, respectively with the total amount of Rp225,501.

On December 2022, the Bank submitted overbooking request on VAT Offshore on provision of services amounted to Rp5,297.

27. PERPAJAKAN (lanjutan)

c. Beban pajak penghasilan (lanjutan)

Bank

Pemeriksaan pajak tahun 2016 (lanjutan)

Dan pada bulan yang sama Bank telah menerima surat keputusan Bukti Pemindahbukuan atas PPN Jasa Luar Negeri masa Januari - Desember 2016 sebesar Rp3.444 yang dipindahbukukan ke angsuran PPh Pasal 25 masa Januari 2023. Atas selisih antara pemindahbukuan dan Surat Ketetapan Pajak Kurang Bayar ("SKPKB") PPN Barang Tidak Berwujud dari Luar daerah Pabean hasil pemeriksaan pajak tahun 2016, sebesar Rp1.853, Bank telah menyetujui untuk membukukan selisih tersebut sebagai biaya pajak lainnya di Januari 2023.

Sampai dengan tanggal pelaporan, upaya hukum pengajuan banding Bank masih dalam proses.

Pemeriksaan pajak tahun 2017

Pada tanggal 31 Januari 2022, Bank telah menerima SKP untuk tahun fiskal 2017. Berdasarkan SKP tersebut, Kantor Pajak menetapkan kurang bayar atas PPh Badan, PPh Final Pasal 4(2), PPh Pasal 21, PPh Pasal 26 dan PPN dengan jumlah keseluruhan Rp374.257. Hasil pemeriksaan tersebut telah disetujui oleh Manajemen Bank, kecuali ketetapan kurang bayar PPh Pasal 26, PPN dan PPh Badan masing-masing sebesar Rp53.121, Rp25.513 dan Rp290.453. Jumlah yang telah dibayarkan sebesar untuk Rp369.087 dicatat sebagai pajak dibayar di muka. Jumlah ketetapan pajak kurang bayar yang disetujui sebesar Rp5.170 telah dibayarkan dan dibebankan ke laporan laba rugi tahun 2022. Pada tanggal 25 April 2022 Bank telah mengajukan surat keberatan atas penetapan pajak tersebut.

Bank menerima Surat Keputusan Keberatan atas Surat Ketetapan Pajak PPN Masa Juli - Desember 2017 di bulan Januari 2023 dan Surat Keputusan Keberatan atas Surat Ketetapan Pajak PPN Masa Januari - Juni 2017 di bulan Februari 2023. Dalam Surat Keputusan Keberatan tersebut Kantor Pajak hanya menyetujui sebagian permohonan keberatan pajak masa Desember 2017 sebesar Rp2.190 dari total permohonan keberatan sebesar Rp25.513 (termasuk penalti). Bank telah menerima seluruh pengembalian pajak atas porsi yang disetujui. Pada bulan Maret 2023, Bank telah mengajukan permohonan pengembalian atas pengurangan STP PPN masa Desember 2017 sebesar Rp152.

27. TAXATION (continued)

c. Income tax expense (continued)

Bank

Tax audit for the fiscal year 2016 (continued)

And in the same month, the Bank has received Overbooking Decision Letter on VAT Offshore on provision of service for the period January - December 2016 amounted to Rp3,444, which will be overbook to instalment of Income Tax Article 25 for the period of January 2023. On the discrepancies between the overbooked tax and the 2016 Tax Assessment Letter on VAT of Taxable Intangible Goods from outside the Customs Area amounting Rp1,853, the Bank has agreed to record as other tax expenses in January 2023.

Up to the reporting date, the legal action for the application of the Bank appeal is still in process.

Tax audit for the fiscal year 2017

On 31 January 2022, the Bank received tax assessment letters for the fiscal year 2017. Based on the tax assessment letters, the Tax Office confirm the underpayment of CIT, FIT Article 4(2), Article 21, Article 26 WHT and VAT aggregating Rp374,257. The tax audit result was agreed by the Bank's Management, except for the assessment on the underpayment of Article 26 WHT, VAT, and CIT of Rp53,121, Rp25,513 and Rp290,453, respectively. The amount paid of Rp369,087 is recorded as prepaid tax. Amount of the tax assessment which was agreed by the Bank's Management of Rp5,170 has been paid and it was charged to the 2022 profit or loss. On 25 April 2022, the Bank submitted objection letter on the above tax assessments.

The Bank received Objection Decision Letter on VAT Assessment Letter for the period July - December 2017 in January 2023 and Objection Decision Letter on VAT Assessment Letter for the period January - June 2017 in February 2023. On the Objection Decision Letter, the Tax Office only partially agreed on the VAT objection request for the period December 2017 amounted to Rp2,190 out of the total request amounted to Rp25,513 (including penalty). Bank has received all of the tax refunds on the accepted portion. In March 2023, Bank submitted a refund request on reduction of Tax Collection Notice for VAT for the period December 2017 amounting Rp152.

27. PERPAJAKAN (lanjutan)

c. Beban pajak penghasilan (lanjutan)

Bank (lanjutan)

Pemeriksaan pajak tahun 2017 (lanjutan)

Pada bulan Juni 2023, Bank menerima Surat Keputusan Pengurangan Pajak atas Surat Tagihan Pajak PPN Masa Desember 2017 sebesar Rp152 sehingga pada bulan Juli 2023 Bank telah menerima pengembalian pajak atas Keputusan Pengurangan Pajak tersebut sebesar Rp152. Pada bulan April 2023, Bank telah mengajukan permohonan banding ke Pengadilan Pajak atas porsi keberatan kurang bayar PPN masa Januari - Desember 2017 yang ditolak sebesar Rp23.171.

Pada bulan Maret 2023, Bank menerima Surat Keputusan Keberatan atas Surat Ketetapan Pajak PPh Badan dan PPh Pasal 26 Tahun Pajak 2017. Dalam surat keputusan keberatan tersebut Kantor Pajak hanya menyetujui sebagian permohonan keberatan pajak PPh Badan sebesar Rp1.792 dari total permohonan keberatan sebesar Rp290.453 dan menolak seluruh keberatan pajak atas PPh Pasal 26 Bank sebesar Rp53.121.

Pada Mei 2023, Bank telah menerima pengembalian pajak tersebut sebesar Rp1.792. Pada bulan Juni 2023, Bank telah mengajukan permohonan banding ke Pengadilan Pajak atas keputusan keberatan PPh Badan dan PPh Pasal 26 yang ditolak sebesar Rp288.661 dan Rp53.121.

Pada bulan Juni 2024, Pengadilan Pajak mengabulkan sebagian permohonan banding Bank kurang bayar PPh Badan sebesar Rp275.523 dan PPN sebesar Rp12.285, serta menerima seluruh permohonan banding Bank atas kurang bayar PPh Pasal 26 sebesar Rp53.121. Bank telah menerima pengembalian sejumlah Rp340.929 dari Kantor Pajak. Pada bulan September 2024, Kantor Pajak telah mengajukan permohonan Peninjauan Kembali ke Mahkamah Agung atas PPh Badan dan PPN yang semula dikabulkan oleh Pengadilan Pajak masing-masing sebesar Rp272.264 dan Rp10.089. Pada bulan Oktober 2024, atas pengajuan peninjauan kembali oleh Kantor Pajak tersebut, Bank mengajukan Kontra Memori Peninjauan Kembali ke Mahkamah Agung. Pada bulan Juni - Oktober 2025, Mahkamah Agung secara bertahap menerbitkan Putusan menolak permohonan peninjauan kembali Kantor Pajak untuk PPN dengan total Rp10.089. Sampai dengan tanggal pelaporan, upaya hukum Pengajuan Kontra Memori Peninjauan Kembali PPh Badan masih dalam proses.

27. TAXATION (continued)

c. Income tax expense (continued)

Bank (continued)

Tax audit for the fiscal year 2017 (continued)

In June 2023, the Bank received a Decision Letter on Waiver/Reduction Tax Sanction for VAT for the period of December 2017 amounted to Rp152 therefore in July 2023 the Bank received a tax refund on the Decision on Waiver/Reduction Tax Sanction amounted to Rp152. In April 2023, the Bank filed an appeal request for the rejected portion of the underpayment VAT for the period of January - December 2017 amounted to Rp23,171.

In March 2023, the Bank received Objection Decision Letter on CIT Assessment Letter and Article 26 WHT for Fiscal Year 2017. On the objection decision, the Tax Office only partially agreed on CIT objection request amounted to Rp1,792 out of the total request amounted to Rp290,453 and rejected all the Bank's objection requests on Article 26 WHT amounted to Rp53,121.

In May 2023, the Bank received a tax refund amounted to Rp1,792. In June 2023, the Bank filed an appeal request to Tax Court on the rejected objection decision for CIT and Article 26 WHT amounted to Rp288,661 and Rp53,121.

In June 2024, Tax Court has partially granted the Bank's appeal request for underpayment of Corporate Income Tax amounted to Rp275,523 and VAT amounted to Rp12,285, and granted all of the Bank's appeal requests for underpayment of Article 26 WHT amounted to Rp53,121. The Bank has received payment of Rp340,929 from the Tax Office. In September 2024, Tax Office has submitted Judicial Review to Supreme Court on corporate income tax and VAT initially granted by Tax Court amounted to Rp272,264 and Rp10,089, respectively. In October 2024, in response of Judicial Review submitted by the Tax Office, the Bank has submitted Counter Judicial Review to Supreme Court. In June - October 2025, Supreme Court gradually rejected Tax Office's Judicial Review request for VAT with the total amount Rp10,089. Up to the reporting date, the legal action counter judicial review for CIT is still in process.

27. PERPAJAKAN (lanjutan)

c. Beban pajak penghasilan (lanjutan)

Bank (lanjutan)

Pemeriksaan pajak tahun 2017 (lanjutan)

Pada bulan September 2024, atas putusan pengadilan pajak yang belum mengabulkan permohonan banding Bank, Bank mengajukan permohonan Peninjauan Kembali ke Mahkamah Agung atas PPh Badan dan PPN masing-masing sebesar Rp13.138 dan Rp10.886. Pada bulan Juni - Desember 2025, Mahkamah Agung secara bertahap menerbitkan Putusan mengabulkan permohonan Peninjauan Kembali Bank untuk PPN masa pajak Januari, Maret, April, Mei, Juni, Juli, September, Oktober 2017 dengan total Rp4.838. Pada bulan September 2025, Bank telah menerima pengembalian pajak atas Putusan PPN Juni dan Juli sebesar Rp530. Pada bulan Januari 2026, Mahkamah Agung menerbitkan Putusan mengabulkan permohonan Peninjauan Kembali Bank untuk PPh Badan. Sampai dengan tanggal pelaporan, upaya hukum permohonan Peninjauan Kembali PPN masa pajak lainnya masih dalam proses.

Pemeriksaan pajak tahun 2018

Pada bulan Maret 2023, Bank menerima Surat Perintah Pemeriksaan Pajak untuk Tahun Pajak 2018. Pada Oktober 2023, Bank telah menerima SKP untuk tahun pajak 2018. Berdasarkan SKP tersebut, Kantor Pajak menetapkan kurang bayar atas PPh Badan dan PPN masing-masing Rp333.356 dan Rp9.104, serta PPh Pasal 21 dan PPh Pasal 23 dengan jumlah pajak kurang bayar sebesar Rp1.022. Manajemen Bank telah menyetujui kurang bayar PPh Pasal 21 dan PPh Pasal 23 sebesar Rp1.022 serta sebagian PPh Badan dan sebagian PPN dengan jumlah masing-masing Rp4.767 dan Rp190 telah dibayar pada November 2023 yang dicatat pada laba/rugi tahun 2023. Atas jumlah kurang bayar sebagian PPh Badan dan sebagian PPN yang tidak disetujui masing-masing sebesar Rp328.589 dan Rp8.914 telah dibayar pada November 2023 yang dicatat pada uang muka pajak.

Pada bulan Januari 2024, Bank telah mengajukan surat keberatan atas jumlah yang tidak disetujui sebagian pada SKP PPh Badan dan PPN masing-masing sejumlah Rp328.589 dan Rp8.914. Pada Oktober dan Desember 2024, Bank menerima Surat Keputusan Keberatan atas Surat Ketetapan Pajak PPN PPh Badan. Dalam Surat Keputusan Keberatan tersebut, Kantor Pajak menolak seluruh permohonan keberatan untuk PPN dan PPh Badan. Pada bulan Januari dan Maret 2025, Bank telah mengajukan permohonan banding ke Pengadilan Pajak atas PPh Badan dan PPN masing-masing sebesar Rp328.589 dan Rp8.914.

27. TAXATION (continued)

c. Income tax expense (continued)

Bank (continued)

Tax audit for the fiscal year 2017 (continued)

In September 2024, based on Tax Court decision, which was not granted yet, the Bank filed a Memorandum for Judicial Review to the Supreme Court on the corporate income tax and VAT amounting to Rp13,138 and Rp10,886, respectively. In June - December 2025, the Supreme Court gradually granted the Bank's Judicial Review request for VAT January, March, April, May, June, July, September, October 2017 with the total amount Rp4,838. In September 2025, the Bank received tax refund from Supreme Court's result of VAT June and July amounted Rp530. In January 2026, the Supreme Court fully granted the Bank's Judicial Review request for CIT. Up to the reporting date, the legal action judicial review for the remaining period of VAT is still in process.

Tax audit for the fiscal year 2018

In March 2023, the Bank received a Tax Audit Notification Letter for Fiscal Year 2018. In October 2023, the Bank received tax assessment letters for the fiscal year 2018. Based on the tax assessment letters, the Tax Office confirms the underpayment of CIT and VAT amounted to Rp333,356 and Rp9,104, respectively, also Article 21 and Article 23 WHT with the total tax underpayment amounted to Rp1,022. The Bank's Management agreed with the tax underpayment of Article 21 and Article 23 WHT amounted to Rp1,022 and also partially agreed with the CIT and VAT underpayment amounted to Rp4,767 and Rp190, respectively. The agreed underpayment was paid in November 2023 and it was charged to the 2023 profit or loss. The partially disagreed tax underpayment on CIT and VAT amounted to Rp328,589 and Rp8,914 was paid in November 2023 and recorded as prepaid tax.

In January 2024, the Bank submitted an objection letter to the partially disagreed amount in the CIT and VAT assessment letter amounted to Rp328,589 and Rp8,914, respectively. In October and December 2024, the Bank received Objection Decision Letter on VAT and CIT. On the objection decision, the Tax Office rejected all objection request for VAT and CIT. On January and March 2025, the Bank filed an appeal request to Tax Court for CIT and VAT amounted to Rp328,589 and Rp8,914 respectively.

27. PERPAJAKAN (lanjutan)

c. Beban pajak penghasilan (lanjutan)

Bank (lanjutan)

Pemeriksaan pajak tahun 2018 (lanjutan)

Pada bulan Desember 2025, Pengadilan Pajak menolak seluruh permohonan banding Bank atas PPN sebesar Rp8.914. Bank berencana mengajukan peninjauan kembali ke Mahkamah Agung untuk PPN. Sampai dengan tanggal pelaporan, upaya hukum pengajuan banding Bank untuk PPh Badan masih dalam proses.

Pemeriksaan pajak tahun 2019

Pada bulan November 2023, Bank menerima Surat Perintah Pemeriksaan Pajak untuk Tahun Pajak 2019. Pada bulan Mei 2024, Bank telah menerima SKP untuk Tahun Pajak 2019. Berdasarkan SKP tersebut, Kantor Pajak menetapkan kurang bayar atas PPh Badan, PPh Final Pasal 4(2), PPh Pasal 21, PPh Pasal 23, dan PPN dengan jumlah keseluruhan Rp507.655. Hasil pemeriksaan tersebut telah disetujui oleh Bank, kecuali sebagian ketetapan kurang bayar PPh Badan dan PPN masing-masing sebesar Rp475.477 dan Rp25.310. Jumlah yang telah dibayarkan sebesar Rp500.787 dicatat sebagai pajak dibayar dimuka, sedangkan jumlah ketetapan pajak kurang bayar untuk sebagian PPh Badan, PPN dan pajak lainnya yang disetujui masing-masing sebesar Rp3.244, Rp82 dan Rp3.542 telah dibayarkan dan dibebankan ke laporan laba rugi tahun 2024.

Pada bulan Agustus 2024, Bank telah mengajukan surat keberatan atas jumlah yang tidak disetujui sebagian pada SKP PPh Badan dan PPN masing-masing sejumlah Rp475.477 dan Rp25.310. Pada bulan Mei 2025, Bank menerima surat Keputusan Keberatan atas PPh Badan yang menyetujui sebagian permohonan keberatan Bank sebesar Rp4.258 sehingga jumlah yang tidak disetujui oleh Bank semula Rp475.477 menjadi sebesar Rp471.219. Bank juga menerima surat Keputusan Keberatan atas PPN yang menolak seluruh permohonan keberatan Bank sehingga jumlah yang tidak disetujui oleh Bank tetap sebesar Rp25.310. Pada bulan Juni 2025, Bank telah menerima pengembalian pajak sejumlah Rp4.258 atas permohonan keberatan PPh Badan yang disetujui oleh Kantor Pajak. Pada bulan Agustus 2025, Bank telah mengajukan surat banding atas Keputusan Keberatan PPh Badan dan PPN masing-masing sebesar Rp471.219 dan Rp25.310. Sampai dengan tanggal pelaporan, upaya hukum pengajuan banding Bank masih dalam proses.

27. TAXATION (continued)

c. Income tax expense (continued)

Bank (continued)

Tax audit for the fiscal year 2018 (continued)

In December 2025, Tax Court rejected the Bank's appeal requests on VAT amounted Rp8,914. The Bank plans to submit judicial review letters to Supreme Court on VAT. Up to the reporting date, the legal action for the application of Bank appeal on CIT is still in process.

Tax audit for the fiscal year 2019

In November 2023, the Bank received a Tax Audit Notification Letter for Fiscal Year 2019. In May 2024, the Bank received tax assessment letters for the Fiscal Year 2019. Based on the tax assessment letters, the Tax Office confirms the underpayment of CIT, FIT Article 4(2), Article 21, Article 23, and VAT totaling Rp507,655. The tax audit result was agreed by the Bank, except for some assessment on the underpayment of CIT and VAT of Rp475,477 and Rp25,310, respectively. The amount paid of Rp500,787 is recorded as prepaid tax, while the underpayment of assessment letter of CIT, VAT and other taxes amounted to Rp3,244, Rp82 and Rp3,542 has been paid and it was charged to the 2024 profit and loss. Up to the reporting date, the Bank plans to submit a tax objection.

In August 2024, the Bank submitted an objection letter to the partially disagreed amount in the CIT and VAT assessment letter amounted to Rp475,477 and Rp25,310, respectively. In May 2025, the Bank received Objection Decision Letter which agreed the Bank's objection letter on CIT amounted to Rp4,258, thus the amount disagreed by the Bank previously Rp475,477 became Rp471,219. The Bank also received Objection Decision Letters that fully rejected the Bank's objection letter on VAT, so the amount disagreed by the Bank is still Rp25,310. In June 2025, the Bank received a tax refund of Rp4,258 for the Corporate Income Tax objection that was approved by the Tax Office. In August 2025, the Bank submitted appeal letters on Objection Decision Letters for CIT and VAT of Rp471,219 and Rp25,310, respectively. Up to the reporting date, the legal action for the application of the Bank appeal is still in process.

27. PERPAJAKAN (lanjutan)

c. Beban pajak penghasilan (lanjutan)

Bank (lanjutan)

Pemeriksaan pajak tahun 2020

Pada bulan Agustus 2025, Bank menerima Surat Perintah Pemeriksaan Pajak untuk Tahun Pajak 2020. Pada bulan November 2025, Bank telah menerima SKP untuk Tahun Pajak 2020. Berdasarkan SKP tersebut, Kantor Pajak menetapkan kurang bayar atas PPh Badan dan PPN masing-masing sebesar Rp88.463 dan Rp25.926, serta PPh Final Pasal 4(2) dan PPh Pasal 23, dengan jumlah kurang bayar masing-masing sebesar Rp82 dan Rp36.

Manajemen Bank telah menyetujui kurang bayar PPh Final Pasal 4(2) dan PPh Pasal 23 masing-masing sebesar Rp82 dan Rp36 serta sebagian PPh Badan dan sebagian PPN dengan jumlah masing-masing sebesar Rp136 dan Rp36 telah dibayar pada Desember 2025 yang dicatat pada laba/rugi tahun 2025. Atas jumlah kurang bayar sebagian PPh Badan dan sebagian PPN yang tidak disetujui masing-masing sebesar Rp88.327 dan Rp25.890 telah dibayar pada Desember 2025 yang dicatat pada uang muka pajak. Sampai dengan tanggal pelaporan, Bank berencana mengajukan keberatan.

Pemeriksaan pajak tahun 2021

Pada bulan Agustus 2025, Bank menerima Surat Perintah Pemeriksaan Pajak untuk Tahun Pajak 2021. Sampai dengan tanggal pelaporan, Pemeriksaan Pajak masih dalam proses.

Pemeriksaan pajak tahun 2022

Pada bulan Juni 2023, Bank menerima Surat Perintah Pemeriksaan Pajak untuk Tahun Pajak 2022. Pada bulan April 2024, Bank menerima SKP untuk Tahun Pajak 2022. Berdasarkan SKP tersebut, Kantor Pajak menetapkan lebih bayar PPh Badan sebesar Rp169.687 dari semula sesuai surat pemberitahuan sebesar Rp208.453 dan kurang bayar PPh Pasal 23 dan PPN masing-masing Rp96 dan Rp38.934.

27. TAXATION (continued)

c. Income tax expense (continued)

Bank (continued)

Tax audit for the fiscal year 2020

In August 2025, the Bank received a Tax Audit Notification Letter for Fiscal Year 2020. In November 2025, the Bank received tax assessment letters for the Fiscal Year 2020. Based on the tax assessment letters, the Tax Office confirms the underpayment of CIT and VAT amounted to Rp88,463 and Rp25,926, respectively, also the underpayment of FIT Article 4(2) and Article 23 amounted to Rp82 and Rp36, respectively.

The Bank's Management agreed with the tax underpayment of FIT Article 4(2) and WHT Article 23 amounted to Rp82 and Rp36, respectively also partially agreed with the CIT and VAT underpayment amounted to Rp136 and Rp36, respectively. The agreed underpayment was paid in December 2025, and it was charged to the 2025 profit or loss. The partially disagreed tax underpayment on CIT and VAT amounted to Rp88,327 and Rp25,890 was paid in December 2025 and recorded as prepaid tax. Up to the reporting date, the Bank plans to submit objection letter.

Tax audit for the fiscal year 2021

In August 2025, the Bank received a Tax Audit Notification Letter for Fiscal Year 2021. Up to the reporting date, the Tax Audit is still in process.

Tax audit for the fiscal year 2022

In June 2023, the Bank received a Tax Audit Notification Letter for Fiscal Year 2022. In April 2024, the Bank received a tax assessment letter for the Fiscal Year 2022. Based on the tax assessment letters, the Tax Office confirms the CIT overpayment of Rp169,687 from the initial as per Tax Return of Rp208,453, and Article 23 WHT, and VAT underpayment of Rp96 and Rp38,934, respectively.

27. PERPAJAKAN (lanjutan)

c. Beban pajak penghasilan (lanjutan)

Bank (lanjutan)

Pemeriksaan pajak tahun 2022 (lanjutan)

Pada bulan Mei 2024, Bank telah menerima pengembalian pajak atas PPh Badan sebesar Rp169.687, sementara sisanya lebih bayar yang masih belum disetujui Bank sebesar Rp37.858 masih tercatat sebagai uang muka pajak. Bank telah menyetujui kurang bayar PPh 23, PPh Badan, dan PPN dengan jumlah masing-masing Rp96 dan Rp908 serta PPN sebesar Rp278 telah dibayar dan dibebankan pada laba rugi tahun 2024. Atas jumlah kurang bayar sebagian PPN yang tidak disetujui sebesar Rp38.656 telah dibayar pada Mei 2024 dan dicatat pada uang muka pajak. Pada bulan Juli 2024, Bank telah mengajukan surat keberatan atas jumlah yang tidak disetujui sebagian pada SKP PPh Badan dan PPN masing-masing sejumlah Rp37.858 dan Rp38.656.

Pada bulan Maret 2025, Bank menerima Surat Keputusan Keberatan atas PPh Badan dan PPN yang menyetujui sebagian permohonan keberatan Bank masing-masing sebesar Rp11.980 dan Rp1.057. Sehingga jumlah pajak yang tidak disetujui Bank masing-masing menjadi sebesar Rp25.878 dan Rp37.599. Pada bulan April dan Mei 2025, Bank telah menerima sebagian pengembalian pajak atas SKP PPH Badan dan PPN masing-masing sebesar Rp11.980 dan Rp1.057.

Pada bulan Juni 2025, Bank telah mengajukan surat banding atas Keputusan Keberatan PPh Badan dan PPN. Sampai dengan tanggal pelaporan, upaya hukum pengajuan banding Bank masih dalam proses.

Pemeriksaan pajak tahun 2023

Pada bulan Juli 2024, Bank menerima Surat Perintah Pemeriksaan Pajak untuk Tahun Pajak 2023. Pada bulan April 2025, Bank telah menerima SKP untuk Tahun Pajak 2023. Berdasarkan SKP tersebut, Kantor Pajak menetapkan lebih bayar PPh Badan sebesar Rp272.155 dari nilai semula yang dilaporkan pada Surat Pemberitahuan sebesar Rp343.150 dan kurang bayar PPh Pasal 21 dan PPh Pasal 23 serta PPN masing-masing Rp37, Rp134 dan Rp14.885.

Berdasarkan hasil pemeriksaan tersebut, pada April 2025, atas selisih jumlah lebih bayar PPh Badan sebesar Rp70.995, sebesar Rp416 telah dibebankan pada laporan laba rugi tahun 2025. Dan atas pajak kurang bayar PPh pasal 21, PPh pasal 23 dan sebagian PPN masing-masing sebesar Rp37, Rp134 dan Rp4.411 telah dibayarkan dan dibebankan pada laporan laba rugi tahun 2025.

27. TAXATION (continued)

c. Income tax expense (continued)

Bank (continued)

Tax audit for the fiscal year 2022 (continued)

In May 2024, the Bank received a refund for CIT amounted to Rp169,687, while the rest of overpayment which not accepted by the Bank amounted to Rp37,858 is still recorded as prepaid tax. The Bank agreed with Article 23 WHT, CIT, and VAT with a total of Rp96, Rp908 and Rp278, respectively that has been paid and charged to the 2024 profit or loss. The partially disagreed VAT underpayment of Rp38,656 was paid in May 2024 and recorded as prepaid tax. In July 2024, the Bank submitted an objection letter to the partially disagreed amount in the CIT and VAT assessment letter amounted to Rp37,858 and Rp38,656, respectively.

In March 2025, the Bank received Objection Decision Letters on CIT and VAT which partially agreed the Bank Objection Letters amounted to Rp11,980 and Rp1.057, respectively. Therefore, the disagreed amount by Bank become Rp25,878 and Rp37,599, respectively. In April and May 2025, Bank partially received Tax Refund for Tax Assessment Letter on CIT and VAT amounted to Rp11,980 and Rp1,057, respectively.

In June 2025, the Bank submitted appeal letters on Objection Decision Letters for CIT and VAT. Up to the reporting date, the legal action for the application of Bank appeal is still in process.

Tax audit for the fiscal year 2023

In July 2024, the Bank received a Tax Audit Notification Letter for Fiscal Year 2023. In April 2025, the Bank received tax assessment letter for the Fiscal Year 2023. Based on the tax assessment letters, the tax office confirms the underpayment of CIT overpayment of Rp272,155 from initial as per Tax Return of Rp343,150 and Article 21, Article 23 and VAT amounted to Rp37, Rp134 and Rp14,885, respectively.

Based on the results of the audit, in April 2025, the difference in the amount of overpayment of CIT of Rp70,995, which amounted to Rp416 was charged to the 2025 profit or loss. And the underpayment of Article 21, Article 23 and part of the VAT of Rp37, Rp134 and Rp4,411, respectively have been paid and charged to the 2025 profit or loss.

27. PERPAJAKAN (lanjutan)

c. Beban pajak penghasilan (lanjutan)

Bank (lanjutan)

Pemeriksaan pajak tahun 2023 (lanjutan)

Pada bulan Juni 2025, Bank telah mengajukan surat keberatan atas PPh Badan dan PPN masing-masing sebesar Rp70.579 dan Rp10.474. Pada bulan Januari 2026, Bank menerima surat Keputusan Keberatan atas PPh Badan yang menyetujui sebagian permohonan keberatan Bank sebesar Rp3.620 sehingga jumlah yang tidak disetujui oleh Bank semula Rp70.579 menjadi sebesar Rp66.959. Bank juga menerima surat Keputusan Keberatan atas PPN yang menolak seluruh permohonan keberatan Bank sehingga jumlah yang tidak disetujui oleh Bank tetap sebesar Rp10.474. Sampai dengan tanggal pelaporan, Bank berencana mengajukan banding.

Pemeriksaan pajak tahun 2024

Pada bulan Juni 2025, Bank menerima Surat Perintah Pemeriksaan Pajak untuk Tahun Pajak 2024. Sampai dengan tanggal pelaporan, Pemeriksaan Pajak masih dalam proses.

BNP

Pada saat tanggal penggabungan usaha, BNP masih memiliki beberapa proses banding yang berjalan yang dialihkan kepada Bank atas hasil pemeriksaan pajak untuk tahun fiskal 2013 sampai dengan 2017 dengan total permohonan banding pajak sebesar Rp33.368. Atas proses yang masih berjalan tersebut, BNP telah membukukan pajak dibayar dimuka sebesar Rp5.733 terdiri dari pemeriksaan pajak tahun 2016 dan pemeriksaan pajak tahun 2017 masing-masing Rp5.364 dan Rp369. Pada Juli 2024 dan Februari 2025, Bank telah menerima pengembalian uang muka pajak tahun 2017 dan tahun 2016 masing-masing sebesar Rp369 dan Rp2.721. Berdasarkan hasil putusan pengadilan pajak tersebut, atas selisih sejumlah Rp2.643 telah dikurangkan dari uang muka pajak.

Sampai dengan tanggal pelaporan, berikut dibawah ini perkembangan dari proses banding tersebut:

Pemeriksaan Pajak tahun 2013

Pada bulan Maret 2024, Pengadilan Pajak mengabulkan seluruh permohonan banding Bank atas PPh Badan dan PPN masing-masing sebesar Rp1.298 dan Rp4.786. Sehingga tidak ada pajak yang kurang dibayar oleh BNP.

27. TAXATION (continued)

c. Income tax expense (continued)

Bank (continued)

Tax audit for the fiscal year 2023 (continued)

In June 2025, the Bank submitted objection letters on CIT and VAT assessment letter amounted to Rp70,579 and Rp10,474, respectively. In January 2026, the Bank received Objection Decision Letter which agreed the Bank's objection letter on CIT amounted to Rp3,620, thus the amount disagreed by the Bank previously Rp70,579 became Rp66,959. The Bank also received Objection Decision Letters that fully rejected the Bank's objection letter on VAT, so the amount disagreed by the Bank is still Rp10,474. Up to the reporting date, the Bank plans to submit appeal letter.

Tax audit for the fiscal year 2024

In June 2025, the Bank received a Tax Audit Notification Letter for Fiscal Year 2024. Up to the reporting date, the Tax Audit is still in process.

BNP

At the merger date, BNP still had several outstanding appeals processes which transfer to the Bank on the results of tax audits for fiscal years 2013 through 2017 with a total tax appeal of Rp33,368. For the above outstanding items, BNP has recorded prepaid tax of Rp5,733 consisting of 2016 and 2017 tax audit of Rp5,364 and Rp369, respectively. In July 2024 and February 2025, the Bank received a refund of 2017 and 2016 prepaid tax of Rp369 and Rp2,721, respectively. Based on the results of the Tax Court's decision, the difference of Rp2,643 has been deducted from the prepaid tax.

Up to the reporting date, the following are the progress on BNP's tax appeal:

Tax audit for the fiscal year 2013

In March 2024, Tax Court granted all appeals submitted by the Bank on CIT and VAT amounted to Rp1,298 and Rp4,786, respectively. Therefore, there is no Tax Underpayment.

27. PERPAJAKAN (lanjutan)

c. Beban pajak penghasilan (lanjutan)

Bank (lanjutan)

BNP (lanjutan)

Pemeriksaan Pajak tahun 2013 (lanjutan)

Pada bulan Juni 2024, Bank menerima Pengajuan Peninjauan Kembali dari Kantor Pajak atas PPh Badan sebesar Rp1.298. Pada bulan Juli 2024, Bank mengajukan kontra memori Peninjauan Kembali kepada Mahkamah Agung. Pada bulan Agustus 2025, Bank menerima Putusan Mahkamah Agung yang menolak permohonan Peninjauan Kembali Kantor Pajak. Sehingga, tidak ada pajak yang kurang dibayar oleh BNP. Sampai dengan tanggal pelaporan, seluruh proses litigasi pajak untuk BNP tahun pajak 2013 telah selesai.

Pemeriksan Pajak tahun 2014

Pada bulan Maret 2024, Pengadilan Pajak mengabulkan seluruh permohonan banding Bank atas PPh Badan sejumlah Rp1.212. Sehingga tidak ada pajak yang kurang dibayar oleh Bank atas PPh Badan. Pengadilan Pajak mengabulkan sebagian permohonan banding PPN dengan jumlah pajak yang kurang dibayar semula Rp2.515 menjadi Rp2.511. Bank tidak mengajukan Peninjauan Kembali ke Mahkamah Agung atas hasil Putusan Pengadilan Pajak tersebut.

Pada bulan Juni 2024, Bank menerima Pengajuan Peninjauan Kembali dari Kantor Pajak atas PPh Badan sebesar Rp1.212. Pada bulan Juli 2024, Bank mengajukan kontra memori Peninjauan Kembali kepada Mahkamah Agung. Pada bulan Juni 2025, Bank menerima Putusan Mahkamah Agung yang menolak permohonan Peninjauan Kembali Kantor Pajak. Sehingga, tidak ada pajak yang kurang dibayar oleh BNP. Sampai dengan tanggal pelaporan, seluruh proses litigasi pajak untuk BNP tahun pajak 2014 telah selesai.

Pemeriksaan pajak tahun 2016

Pada Desember 2024, Pengadilan Pajak mengabulkan sebagian permohonan banding BNP untuk PPN dan PPh lainnya menjadi sebesar Rp124 dari semula Rp2.635 serta mengubah lebih bayar PPh Badan menjadi sebesar Rp12.488 dari semula Rp15.737. Bank tidak melakukan upaya hukum lanjutan atas putusan Pengadilan Pajak tersebut. Sampai dengan tanggal pelaporan, seluruh proses litigasi pajak untuk BNP tahun pajak 2016 telah selesai.

27. TAXATION (continued)

c. Income tax expense (continued)

Bank (continued)

BNP (continued)

Tax audit for the fiscal year 2013 (continued)

In June 2024, the Bank received the application for Judicial Review from Tax Office on CIT of Rp1,298. In July 2024, the Bank submitted counter Judicial Review to Supreme Court. In August 2025, the Bank received Supreme Court Decision which fully rejected Tax Office's Judicial Review. Therefore, there is no Tax Underpayment. Up to the reporting date, all the tax litigation process for BNP fiscal year 2013 has been completed.

Tax audit for the fiscal year 2014

In March 2024, Tax Court granted all appeals submitted by the Bank on CIT amounted Rp1,212. Therefore, there were no taxes underpaid by the Bank for CIT. The Tax Court partially granted the appeals on VAT with the initial tax underpayment of Rp2,515 to Rp2,511. The Bank did not file a request for Judicial Review with Supreme Court regarding Tax Court decision.

In June 2024, the Bank received the application for Judicial Review from Tax Office for the underpayment of CIT of Rp1,212. In July 2024, the Bank submitted counter Judicial Review to Supreme Court. In June 2025, the Bank received Supreme Court Decision which fully rejected Tax Office's Judicial Review. Therefore, there is no Tax Underpayment. Up to the reporting date, all the tax litigation process for BNP fiscal year 2014 has been completed.

Tax audit for the fiscal year 2016

In December 2024, Tax Court has partially granted BNP's appeal for VAT and other income tax amounted to Rp124 from Rp2,635 and change the overpayment of CIT amounted to Rp12,488 from Rp15,737. The Bank did not take further legal action regarding the tax court verdict. Up to the reporting date, all the tax litigation process for BNP fiscal year 2016 has been completed.

27. PERPAJAKAN (lanjutan)

c. Beban pajak penghasilan (lanjutan)

Entitas Anak

ADMF

Pemeriksaan pajak tahun 2017

Pada tanggal 28 Juni 2022, ADMF menerima SKP untuk tahun fiskal 2017. Berdasarkan SKP tersebut, Kantor Pajak menetapkan kurang bayar atas PPh Pasal 21, PPh Pasal 23/26, PPN, dan Pajak Penghasilan Badan dengan jumlah keseluruhan Rp28.324 yang di dalamnya terdapat porsi lebih bayar PPh Badan Rp14.909 yang disetujui oleh Kantor Pajak. ADMF setuju dengan koreksi lebih bayar PPh Badan sebesar Rp14.909 dan koreksi kurang bayar PPh Pasal 21, PPh Pasal 23/26, PPN Luar Negeri sebesar Rp1.274.

Pada tanggal 31 Agustus 2022, ADMF mengajukan keberatan atas sisa ketetapan kurang bayar Pajak Penghasilan Badan sebesar Rp17.278 dan ketetapan kurang bayar PPN sebesar Rp24.681 (termasuk denda). Untuk kasus PPN, pada tanggal 30 Maret 2023, ADMF telah menerima Keputusan Keberatan yang isinya mengurangkan PPN terutang dari Rp24.681 menjadi Rp21.976. Untuk kasus PPh Badan, pada tanggal 2 Mei 2023, ADMF telah menerima Keputusan Keberatan yang isinya mengabulkan sebagian permohonan keberatan sebesar Rp12.791 dari total permohonan sebesar Rp17.278. ADMF telah menerima pengembalian pajak dari porsi PPh Badan dan PPN yang dikabulkan pada proses keberatan. Atas porsi PPh Badan yang ditolak keberatannya sebesar Rp4.487, ADMF menyetujui sebagian keputusan keberatan sebesar Rp388 yang sudah dibebankan ke laporan laba rugi Juni 2023.

Pada tanggal 14 Juni 2023, ADMF mengajukan banding untuk kasus PPh Badan sebesar Rp4.099 dan kasus PPN sebesar Rp21.976. Pada tanggal 15 Mei 2024, Pengadilan Pajak memutuskan sengketa PPh Badan dan PPN ADMF. Dalam Putusan Pengadilan Pajak untuk kasus PPh Badan Tahun Pajak 2017, Majelis Hakim menolak permohonan banding ADMF sebesar Rp4.099. Dalam Putusan Pengadilan Pajak untuk kasus PPN, Majelis Hakim menolak permohonan banding ADMF sebesar Rp21.976.

Pada tanggal 19 Juli 2024, ADMF mengajukan Permohonan Peninjauan Kembali atas kasus PPh Badan sebesar Rp4.099 dan kasus PPN sebesar Rp21.976 yang ditolak oleh Majelis Hakim.

27. TAXATION (continued)

c. Income tax expense (continued)

Subsidiary

ADMF

Tax audit for the fiscal year 2017

On 28 June 2022, ADMF received Tax Assessment Letters for the fiscal year 2017. Based on the Assessment Letters, the Tax Office confirmed the underpayment of Article 21 Income Tax, Withholding Tax Articles 23/26, VAT, and Corporate Income Tax aggregating Rp28,324 which include Corporate Income Tax overpayment of Rp14,909 agreed by Tax Office. ADMF agreed with correction on Corporate Income Tax overpayment of Rp14,909 and correction on Article 21, Article 23/26, Overseas VAT underpayment of Rp1,274.

On 31 August 2022, ADMF has submitted the objection on Corporate Income Tax underpayment of Rp17,278 and VAT underpayment of Rp24,681 (including penalties). For VAT case, on 30 March 2023, ADMF has received Objection Decision reducing the VAT Payable from Rp24,681 to Rp21,976. For CIT case, on 2 May 2023, ADMF has received Objection Decision that granted part of the ADMF's objection amounted to Rp12,791 out of a total request amounted to Rp17,278. ADMF has received tax refund from the portion of CIT and VAT that was granted during the objection process. For rejected portion on CIT Case of Rp4,487, ADMF agreed with CIT objection decision amounted to Rp388 which was charged to the statement profit or loss on June 2023.

On 14 June 2023, ADMF filed an appeal request to Tax Court for the CIT case of Rp4,099 and the VAT case of Rp21,976. On 15 May 2024, the Tax Court decided on ADMF CIT and VAT dispute. In the Tax Court's Decision for the CIT case for Fiscal Year 2017, the Panel of Judges rejected ADMF's appeal amounted to Rp4,099. In the Tax Court's Decision for the VAT case, the Panel of Judges rejected ADMF's appeal amounted to Rp21,976.

On 19 July 2024, ADMF has submitted a Judicial Review to Supreme Court for CIT case of Rp4,099 and VAT case of Rp21,976 which was rejected by the Panel of Judges.

27. PERPAJAKAN (lanjutan)

c. Beban pajak penghasilan (lanjutan)

Entitas Anak (lanjutan)

ADMF (lanjutan)

Pemeriksaan pajak tahun 2017 (lanjutan)

ADMF telah menerima Putusan Mahkamah Agung yang isinya mengabulkan Permohonan Peninjauan Kembali atas kasus PPN dan menolak Permohonan Peninjauan Kembali atas kasus PPh Badan. ADMF telah menerima pengembalian pajak untuk Masa Pajak Juni, Juli, Agustus, Oktober, November dan Desember 2017 sebesar Rp17.419 dan atas putusan PPh Badan sebesar Rp4.099 telah dibebankan ke laporan laba rugi September 2025.

Pemeriksaan pajak tahun 2018

Pada tanggal 5 September 2023, ADMF menerima SKP untuk tahun fiskal 2018. Berdasarkan SKP tersebut, Kantor Pajak menetapkan kurang bayar atas PPh Pasal 21, PPh Pasal 21 Final, PPh Pasal 23/26, PPh Pasal 4 ayat (2), PPN, dan PPh Badan dengan jumlah keseluruhan Rp38.473. ADMF setuju dengan koreksi kurang bayar PPh Pasal 21, PPh Pasal 21 Final, PPh Pasal 23/26, dan PPh Pasal 4 ayat (2) sebesar Rp152.

Pada tanggal 3 November 2023, ADMF mengajukan keberatan atas ketetapan kurang bayar Pajak Penghasilan Badan sebesar Rp12.814 dan ketetapan kurang bayar PPN sebesar Rp25.507 (termasuk denda). Untuk kasus PPN, pada tanggal 31 Juli 2024, ADMF telah menerima Keputusan Keberatan yang isinya mengurangkan PPN terutang dari Rp25.507 menjadi Rp24.804. Untuk kasus PPh Badan, pada tanggal 31 Juli 2024, ADMF telah menerima Keputusan Keberatan yang isinya mengurangkan PPh Badan terutang dari Rp12.814 menjadi Rp12.563. ADMF telah menerima pengembalian pajak dari porsi PPh Badan dan PPN yang dikabulkan pada proses keberatan. Atas porsi PPh Badan yang ditolak keberatannya sebesar Rp12.563, ADMF menyetujui sebagian keputusan keberatan sebesar Rp2.161 yang telah dibebankan ke laporan laba rugi Oktober 2024. Pada tanggal 15 Oktober 2024, ADMF mengajukan banding untuk PPh Badan dan PPN masing-masing sebesar Rp10.402 dan Rp24.804.

27. TAXATION (continued)

c. Income tax expense (continued)

Subsidiary (continued)

ADMF (continued)

Tax audit for the fiscal year 2017 (continued)

ADMF has received Supreme Court Decisions that granted the Judicial Review of VAT case and reject the Judicial Review of CIT case. ADMF has received tax refund on the granted portion for the period June, July, August, October, November, and December 2017 amounted to Rp17,419 and for the rejected CIT case amounting to Rp4,099 has been charged to the statement of profit or loss in September 2025.

Tax audit for the fiscal year 2018

On 5 September 2023, ADMF received Tax Assessment Letters for the fiscal year 2018. Based on the Assessment Letters, the Tax Office confirmed the underpayment of Article 21 Income Tax, Article 21 Final Income Tax, Withholding Tax Articles 23/26, Withholding Tax Article 4 paragraph (2), VAT, and CIT aggregating Rp38,473. ADMF agreed with correction on Article 21, Article 21 Final, Articles 23/26, and Article 4 paragraph (2) underpayment of Rp152.

On 3 November 2023, ADMF has submitted the objection on Corporate Income Tax underpayment of Rp12,814 and VAT underpayment of Rp25,507 (including penalties). For VAT case, on 31 July 2024, ADMF has received Objection Decision reducing the VAT payable from Rp25,507 to Rp24,804. For CIT case, on 31 July 2024, ADMF has received Objection Decision reducing the CIT payable from Rp12,814 to Rp12,563. ADMF has received tax refund from the portion of CIT and VAT that was granted during the objection process. ADMF plans to submit appeal to tax court. For rejected portion on CIT case of Rp12,563, ADMF agreed with CIT objection decision amounted to Rp2,161 which was charged to the statement of profit or loss on October 2024. On 15 October 2024, ADMF submitted appeal for CIT and VAT amounted to Rp10,402 and Rp24,804. Up to the reporting date, the legal action for the application of ADMF appeal is still in process.

27. PERPAJAKAN (lanjutan)

c. Beban pajak penghasilan (lanjutan)

Entitas Anak (lanjutan)

ADMF (lanjutan)

Pemeriksaan pajak tahun 2018 (lanjutan)

Pada tanggal 26 November 2025, Pengadilan Pajak memutuskan sengketa PPh Badan dan PPN ADMF. Dalam Putusan Pengadilan Pajak untuk kasus PPh Badan Tahun Pajak 2018, Majelis Hakim mengabulkan permohonan banding ADMF sebesar Rp10.402. Dalam Putusan Pengadilan Pajak untuk kasus PPN, Majelis Hakim menolak permohonan banding ADMF sebesar Rp23.486. ADMF akan mengajukan Permohonan Peninjauan Kembali atas kasus banding PPN Masa September - Desember 2018 yang ditolak oleh Majelis Hakim.

27. TAXATION (continued)

c. Income tax expense (continued)

Subsidiary (continued)

ADMF (continued)

Tax audit for the fiscal year 2018 (continued)

On 26 November 2025, the Tax Court decided on the ADMF's CIT and VAT dispute. In the Tax Court's Decision for the CIT case for Fiscal Year 2018, the Panel of Judges granted the ADMF's appeal amounting to Rp10,402. In the Tax Court's Decision for the VAT case, the Panel of Judges rejected the ADMF's appeal amounting to Rp23,486. ADMF will submit Judicial Review Request to Supreme Court for the appeal of VAT for the period September - December 2018 which was rejected by the Panel of Judges.

d. Aset pajak tangguhan

Bank

d. Deferred tax assets

Bank

	2025				
	1 Januari/ *January*	**Dikreditkan/ (dibebankan) ke laba rugi/ *Credited/ (charged) to profit or loss***	**Dikreditkan/ (dibebankan) ke penghasilan komprehensif lain/ *Credited/ (charged) to other comprehensive income***	**31 Desember/ *December***	
Aset pajak tangguhan:					***Deferred tax assets:***
- Kerugian kredit ekspektasian atas aset dan penghapusbukuan pinjaman	485.550	(8.966)	-	476.584	*Expected credit losses - on assets and loans written off*
- (Keuntungan)/kerugian yang belum direalisasi atas perubahan nilai wajar efek-efek dan Obligasi Pemerintah - neto	49.041	1.960	(156.155)	(105.154)	*Unrealized (gains)/losses - from changes in fair Value of marketable securities and Government Bonds - net*
- Imbalan kerja karyawan yang masih harus dibayar	509.333	19.727	9.834	538.894	*Accrued employee - benefits*
- Penyusutan aset tetap	(6.090)	(512)	-	(6.602)	*Depreciation of fixed assets -*
- Kerugian pajak	620.394	(620.394)	-	-	*Fiscal losses -*
- Lain-lain	(81.096)	11.451	(7.727)	(77.372)	*Others -*
Jumlah aset pajak tangguhan - neto	**1.577.132**	**(596.734)**	**(154.048)**	**826.350**	*Total deferred tax assets - net*

27. PERPAJAKAN (lanjutan) / ***27. TAXATION (continued)***

d. Aset pajak tangguhan (lanjutan) / ***d. Deferred tax assets (continued)***

Bank (lanjutan) / ***Bank (continued)***

	2024				
	1 Januari/ *January*	**Dikreditkan/ (dibebankan) ke laba rugi/ *Credited/ (charged) to profit or loss***	**Dikreditkan/ (dibebankan) ke penghasilan komprehensif lain/ *Credited/ (charged) to other comprehensive income***	**31 Desember/ *December***	
Aset pajak tangguhan:					***Deferred tax assets:***
- Kerugian kredit ekspektasian atas aset dan penghapusbukuan pinjaman	1.636.619	(1.151.069)	-	485.550	*Expected credit losses - on assets and loans written off*
- (Keuntungan)/kerugian yang belum direalisasi atas perubahan nilai wajar efek-efek dan Obligasi Pemerintah - neto	21.995	(2.341)	29.387	49.041	*Unrealized (gains)/losses - from changes in fair value of marketable securities and Government Bonds-net*
- Imbalan kerja karyawan yang masih harus dibayar	501.191	8.608	(466)	509.333	*Accrued employee - benefits*
- Penyusutan aset tetap	10.724	(16.814)	-	(6.090)	*Depreciation of fixed assets -*
- Kerugian pajak	-	620.394	-	620.394	*Fiscal losses -*
- Lain-lain	(81.451)	(1.690)	2.045	(81.096)	*Others -*
Jumlah aset pajak tangguhan - neto	**2.089.078**	**(542.912)**	**30.966**	**1.577.132**	*Total deferred tax assets - net*

Entitas Anak / ***Subsidiary***

	2025				
	1 Januari/ *January*	**Dikreditkan/ (dibebankan) ke laba rugi/ *Credited/ (charged) to profit or loss***	**Dikreditkan/ (dibebankan) ke penghasilan komprehensif lain/ *Credited/(charged) to other comprehensive income***	**31 Desember/ *December***	
Aset pajak tangguhan:					***Deferred tax assets:***
- Cadangan piutang lain-lain	224.372	(12.999)	-	211.373	*Allowance for other-receivables*
- Penyusutan aset tetap	(14.777)	(8.347)	-	(23.124)	*Depreciation of fixed assets -*
- Imbalan kerja karyawan yang masih harus dibayar	240.468	(5.186)	(8.221)	227.061	*Accrued employee - Benefits and others*
- Promosi	20.815	12.107	-	32.922	*Promotion -*
- Bagian efektif atas perubahan nilai wajar instrumen derivatif untuk lindung nilai arus kas	3.208	188	11.522	14.918	*Effective portion on - fair value changes of derivative instruments for cash flow hedge*
- Lain-lain	5.025	(469)	(5.691)	(1.135)	*Others -*
Jumlah aset pajak tangguhan - neto	**479.111**	**(14.706)**	**(2.390)**	**462.015**	*Total deferred tax assets - net*

27. PERPAJAKAN (lanjutan)

27. TAXATION (continued)

d. Aset pajak tangguhan (lanjutan)

d. Deferred tax assets (continued)

Entitas Anak (lanjutan)

Subsidiary (continued)

	2024*)					
	1 Januari/ *January*	**Dikreditkan/ (dibebankan) ke laba rugi/ *Credited/ (charged) to profit or loss***	**Dikreditkan/ (dibebankan) ke penghasilan komprehensif lain/ *Credited/(charged) to other comprehensive income***	**Penambahan dari gabungan usaha/*Additional from Merger***	**31 Desember/ *December***	
Aset pajak tangguhan:						***Deferred tax assets:***
- Cadangan piutang lain-lain	81.451	112.983	-	29.938	224.372	*Allowance for other - receivables*
- Penyusutan aset tetap	(17.519)	1.122	-	1.620	(14.777)	*Depreciation of fixed - assets*
- Imbalan kerja karyawan yang masih harus dibayar	245.864	(19.000)	2.187	11.417	240.468	*Accrued employee - Benefits and others*
- Promosi	37.863	(17.048)	-	-	20.815	*Promotion -*
- Bagian efektif atas nilai wajar instrumen derivatif untuk lindung nilai arus kas	212	-	2.996	-	3.208	*Effective portion on - fair value changes of derivative instruments for cash flow hedge*
- Lain-lain	7.094	635	(2.704)	-	5.025	*Others -*
Jumlah aset pajak tangguhan - neto	**354.965**	**78.692**	**2.479**	**42.975**	**479.111**	*Total deferred tax assets - net*

e. Administrasi

Sesuai dengan peraturan perpajakan di Indonesia, Bank dan Entitas Anak melaporkan/menyetorkan pajak untuk setiap perusahaan sebagai suatu badan hukum yang terpisah (pelaporan pajak penghasilan konsolidasi tidak diperbolehkan) berdasarkan prinsip *self-assessment*. Fiskus dapat menetapkan/mengubah pajak-pajak tersebut dalam jangka waktu tertentu sesuai peraturan yang berlaku. Direktorat Jenderal Pajak ("DJP") dapat menetapkan atau mengubah liabilitas pajak dalam waktu lima tahun sejak saat terutangnya pajak.

e. Administration

Under the taxation laws in Indonesia, the Bank and Subsidiary submit/pay individual corporate tax returns (income tax reporting on consolidated basis is not allowed) on the basis of self-assessment. The tax authorities may assess or amend taxes within the statute of limitation, under prevailing regulations. Directorate General of Tax ("DJP") may assess or amend tax liabilities within five years since the time the tax becomes due.

*) Disajikan kembali

*) *As restated*

28. PINJAMAN SUBORDINASI / *28. SUBORDINATED LOAN*

Rincian pinjaman subordinasi pada tanggal 31 Desember 2025 dan 2024 sebagai berikut:

The details of subordinated loan as of 31 December 2025 and 2024 is as follows:

	2025	2024	
MUFG Bank, Ltd.	25.000	25.000	*MUFG Bank, Ltd.*

Pada tanggal 27 November 2018, Bank melakukan perjanjian pinjaman subordinasi dengan MUFG Bank, Ltd., pihak berelasi, senilai Rp25.000. Pinjaman subordinasi tersebut telah dicairkan seluruhnya dari MUFG Bank, Ltd. pada tanggal 4 Desember 2018 dengan tingkat suku bunga tetap sebesar 9,27%. Pinjaman telah diperpanjang pada tanggal 4 Desember 2023 dengan tingkat suku bunga tetap sebesar 7,33% dan akan jatuh tempo dalam 5 tahun sejak tanggal perpanjangan pinjaman. Pinjaman subordinasi tersebut dilakukan untuk memenuhi persyaratan rencana aksi (*recovery plan*) sesuai POJK No.14/POJK.03/2017 tentang Rencana Aksi (*Recovery Plan*) bagi Bank Sistemik. Pinjaman subordinasi ini tidak dapat dilunasi sebelum tanggal jatuh tempo tanpa mendapat persetujuan terlebih dahulu dari OJK.

On 27 November 2018, the Bank entered into a subordinated loan agreement amounted to Rp25,000 with MUFG Bank, Ltd., a related party. The subordinated loan was fully disbursed from MUFG Bank, Ltd. on 4 December 2018 with fixed interest rate of 9.27%. The subordinated loan has been extended on 4 December 2023 with fixed interest rate of 7.33% per annum and will mature in 5 years from the loan extension date. The subordinated loan was used to fulfill the requirements of recovery plan according to POJK No.14/POJK.03/2017 concerning the Recovery Plan for Systemic Banks. The subordinated loan cannot be early terminated or repaid before its maturity date without obtaining prior approval from OJK.

Sesuai surat OJK No.S-85/PB.32/2018 tanggal 23 Oktober 2018, OJK memberikan persetujuan pelaksanaan pinjaman subordinasi untuk diperhitungkan sebagai komponen modal dan menjadi bagian dari kewajiban Bank dalam Rencana Aksi Bank untuk tahun 2018 setelah Bank memenuhi seluruh persyaratan yang disebutkan dalam surat OJK tersebut. Bank melalui surat yang ditujukan kepada OJK No.042/TRS/1218 tanggal 6 Desember 2018, telah mengonfirmasikan bahwa seluruh persyaratan yang ditetapkan OJK tersebut telah dipenuhi.

As per OJK's letter No.S-85/PB.32/2018 dated 23 October 2018, OJK approved the subordinated loan to be included as part of capital components and as part of the Bank's obligation in the Bank's Recovery Plan for 2018, subject to the Bank fulfilling all requirements as stated in the letter. The Bank per its letter to OJK No.042/TRS/1218 dated 6 December 2018, has confirmed that all requirements stipulated by OJK have been fulfilled.

Perjanjian pinjaman subordinasi ini memuat pembatasan yang tidak boleh dilakukan Bank sebagai berikut:

1. Mengubah bidang usaha utama Bank.
2. Mengurangi modal dasar, modal ditempatkan dan modal disetor, kecuali jika pengurangan tersebut dilakukan atas dasar permintaan atau perintah dari regulator yang memiliki kewenangan untuk melakukan hal tersebut sesuai dengan ketentuan hukum yang berlaku.

The subordinated loan agreement has negative covenants as follows:

1. *Change the main business of the Bank.*
2. *Reduce the authorized capital, issued capital and paid-up capital, except if the reduction is done based on the request or order from the regulator which is capable to do so in accordance with prevailing law.*

Pada tanggal 31 Desember 2025, Bank telah memenuhi seluruh persyaratan yang disebutkan dalam perjanjian pinjaman subordinasi.

As of 31 December 2025, the Bank has complied with all the requirements mentioned in the subordinated loan agreement.

29. BEBAN YANG MASIH HARUS DIBAYAR DAN LIABILITAS LAIN-LAIN / *29. ACCRUALS AND OTHER LIABILITIES*

	2025	2024*)	
Provisi pinjaman diterima dimuka	3.278.517	3.435.160	*Unearned loan provision*
Beban yang masih harus dibayar	2.771.768	2.543.528	*Accrued expenses*
Cadangan imbalan kerja karyawan (Catatan 43)	2.278.766	2.311.597	*Provision for employee benefits (Note 43)*
Utang bunga	629.798	594.458	*Interest payable*
Pembelian efek-efek yang masih harus dibayar	503.341	536.778	*Accrued purchase of marketable securities*
Liabilitas sewa	464.804	496.630	*Lease liability*
Dana setoran	369.625	327.880	*Temporary fund*
Liabilitas terkait transaksi asuransi	168.176	157.931	*Insurance transaction liability*
Utang kepada *dealer*	136.089	302.480	*Payable to dealers*
Kerugian Kredit Ekspektasian - Transaksi Rekening Administratif	123.457	153.035	*Expected Credit Losses - off Balance Sheet*
Pajak final	96.221	88.587	*Final tax*
Kewajiban kepada *card holder*	78.095	67.405	*Payable to card holder*
Liabilitas transaksi nasabah	29.073	37.543	*Customer transaction liability*
Utang kepada *merchant*	15.475	10.503	*Payable to merchants*
Setoran jaminan	7.583	7.989	*Security deposits*
Cadangan biaya lainnya	2.912	2.909	*Other provisions*
Utang dividen	682	736	*Dividend Payable*
Instrumen BI lainnya - Devisa Hasil Ekspor (DHE)	-	16.095	*Other BI instrument - Devisa Hasil Ekspor (DHE)*
Lain-lain	375.772	551.678	*Others*
	11.330.154	**11.642.922**	

Saldo di atas pada tanggal 31 Desember 2025 terdiri atas beban yang masih harus dibayar dan liabilitas lain-lain dalam Rupiah sebesar Rp11.046.308 dan mata uang asing sebesar Rp283.846 (2024: Rp11.380.025 dan Rp262.897) (Catatan 53).

The above balance as of 31 December 2025 consists of accruals and other liabilities in Rupiah of Rp11,046,308 and in foreign currencies of Rp283,846 (2024: Rp11,380,025 and Rp262,897) (Note 53).

Beban yang masih harus dibayar

Akun ini termasuk akrual untuk kesejahteraan karyawan sebesar Rp1.220.916 (2024: Rp1.089.894) dan sisanya merupakan akrual untuk beban operasional Bank dan Entitas Anak.

Accrued expenses

This account includes an accrual for employees' welfare of Rp1,220,916 (2024: Rp1,089,894) and the remainder represents accruals in relation to operational costs of the Bank and Subsidiary.

Instrumen BI lainnya – Devisa Hasil Ekspor (DHE)

Akun ini adalah dana DHE yang diterima dari eksportir yang selanjutnya ditempatkan oleh Bank pada instrumen TD Valas DHE yang diterbitkan oleh Bank Sentral Indonesia.

Other BI instrument – Devisa Hasil Ekspor (DHE)

This account is DHE funds received from exporters which are further placed by the Bank in DHE Foreign Exchange TD instruments issued by the Central Bank of Indonesia.

Utang kepada *dealer*

Utang kepada *dealer* merupakan liabilitas ADMF kepada *dealer* atas nasabah-nasabah yang telah memperoleh persetujuan kredit dan pihak *dealer* telah menyerahkan kendaraan yang dibiayai kepada nasabah tersebut.

Payable to dealers

Payable to dealers represents ADMF liabilities to dealers for the approved consumer financing contracts, where the dealers have delivered the vehicles to the customers.

Pendapatan diterima dimuka

Akun ini termasuk imbalan yang diterima dimuka dari ZAI sebesar Rp1.494.000 dan diamortisasi selama periode kontrak (Catatan 20).

Unearned income

This account includes upfront fees received from ZAI amounted to Rp1,494,000 and amortized over the contract period (Note 20).

*) Disajikan kembali

*) *As restated*

29. BEBAN YANG MASIH HARUS DIBAYAR DAN LIABILITAS LAIN-LAIN (lanjutan)

29. ACCRUALS AND OTHER LIABILITIES (continued)

Pendapatan diterima dimuka (lanjutan)

Selain itu, termasuk juga pendapatan diterima dimuka dari PT Asuransi Jiwa Manulife dimana berdasarkan perjanjian pada tanggal 31 Maret 2020, Bank dan PT Asuransi Jiwa Manulife setuju untuk memperpanjang *collaboration agreement* yang ada dalam mempromosikan dan memperkenalkan produk asuransi PT Asuransi Jiwa Manulife kepada nasabah Bank dan Entitas Anak. Sebagai imbal balik, Bank dan Entitas Anak telah menerima perpanjangan *collaboration fee* dari PT Asuransi Jiwa Manulife yang diakui dalam pendapatan diterima dimuka dan diamortisasi ke laba rugi.

Unearned income (continued)

In addition, included in the unearned income is the collaboration fees received from PT Asuransi Jiwa Manulife which based on the agreement dated 31 March 2020, the Bank and PT Asuransi Jiwa Manulife agreed to extend their existing collaboration agreement in promoting and introducing insurance products of PT Asuransi Jiwa Manulife to the Bank's and its Subsidiary's customers. In return, the Bank and its Subsidiary have received extension collaboration fee from PT Asuransi Jiwa Manulife which is recognized in unearned income and amortized to profit and loss.

30. MODAL SAHAM

30. SHARE CAPITAL

	2025			
Pemegang saham	Jumlah saham ditempatkan dan disetor penuh/ *Number of shares issued and fully paid*	Persentase kepemilikan/ *Percentage of ownership*	Jumlah nominal/ *Nominal value*	*Shareholders*
Saham Seri A (nilai nominal Rp50.000 (nilai penuh) per saham)				***A Series shares (par value of Rp50,000 (full amount) per share)***
Masyarakat (kepemilikan masing-masing dibawah 5%)	22.400.000	0,23%	1.120.000	*Public (ownership interest below 5% each)*
Saham Seri B (nilai nominal Rp500 (nilai penuh) per saham)				***B Series shares (par value of Rp500 (full amount) per share)***
MUFG Bank, Ltd. (langsung dan tidak langsung)	9.038.053.192	92,47%	4.519.027	*MUFG Bank, Ltd. (direct and indirect)*
Masyarakat (kepemilikan masing-masing dibawah 5%)	708.633.922	7,25%	354.317	*Public (ownership interest below 5% each)*
Direksi:				*Board of Directors:*
- Honggo Widjojo Kangmasto	1.573.300	0,02%	787	*Honggo Widjojo Kangmasto* -
- Dadi Budiana	946.400	0,01%	473	*Dadi Budiana* -
- Herry Hykmanto	809.156	0,01%	405	*Herry Hykmanto* -
- Thomas Sudarma	589.700	0,01%	295	*Thomas Sudarma* -
- Rita Mirasari	424.400	0,00%	212	*Rita Mirasari* -
- Yenny Siswanto	122.800	0,00%	61	*Yenny Siswanto* -
	9.751.152.870	99,77%	4.875.577	
	9.773.552.870	**100%**	**5.995.577**	

30. MODAL SAHAM (lanjutan) / *30. SHARE CAPITAL (continued)*

	2024			
Pemegang saham	Jumlah saham ditempatkan dan disetor penuh/ *Number of shares issued and fully paid*	Persentase kepemilikan/ *Percentage of ownership*	Jumlah nominal/ *Nominal value*	*Shareholders*
Saham Seri A (nilai nominal Rp50.000 (nilai penuh) per saham)				***A Series shares (par value of Rp50,000 (full amount) per share)***
Masyarakat (kepemilikan masing-masing dibawah 5%)	22.400.000	0,23%	1.120.000	*Public (ownership interest below 5% each)*
Saham Seri B (nilai nominal Rp500 (nilai penuh) per saham)				***B Series shares (par value of Rp500 (full amount) per share)***
MUFG Bank, Ltd. (langsung dan tidak langsung)	9.038.053.192	92,47%	4.519.027	*MUFG Bank, Ltd. (direct and indirect)*
Masyarakat (kepemilikan masing-masing dibawah 5%)	708.640.822	7,25%	354.321	*Public (ownership interest below 5% each)*
Direksi:				*Board of Directors:*
- Honggo Widjojo Kangmasto	1.188.000	0,01%	594	*Honggo Widjojo Kangmasto -*
- Dadi Budiana	749.700	0,01%	375	*Dadi Budiana -*
- Herry Hykmanto	680.256	0,01%	340	*Herry Hykmanto -*
- Hafid Hadeli	534.200	0,01%	267	*Hafid Hadeli -*
- Muljono Tjandra	503.000	0,01%	251	*Muljono Tjandra -*
- Thomas Sudarma	460.100	0,00%	230	*Thomas Sudarma -*
- Rita Mirasari	343.600	0,00%	172	*Rita Mirasari -*
	9.751.152.870	99,77%	4.875.577	
	9.773.552.870	**100%**	**5.995.577**	

MUFG Bank, Ltd. merupakan entitas anak yang sepenuhnya dimiliki oleh Mitsubishi UFJ Financial Group, Inc. yang berkedudukan di Jepang.

MUFG Bank, Ltd. is wholly-owned subsidiary of Mitsubishi UFJ Financial Group, Inc. which is based in Japan.

31. TAMBAHAN MODAL DISETOR / *31. ADDITIONAL PAID-IN CAPITAL*

Tambahan modal disetor terdiri dari: / *Additional paid-in capital consists of:*

	2025	2024	
Agio saham	7.546.140	7.546.140	*Additional paid-in capital*
Biaya emisi efek ekuitas	(154.384)	(154.384)	*Share issuance costs*
Penyesuaian agio saham	(135.432)	(135.432)	*Adjustment on additional paid-up capital*
Penyesuaian agio saham - efek penggabungan usaha dengan BNP	729.647	729.647	*Adjustment on additional paid-up-capital - effect of merger with BNP*
Dampak dari penggabungan usaha Entitas Anak	(70.490)	-	*Impact from merger of Subsidiary*
Jumlah	**7.915.481**	**7.985.971**	*Total*

32. PENGGUNAAN LABA BERSIH

Penggunaan laba bersih untuk dua tahun buku terakhir adalah sebagai berikut:

32. APPROPRIATION OF NET INCOME

The appropriation of net income for the last two financial years is as follows:

	Laba bersih untuk tahun buku/ *Net income for financial year*		
	2024	**2023**	
Pembagian dividen tunai	1.112.719	1.226.385	*Distribution of cash dividend*
Pembentukan cadangan umum dan wajib	31.793	35.039	*Appropriation for general and legal reserve*
Saldo laba	2.034.823	2.242.458	*Retained earnings*
	3.179.335	**3.503.882**	

Rapat Umum Pemegang Saham Tahunan ("RUPS Tahunan") yang diadakan pada tanggal 21 Maret 2025, memutuskan pembagian total dividen tunai untuk tahun buku 2024 sebesar 35% dari laba bersih atau sejumlah kurang lebih Rp1.112.767 atau Rp113,85 (nilai penuh) per saham seri A dan seri B dan pembentukan cadangan umum dan wajib sebesar Rp31.793.

The Annual General Meeting of Shareholders ("Annual GMS") which was held on 21 March 2025, approved the total cash dividend distribution for the 2024 financial year of 35% of the net profit or in the amount of approximately Rp1,112,767 or Rp113.85 (full amount) per share for series A and series B shares and the allocation for general and legal reserve in the amount of Rp31,793.

Berdasarkan Daftar Pemegang Saham tanggal 11 April 2025 yang merupakan tanggal pencatatan daftar pemegang saham yang berhak atas dividen, jumlah saham yang beredar pada tanggal 11 April 2025 adalah 9.773.552.870 saham, sehingga dividen per saham yang akan dibagikan pada tanggal 24 April 2025 adalah sebesar Rp113,85 (nilai penuh) per saham seri A dan seri B atau jumlah dividen tunai adalah sebesar Rp1.112.719.

Based on the Shareholders Registry as of 11 April 2025 whereby shareholders registered as of that date are entitled to the dividends, the total number of issued shares as of 11 April 2025 was 9,773,552,870 shares, therefore, the dividends distributed on 24 April 2025 amounted to Rp113.85 (full amount) per share for series A and series B shares or total cash dividends of Rp1,112,719.

Rapat Umum Pemegang Saham Tahunan ("RUPS Tahunan") yang diadakan pada tanggal 22 Maret 2024, memutuskan pembagian total dividen tunai untuk tahun buku 2023 sebesar 35% dari laba bersih atau sejumlah kurang lebih Rp1.226.359 atau Rp125,48 (nilai penuh) per saham seri A dan seri B dan pembentukan cadangan umum dan wajib sebesar Rp35.039.

The Annual General Meeting of Shareholders ("Annual GMS") which was held on 22 March 2024, approved the total cash dividend distribution for the 2023 financial year of 35% of the net profit or in the amount of approximately Rp1,226,359 or Rp125.48 (full amount) per share for series A and series B shares and the allocation for general and legal reserve in the amount of Rp35,039.

Berdasarkan Daftar Pemegang Saham tanggal 4 April 2024 yang merupakan tanggal pencatatan daftar pemegang saham yang berhak atas dividen, jumlah saham yang beredar pada tanggal 4 April 2024 adalah 9.773.552.870 saham, sehingga dividen per saham yang dibagikan pada tanggal 25 April 2024 adalah sebesar Rp125,48 (nilai penuh) per saham seri A dan seri B atau jumlah dividen tunai adalah sebesar Rp1.226.385.

Based on the Shareholders Registry as of 4 April 2024 whereby shareholders registered as of that date are entitled to the dividends, the total number of issued shares as of 4 April 2024 was 9,773,552,870 shares, therefore, the dividends distributed on 25 April 2024 amounted to Rp125.48 (full amount) per share for series A and series B shares or total cash dividends of Rp1,226,385.

33. CADANGAN UMUM DAN WAJIB / *33. GENERAL AND LEGAL RESERVES*

Pada tanggal 31 Desember 2025, Bank telah membentuk cadangan umum dan wajib sebesar Rp595.680 (2024: Rp563.887). Cadangan umum dan wajib ini dibentuk sehubungan dengan mengenai Perseroan Terbatas, yang mengharuskan perusahaan-perusahaan untuk membuat penyisihan cadangan umum sebesar sekurang-kurangnya 20% dari jumlah modal yang ditempatkan dan disetor penuh. Undang-undang tersebut tidak mengatur jangka waktu untuk membentuk cadangan tersebut.

As of 31 December 2025, the Bank had general and legal reserves of Rp595,680 (2024: Rp563,887). This general and legal reserve was provided in relation with regarding the Limited Liability Company which requires companies to set up a general reserve amounted to at least 20% of the issued and fully paid share capital. There is no timeline over which this amount should be provided.

34. PENDAPATAN BUNGA / *34. INTEREST INCOME*

	2025	2024*)	
Pinjaman yang diberikan	13.381.490	12.556.247	*Loans*
Piutang pembiayaan konsumen	10.083.074	9.711.004	*Consumer financing receivables*
Obligasi Pemerintah	1.202.409	1.067.846	*Government Bonds*
Efek-efek dan tagihan lainnya	996.922	756.007	*Marketable securities and other bills receivable*
Penempatan pada bank lain dan BI	276.878	406.419	*Placements with other banks and BI*
	25.940.773	**24.497.523**	

Pendapatan bunga berdasarkan klasifikasi aset keuangan adalah sebagai berikut:

Interest income based on the classification of financial assets is as follows:

	2025	2024*)	
Biaya perolehan diamortisasi	24.119.057	22.914.173	*Amortized cost*
Nilai wajar melalui penghasilan komprehensif lain	1.714.191	1.487.956	*Fair value through other comprehensive income*
Nilai wajar melalui laporan laba rugi	107.525	95.394	*Fair value through profit or loss*
	25.940.773	**24.497.523**	

Untuk tahun yang berakhir pada tanggal 31 Desember 2025, amortisasi dari beban yang terkait langsung dari perolehan nasabah ("biaya transaksi") sebesar Rp850.165 disajikan sebagai pengurang dari pendapatan bunga (2024: Rp929.832).

For the year ended 31 December 2025, the amortization of costs directly incurred in acquiring customers ("transaction cost") amounted to Rp850,165 was recorded as a deduction from interest income (2024: Rp929,832).

35. BEBAN BUNGA / *35. INTEREST EXPENSE*

	2025	2024*)	
Simpanan nasabah			*Deposits from customers*
- Giro	712.105	795.685	*Current accounts -*
- Tabungan	459.319	550.792	*Savings -*
- Deposito berjangka	4.737.241	4.009.414	*Time deposits -*
Pinjaman yang diterima dan simpanan dari bank lain	1.204.362	1.187.776	*Borrowings and deposits from other banks*
Efek yang diterbitkan	581.959	503.932	*Securities issued*
Beban asuransi penjaminan simpanan	322.033	294.004	*Deposit insurance guarantee expense*
	8.017.019	**7.341.603**	

*) Disajikan kembali / *) *As restated*

36. PENDAPATAN DAN BEBAN PROVISI DAN KOMISI / *36. FEES AND COMMISSION INCOME AND EXPENSE*

Untuk tahun yang berakhir pada tanggal 31 Desember 2025, termasuk di dalam pendapatan provisi dan komisi adalah pendapatan provisi terkait dengan kegiatan perkreditan sebesar Rp354.932 (2024: Rp341.761) dan komisi atas jasa yang dilakukan sebesar Rp952.575 (2024: Rp945.563).

For the year ended 31 December 2025, included in fees and commission income are credit related fees income amounted to Rp354,932 (2024: Rp341,761) and service commissions amounted to Rp952,575 (2024: Rp945,563).

Termasuk didalam beban provisi dan komisi untuk tahun yang berakhir pada tanggal 31 Desember 2025 adalah beban provisi terkait dengan kegiatan perkreditan sebesar Rp320.471 (2024: Rp236.152).

Included in provision and commissions expense for the year ended 31 December 2025 is credit related provision expense amounted to Rp320,471 (2024: Rp236,152).

37. IMBALAN JASA LAIN / *37. OTHER FEES*

	2025	2024*)	
Imbalan administrasi	1.507.409	1.454.599	*Administration fees*
Transaksi *bancassurance*	576.050	745.709	*Bancassurance transactions*
Transaksi kartu kredit	87.595	77.801	*Credit card transactions*
Lain-lain	225.425	209.926	*Others*
	2.396.479	**2.488.035**	

38. KEUNTUNGAN/(KERUGIAN) DARI PERUBAHAN NILAI WAJAR ATAS INSTRUMEN KEUANGAN YANG DIUKUR PADA NILAI WAJAR MELALUI LABA RUGI - NETO / *38. GAINS/(LOSSES) FROM CHANGES IN FAIR VALUE OF FINANCIAL INSTRUMENTS AT FAIR VALUE THROUGH PROFIT OR LOSS - NET*

	2025	2024	
Obligasi Pemerintah dan Efek-efek yang diperdagangkan (Catatan 8 dan 15)	(571)	4.648	*Trading Government bonds and Marketable securities (Notes 8 and 15)*
Instrumen derivatif (Catatan 10)	(7.390)	(24.469)	*Derivative instruments (Note 10)*
	(7.961)	**(19.821)**	

39. BEBAN UMUM DAN ADMINISTRASI / *39. GENERAL AND ADMINISTRATIVE EXPENSES*

	2025	2024*)	
Beban kantor	2.566.489	2.450.913	*Office expenses*
Iklan dan promosi	955.525	931.892	*Advertising and promotion*
Penyusutan aset tetap dan aset hak guna	624.747	529.549	*Depreciation of fixed assets and right-of-use assets*
Sewa	444.905	441.917	*Rental*
Beban amortisasi	334.826	284.432	*Amortization expenses*
Komunikasi	219.624	208.962	*Communications*
Beban bunga liabilitas sewa	30.598	29.244	*Interest expense on lease liabilities*
Lain-lain	66.970	88.193	*Others*
	5.243.684	**4.965.102**	

*) Disajikan kembali / *) *As restated*

40. BEBAN TENAGA KERJA DAN TUNJANGAN / *40. SALARIES AND EMPLOYEE BENEFITS*

	2025	2024*)	
Gaji dan tunjangan lainnya	6.695.412	6.251.680	*Salaries and other allowance*
Pendidikan dan pelatihan	113.070	115.845	*Education and training*
Lain-lain	484.559	454.896	*Others*
	7.293.041	**6.822.421**	

Remunerasi Direksi, Dewan Komisaris, dan Komite Audit Bank dan Entitas Anak adalah sebagai berikut:

Remuneration for Board of Directors, Board of Commissioners, and Audit Committee of the Bank and Subsidiary is as follows:

	2025			
	Gaji, bruto/ *Salaries, gross*	Tunjangan dan fasilitas lainnya, bruto/ *Other allowance and benefits, gross*	Jumlah/*Total*	
Direksi	63.218	131.858	195.076	*Board of Directors*
Dewan Komisaris	15.310	23.664	38.974	*Board of Commissioners*
Komite Audit	1.828	497	2.325	*Audit Committee*
	80.356	**156.019**	**236.375**	

	2024			
	Gaji, bruto/ *Salaries, gross*	Tunjangan dan fasilitas lainnya, bruto/ *Other allowance and benefits, gross*	Jumlah/*Total*	
Direksi	62.465	128.730	191.195	*Board of Directors*
Dewan Komisaris	15.672	22.811	38.483	*Board of Commissioners*
Komite Audit	1.832	479	2.311	*Audit Committee*
	79.969	**152.020**	**231.989**	

41. PENDAPATAN BUKAN OPERASIONAL / *41. NON-OPERATING INCOME*

	2025	2024*)	
Penerimaan dari asuransi atas pinjaman yang telah dihapusbukukan	43.363	47.019	*Insurance recoveries of loans written off*
Keuntungan penjualan aset tetap (Catatan 18)	16.509	33.689	*Gain on sale of fixed assets (Note 18)*
Lain-lain	15.737	37.968	*Others*
	75.609	**118.676**	

42. BEBAN BUKAN OPERASIONAL / *42. NON-OPERATING EXPENSES*

	2025	2024*)	
Kerugian atas penjualan aset yang diambil alih	85.437	121.057	*Loss on disposal of foreclosed assets*
Kerugian penghapusan aset tetap dan aset tidakberwujud	13.260	411	*Loss on write-off of fixed assets and intangible assets*
Kerugian penjualan aset tetap (Catatan 18)	6.937	2.880	*Loss on disposal of fixed assets (Note 18)*
Lain-lain	41.524	39.506	*Others*
	147.158	**163.854**	

*) Disajikan kembali

*) *As restated*

43. DANA PENSIUN DAN IMBALAN KERJA LAINNYA

a. Program pensiun iuran pasti

Bank

Bank menyelenggarakan program pensiun iuran pasti untuk karyawan tetap yang memenuhi syarat yang dikelola dan diadministrasikan oleh PT Asuransi Jiwa Manulife Indonesia.

Pada tanggal 31 Desember 2025 dan 2024, iuran yang dibayarkan oleh karyawan dan Bank masing-masing adalah sebesar 3,75% dan 4,25% dari penghasilan dasar karyawan.

Untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024, imbalan pasti Bank yang diakui sebagai "beban tenaga kerja dan tunjangan" masing-masing sebesar Rp6.699 dan Rp7.354.

Bank mengikut-sertakan seluruh karyawan ke dalam program pemerintah BPJS Kesehatan yang dimulai pada bulan Juni 2015 dengan besar iuran yang dibayarkan oleh karyawan dan Bank masing-masing adalah sebesar 0,50% dan 4,00% dari upah karyawan. Besarnya iuran karyawan berubah menjadi 1,00% mulai bulan Juli 2015.

Bank juga mengikut-sertakan seluruh karyawan kedalam program pemerintah BPJS Ketenagakerjaan yang dimulai pada bulan Juli 2015 dengan besar iuran yang dibayarkan oleh karyawan dan Bank masing-masing adalah sebesar 1,00% dan 2,00% dari upah karyawan.

Entitas Anak

ADMF menyelenggarakan program pensiun imbalan pasti untuk karyawan tetap yang sudah memenuhi kriteria yang ditetapkan Perseroan dan dikelola serta diadministrasikan oleh PT Asuransi Jiwa Manulife Indonesia.

Pada tanggal 31 Desember 2025 dan 2024, ADMF membayar iuran pensiun sebesar 3,00% dari penghasilan dasar karyawan.

Untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024, imbalan pasti ADMF yang diakui sebagai "beban tenaga kerja dan tunjangan" masing-masing sebesar Rp29.532 dan Rp27.931.

b. Program pensiun manfaat pasti

Bank

Liabilitas atas program pensiun manfaat pasti dan imbalan pasca-kerja pada tanggal 31 Desember 2025 dan 2024 dihitung oleh perusahaan konsultan aktuaria I Gde Eka Sarmaja, FSAI & Rekan dengan menggunakan metode *Projected-Unit-Credit*.

43. PENSION PLAN AND OTHER EMPLOYEE BENEFITS

a. Defined contribution pension plan

Bank

The Bank has a defined contribution pension plan covering its qualified permanent employees, which is managed and administered by PT Asuransi Jiwa Manulife Indonesia.

As of 31 December 2025 and 2024, the employees' and the Bank's contributions were 3.75% and 4.25%, respectively, of the employees' basic salaries.

For the year ended 31 December 2025 and 2024, the Bank's defined benefit are recognized as "salaries and employee benefits" amounted to Rp6,699 and Rp7,354, respectively.

The Bank registers all employees into the government program BPJS Medical starting June 2015 with the employee and the Bank's contribution at 0.50% and 4.00%, respectively of the employee wages. Employee contribution became 1.00% starting July 2015.

The Bank also registered all employees into the government program BPJS Pension starting July 2015 with the employee and the Bank's contribution at 1.00% and 2.00%, respectively, of the employee wages.

Subsidiary

ADMF has defined benefit pension program covering its qualified permanent employees who meet the Company's criteria, managed and administered by PT Asuransi Jiwa Manulife Indonesia.

As of 31 December 2025 and 2024, ADMF paid pension costs at 3.00% from the employees' basic salaries.

For the year ended 31 December 2025 and 2024, the defined benefit for ADMF recognized as "salaries and employee benefits" amounted to Rp29,532 and Rp27,931, respectively.

b. Defined benefit pension plan

Bank

The liability for defined benefit pension plan and post-employment benefits as of 31 December 2025 and 2024 was calculated by a licensed actuarial consulting firm I Gde Eka Sarmaja, FSAI & Rekan using the Projected-Unit-Credit method.

43. DANA PENSIUN DAN IMBALAN KERJA LAINNYA (lanjutan)

b. Program pensiun manfaat pasti (lanjutan)

Bank (lanjutan)

Untuk tahun yang berakhir pada tanggal 31 Desember 2025, Bank telah menyisihkan dana untuk mendukung pemenuhan liabilitas imbalan pasca-kerja karyawan sebesar Rp290.840 (2024: Rp100.000), yang ditempatkan pada DPLK AIA Financial dalam bentuk program Pengelolaan Manfaat Pensiun untuk Dana Kompensasi Pasca Kerja, yang memenuhi kriteria untuk dicatat sebagai aset program.

Tabel berikut ini menyajikan saldo kewajiban imbalan pasca-kerja Bank pada tanggal 31 Desember 2025 dan 2024:

43. PENSION PLAN AND OTHER EMPLOYEE BENEFITS (continued)

b. Defined benefit pension plan (continued)

Bank (continued)

For the year ended 31 December 2025, the Bank set aside funds to be used to support the fulfilment of post-employment benefit obligations to the Bank's employees amounted to Rp290,840 (2024: Rp100,000), which is placed in DPLK AIA Financial in the form of Management of Post-employment Benefit Compensation plan, that meet the criteria to be recorded as plan asset.

The following table reflects the balance the Bank's obligation for post-employment benefits as of 31 December 2025 and 2024:

	2025	2024	
Nilai kini kewajiban imbalan pasca-kerja	1.460.939	1.425.468	*Present value of obligation post-employment benefit*
Nilai wajar aset program	(53.542)	(15.078)	*Fair value of plan asset*
Kewajiban imbalan pasca-kerja	**1.407.397**	**1.410.390**	*Obligation for post-employment benefit*

Nilai yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain atas imbalan pasca-kerja adalah sebagai berikut:

Amounts recognized in statement of profit or loss and other comprehensive income in respects of post-employment benefits are as follows:

	2025	2024	
Diakui pada laba rugi			***Recognized in profit or loss***
Beban jasa kini	134.789	161.034	*Current service cost*
Beban jasa lalu	12.144	(191.538)	*Past service cost*
Keuntungan atas penyelesaian	13.829	(3.202)	*Gains on settlements*
Beban bunga atas kewajiban	91.725	97.949	*Interest on obligation*
Penghasilan bunga pada aset program	(1.910)	-	*Interest income on plan assets*
	250.577	**64.243**	
Diakui pada penghasilan Komprehensif lain			***Recognized in other comprehensive income***
Efek perubahan asumsi keuangan	52.136	(16.828)	*Effect of financial assumption changes*
Efek penyesuaian pengalaman	(4.968)	15.500	*Effect of experience adjustment*
Imbal hasil atas aset program	(2.466)	(791)	*Return on plan asset*
	44.702	**(2.119)**	
Jumlah yang diakui di laporan laba rugi dan penghasilan komprehensif lain	**295.279**	**62.124**	***Total recognized in statement of profit or loss and other comprehensive income***

43. DANA PENSIUN DAN IMBALAN KERJA LAINNYA (lanjutan)

b. Program pensiun manfaat pasti (lanjutan)

Bank (lanjutan)

Perubahan nilai kini kewajiban imbalan pasca kerja adalah sebagai berikut:

43. PENSION PLAN AND OTHER EMPLOYEE BENEFITS (continued)

b. Defined benefit pension plan (continued)

Bank (continued)

The movements of the present value of obligation for post employment benefits are as follows:

	2025	2024	
Saldo pada awal tahun	1.410.390	1.556.003	*Balance at beginning year*
Beban jasa kini	134.789	161.034	*Current service cost*
Beban jasa lalu	12.144	(191.538)	*Past service cost*
Keuntungan atas penyelesaian	13.829	(3.202)	*Gains on settlements*
Beban bunga	91.725	97.949	*Interest expense*
Penghasilan bunga pada aset program	(1.910)	-	*Interest income on plan assets*
Imbalan yang dibayar oleh pemberi kerja	(7.432)	(107.737)	*Benefits paid from employer*
Iuran pemberi kerja	(290.840)	(100.000)	*Employer contributions*
Pengukuran kembali:			*Remeasurement:*
Perubahan dalam asumsi keuangan	52.136	(16.828)	*Change in financial assumptions*
Penyesuaian pengalaman	(4.968)	15.500	*Experience adjustment*
Imbal hasil atas aset program	(2.466)	(791)	*Return on plan asset*
Saldo pada akhir tahun	**1.407.397**	**1.410.390**	***Balance at end of year***

Perubahan nilai wajar aset program untuk program pasca-kerja:

Movements in the fair value of the plan asset for post-employment program were as follows:

	2025	2024	
Saldo awal nilai wajar aset program	15.078	-	*Beginning fair value of plan asset*
Penghasilan bunga pada aset program	1.910	-	*Interest income on plan assets*
Iuran pemberi kerja	290.840	100.000	*Employer contributions*
Pembayaran imbalan dari aset program	(242.922)	(82.511)	*Benefit payment from plan asset*
Pembayaran penyelesaian dari aset program	(13.830)	(3.202)	*Settlement payments from plan asset*
Pengukuran kembali:			*Remeasurements:*
Imbal hasil atas aset program	2.466	791	*Return on plan asset:*
Saldo akhir nilai wajar aset program	**53.542**	**15.078**	***Ending balance fair value of plan asset***

Komposisi aset program pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

The composition of plan asset for the year ended 31 December 2025 and 2024 are as follows:

	2025	2024	
Pasar uang	90%	90%	*Money market*
Pendapatan tetap	10%	10%	*Fixed income*
	100%	**100%**	

43. DANA PENSIUN DAN IMBALAN KERJA LAINNYA (lanjutan)

b. Program pensiun manfaat pasti (lanjutan)

Bank (lanjutan)

Asumsi-asumsi utama yang digunakan dalam perhitungan di atas:

43. PENSION PLAN AND OTHER EMPLOYEE BENEFITS (continued)

b. Defined benefit pension plan (continued)

Bank (continued)

Key assumptions used in the above calculation:

	2025	2024	
Asumsi ekonomi:			***Economic assumptions:***
- Tingkat diskonto per tahun	6,25%	7,00%	*Annual discount rate -*
- Tingkat kenaikan penghasilan dasar per tahun	6,50%	6,50%	*Annual basic salary - growth rate*
Asumsi demografi:			***Economic assumptions:***
- Tingkat kematian	TMI 2019	TMI 2019	*Mortality rate -*
- Tingkat kecacatan	10% of TMI 2019	10% of TMI 2019	*Disability rate -*

Tabel berikut menunjukkan sensitivitas atas kemungkinan perubahan tingkat suku bunga pasar, dengan variabel lain dianggap tetap, terhadap kewajiban imbalan pasca-kerja dan beban jasa kini pada tanggal 31 Desember 2025 dan 2024:

The following table demonstrates the sensitivity to a reasonably possible change in market interest rates, with all other variables held constant, of the obligation for post-employment and current service cost as of 31 December 2025 and 2024:

	2025			
	Dampak atas kewajiban imbalan pasti/ *Impact on defined benefit obligation*			
	Perubahan asumsi/ *Change in assumption*	Kenaikan asumsi/ *Increase in assumption*	Penurunan asumsi/ *Decrease in assumption*	
Asumsi ekonomi:				***Economic assumptions:***
Tingkat diskonto per tahun	100 *basis point*	(68.658)	76.096	*Annual discount rate*
Tingkat kenaikan penghasilan dasar	100 *basis point*	80.373	(73.883)	*Annual salary growth rate*

	2024			
	Dampak atas kewajiban imbalan pasti/ *Impact on defined benefit obligation*			
	Perubahan asumsi/ *Change in assumption*	Kenaikan asumsi/ *Increase in assumption*	Penurunan asumsi/ *Decrease in assumption*	
Asumsi ekonomi:				***Economic assumptions:***
Tingkat diskonto per tahun	100 *basis point*	(63.392)	69.878	*Annual discount rate*
Tingkat kenaikan penghasilan dasar	100 *basis point*	74.800	(69.101)	*Annual salary growth rate*

43. DANA PENSIUN DAN IMBALAN KERJA LAINNYA (lanjutan)

b. Program pensiun manfaat pasti (lanjutan)

Bank (lanjutan)

Liabilitas imbalan kerja Bank pada tanggal 31 Desember 2025 dan 2024 telah sesuai dengan laporan aktuaris independen tertanggal 9 Januari 2026 dan 31 Januari 2025.

Entitas Anak

Untuk tahun yang berakhir 31 Desember 2025, ADMF telah menyisihkan dana untuk mendukung pemenuhan liabilitas imbalan pasca-kerja karyawan sebesar Rp34.000, yang ditempatkan pada DPLK Manulife Indonesia dalam bentuk program Pengelolaan Manfaat Pensiun untuk Dana Kompensasi Pasca Kerja, yang memenuhi kriteria untuk dicatat sebagai aset program.

Liabilitas atas program pensiun manfaat pasti dan imbalan pasca-kerja pada tanggal 31 Desember 2025 dan 2024 dihitung oleh perusahaan konsultan aktuaria I Gde Eka Sarmaja, FSAI & Rekan dengan menggunakan metode *Projected-Unit-Credit*.

Tabel berikut ini menyajikan saldo kewajiban imbalan pasca-kerja ADMF pada tanggal 31 Desember 2025 dan 2024:

43. PENSION PLAN AND OTHER EMPLOYEE BENEFITS (continued)

b. Defined benefit pension plan (continued)

Bank (continued)

The Bank's employee benefit liabilities as of 31 December 2025 and 2024 is in accordance with the independent actuarial report dated 9 January 2026 and 31 January 2025.

Subsidiary

For year ended 31 December 2025, ADMF set aside funds to be used to support the fulfillment of post-employment benefit obligations to the ADMF's employees amounted to Rp34,000, which is placed in DPLK Manulife Indonesia in the form of Management of Post-employment Benefit Compensation Plan, that meet the criteria to be recorded as plan asset.

The liability for defined benefit pension plan and post-employment benefits as of 31 December 2025 and 2024 was calculated by a licensed actuarial consulting firm I Gde Eka Sarmaja, FSAI & Rekan using the Projected-Unit-Credit method.

The following table reflects the balance the ADMF;s obligation for post-employment benefits as of 31 December 2025 and 2024:

	2025	2024*)	
Nilai kini kewajiban imbalan pasca-kerja	664.132	711.995	*Present value of obligation post-employment benefit*
Nilai wajar aset program	(16.908)	-	*Fair value of plan asset*
Kewajiban imbalan pasca-kerja	**647.224**	**711.995**	*Obligation for post-employment benefit*

Nilai yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain atas program pensiun imbalan pasti adalah sebagai berikut:

Amounts recognized in statement of profit or loss and other comprehensive income in respects of the defined benefit plan are as follows:

	2025	2024*)	
Diakui pada laba rugi			***Recognized in profit or loss***
Beban jasa kini	74.749	70.956	*Current service cost*
Beban jasa lalu	-	8.098	*Past service cost*
Beban bunga atas kewajiban	47.039	42.578	*Interest on obligation*
Kerugian atas penyelesaian	168.499	6.067	*Losses on settlements*
Beban administrasi	267	-	*Administrative expenses*
	290.554	**127.699**	
Diakui pada penghasilan komprehensif lain			***Recognized in other comprehensive income***
Efek perubahan asumsi keuangan	5.395	(13.507)	*Effect of financial assumption changes*
Efek penyesuaian pengalaman	(46.127)	34.361	*Effect of experience adjustment*
Imbal hasil aset program	(845)	-	*Return on plan asset*
Efek perubahan asumsi demografik	-	(10.913)	*Effect of demographic assumption changes*
	(41.577)	**9.941**	
Jumlah yang diakui di laporan laba rugi dan penghasilan komprehensif lain	**248.977**	**137.640**	***Total recognized in statement of profit or loss and other comprehensive income***

*) Disajikan kembali

*) *As restated*

43. DANA PENSIUN DAN IMBALAN KERJA LAINNYA (lanjutan)

b. Program pensiun manfaat pasti (lanjutan)

Entitas Anak (lanjutan)

Perubahan nilai kini kewajiban imbalan pasca kerja adalah sebagai berikut:

43. PENSION PLAN AND OTHER EMPLOYEE BENEFITS (continued)

b. Defined benefit pension plan (continued)

Subsidiary (continued)

The movements of the present value of obligation for post-employment benefits are as follows:

	2025	**2024*)**	
Saldo pada awal tahun	711.995	561.160	*Balance at beginning year*
Beban jasa kini	74.749	70.956	*Current service cost*
Beban jasa lalu	-	8.098	*Past service cost*
Kerugian atas penyelesaian	168.499	6.067	*Losses on settlements*
Beban bunga	47.039	42.578	*Interest expense*
Beban administrasi	267	-	*Administrative expenses*
Imbalan yang dibayar oleh pemberi kerja	(279.748)	(40.145)	*Benefits paid from employer*
Iuran pemberi kerja	(34.000)	-	*Employer contributions*
Pengukuran kembali:			*Remeasurement:*
Perubahan dalam asumsi demografik	-	(10.913)	*Change in demographic assumptions*
Perubahan dalam asumsi keuangan	5.395	(13.507)	*Change in financial assumptions*
Penyesuaian pengalaman	(46.127)	34.361	*Experience adjustment*
Imbal hasil atas aset program	(845)	-	*Return on plan asset*
Efek *merging entity*	-	53.340	*Merging entity effect*
Saldo pada akhir tahun	**647.224**	**711.995**	***Balance at end of year***

Asumsi-asumsi utama yang digunakan dalam perhitungan di atas:

Key assumptions used in the above calculation:

	2025	**2024*)**	
Asumsi ekonomi:			***Economic assumptions:***
- Tingkat diskonto per tahun	6,25%	7,00%	*Annual discount rate -*
- Tingkat kenaikan penghasilan dasar per tahun	6,50%	5,00% - 7,00%	*Annual basic salary - growth rate*
Asumsi demografi:			***Economic assumptions:***
- Tingkat kematian	TMI 2019	TMI 2019	*Mortality rate -*
- Tingkat kecacatan	10% of TMI 2019	5% - 10% of TMI 2019	*Disability rate -*

*) Disajikan kembali

*) *As restated*

43. DANA PENSIUN DAN IMBALAN KERJA LAINNYA (lanjutan)

b. Program pensiun manfaat pasti (lanjutan)

Entitas Anak (lanjutan)

Tabel berikut menunjukkan sensitivitas atas kemungkinan perubahan tingkat suku bunga pasar, dengan variabel lain dianggap tetap, terhadap liabilitas imbalan pasca-kerja dan beban jasa kini Entitas Anak pada tanggal 31 Desember 2025 dan 2024:

43. PENSION PLAN AND OTHER EMPLOYEE BENEFITS (continued)

b. Defined benefit pension plan (continued)

Subsidiary (continued)

The following table demonstrates the sensitivity to a reasonably possible change in market interest rates, with all other variables held constant, of the obligation for post-employment and current service cost of Subsidiary as of 31 December 2025 and 2024:

	2025			
	Dampak atas kewajiban imbalan pasti/ *Impact on defined benefit obligation*			
	Perubahan asumsi/ *Change in assumption*	**Kenaikan asumsi/ *Increase in assumption***	**Penurunan asumsi/ *Decrease in assumption***	
Asumsi ekonomi:				***Economic assumptions:***
Tingkat diskonto per tahun	100 *basis point*	(49.111)	55.263	*Annual discount rate*
Tingkat kenaikan penghasilan dasar	100 *basis point*	70.222	(63.257)	*Annual salary growth rate*

	2024*)			
	Dampak atas kewajiban imbalan pasti/ *Impact on defined benefit obligation*			
	Perubahan asumsi/ *Change in assumption*	**Kenaikan asumsi/ *Increase in assumption***	**Penurunan asumsi/ *Decrease in assumption***	
Asumsi ekonomi:				***Economic assumptions:***
Tingkat diskonto per tahun	100 *basis point*	(40.524)	45.624	*Annual discount rate*
Tingkat kenaikan penghasilan dasar	100 *basis point*	58.550	(52.669)	*Annual salary growth rate*

Aset program ADMF seluruhnya (100%) diinvestasikan dalam instrument pasar uang berupa deposito berjangka.

ADMF's plan asset are fully (100%) invested in money market instruments in the form of time deposits.

Liabilitas imbalan kerja ADMF pada tanggal-tanggal 31 Desember 2025 dan 2024 telah sesuai dengan laporan aktuaris independent masing-masing tertanggal 8 Januari 2026 dan 30 Januari 2025.

ADMF's employee benefits liability as of 31 December 2025 and 2024 was in accordance with the independent actuarial report dated 8 January 2026 and 30 January 2025, respectively.

*) Disajikan kembali

*) *As restated*

43. DANA PENSIUN DAN IMBALAN KERJA LAINNYA (lanjutan)

c. Imbalan kerja jangka panjang lainnya

Bank

Nilai yang diakui dalam laporan laba rugi atas imbalan kerja jangka panjang lainnya adalah sebagai berikut:

43. PENSION PLAN AND OTHER EMPLOYEE BENEFITS (continued)

c. Other long-term employment benefits

Bank

Amounts recognized in statement of profit or loss in respects of the other long-term employment benefits are as follows:

	2025	2024	
Diakui pada Laba Rugi			***Recognized in Profit or Loss***
Beban jasa kini	18.453	15.377	*Current service cost*
Beban bunga atas kewajiban	8.623	6.876	*Interest on obligation*
Pengukuran kembali:			*Remeasurement:*
Imbalan kerja jangka panjang lain	55.415	25.685	*Other long term benefits*
Jumlah yang diakui di laporan laba rugi	**82.491**	**47.938**	***Total recognized in statement of profit or loss***

Perubahan nilai kini kewajiban imbalan kerja jangka panjang lainnya adalah sebagai berikut:

The movements of the present value of other long-term employment benefits are as follows:

	2025	2024	
Saldo pada awal tahun	142.900	106.856	*Balance at beginning year*
Beban jasa kini	18.453	15.377	*Current service cost*
Beban jasa lalu		-	*Past service cost*
Beban bunga	8.623	6.876	*Interest expense*
Imbalan yang dibayar	(48.495)	(11.894)	*Benefits paid*
Pengukuran kembali:			*Remeasurement:*
Efek perubahan asumsi demografik	(1.764)	-	*Effect of demographic assumption changes*
Perubahan dalam asumsi keuangan	52.917	22.974	*Change in financial assumptions*
Penyesuaian pengalaman	4.262	2.711	*Experience adjustment*
Saldo pada akhir tahun	**176.896**	**142.900**	***Balance at end of year***

Tabel berikut menunjukkan sensitivitas atas kemungkinan perubahan tingkat suku bunga pasar, dengan variabel lain dianggap tetap, terhadap imbalan kerja jangka panjang lainnya dan beban jasa kini Bank pada tanggal 31 Desember 2025 dan 2024:

The following table demonstrates the sensitivity to a reasonably possible change in market interest rates, with all other variables held constant, of other long-term employment benefits and current service cost of Bank as of 31 December 2025 and 2024:

	2025			
	Dampak atas kewajiban imbalan pasti/ *Impact on defined benefit obligation*			
	Perubahan asumsi/ *Change in assumption*	**Kenaikan asumsi/ *Increase in assumption***	**Penurunan asumsi/ *Decrease in assumption***	
Asumsi ekonomi:				***Economic assumptions:***
Tingkat diskonto per tahun	100 *basis point*	(9.574)	10.730	*Annual discount rate*
Tingkat kenaikan penghasilan dasar	100 *basis point*	1.795	(1.660)	*Annual salary growth rate*

43. DANA PENSIUN DAN IMBALAN KERJA LAINNYA (lanjutan)

43. *PENSION PLAN AND OTHER EMPLOYEE BENEFITS (continued)*

c. Imbalan kerja jangka panjang lainnya

c. Other long-term employment benefits

Bank (lanjutan)

Bank (continued)

	2024			
	Dampak atas kewajiban imbalan pasti/ *Impact on defined benefit obligation*			
	Perubahan asumsi/ *Change in assumption*	Kenaikan asumsi/ *Increase in assumption*	Penurunan asumsi/ *Decrease in assumption*	
Asumsi ekonomi:				***Economic assumptions:***
Tingkat diskonto per tahun	100 *basis point*	(6.477)	7.218	*Annual discount rate*
Tingkat kenaikan penghasilan dasar	100 *basis point*	1.693	(1.579)	*Annual salary growth rate*

Entitas Anak

Subsidiary

Nilai yang diakui dalam laporan laba rugi atas imbalan kerja jangka panjang lainnya adalah sebagai berikut:

Amounts recognized in statement of profit or loss in respects of the other long-term employment benefits are as follows:

	2025	2024	
Diakui pada Laba Rugi			***Recognized in Profit or Loss***
Beban jasa kini	6.449	6.237	*Current service cost*
Beban bunga atas kewajiban	2.984	2.814	*Interest on obligation*
Efek perubahan asumsi keuangan	471	(573)	*Effect of financial Assumption changes*
Efek penyesuaian pengalaman	(683)	3.519	*Effect of experience adjustment*
Jumlah yang diakui di laporan laba rugi	**9.221**	**11.997**	***Total recognized in statement of profit or loss***

Perubahan nilai kini kewajiban imbalan kerja jangka panjang lainnya adalah sebagai berikut:

The movements of the present value of obligation for other long-term employment benefits are as follows:

	2025	2024	
Saldo pada awal tahun	46.312	45.391	*Balance at beginning year*
Beban jasa kini	6.449	6.237	*Current service cost*
Beban bunga	2.984	2.814	*Interest expense*
Imbalan yang dibayar	(8.284)	(11.076)	*Benefits paid*
Pengukuran kembali atas imbalan pasca kerja:			*Remeasurement:*
Perubahan dalam asumsi keuangan	471	(573)	*Change in financial assumptions*
Penyesuaian pengalaman kewajiban	(683)	3.519	*Experience adjustment on obligation*
Saldo pada akhir tahun	**47.249**	**46.312**	***Balance at end of year***

43. DANA PENSIUN DAN IMBALAN KERJA LAINNYA (lanjutan)

c. Imbalan kerja jangka panjang lainnya (lanjutan)

Entitas Anak (lanjutan)

Tabel berikut menunjukkan sensitivitas atas kemungkinan perubahan tingkat suku bunga pasar, dengan variabel lain dianggap tetap, terhadap imbalan kerja jangka panjang lainnya dan beban jasa kini Entitas Anak pada tanggal 31 Desember 2025 dan 2024:

43. PENSION PLAN AND OTHER EMPLOYEE BENEFITS (continued)

c. Other long-term employment benefits (continued)

Subsidiary (continued)

The following table demonstrates the sensitivity to a reasonably possible change in market interest rates, with all other variables held constant, of other long-term employment benefits and current service cost of Subsidiary as of 31 December 2025 and 2024:

	2025			
	Dampak atas kewajiban imbalan pasti/ *Impact on defined benefit obligation*			
	Perubahan asumsi/ *Change in assumption*	**Kenaikan asumsi/ *Increase in assumption***	**Penurunan asumsi/ *Decrease in assumption***	
Asumsi ekonomi:				***Economic assumptions:***
Tingkat diskonto per tahun	100 *basis point*	(2.173)	2.377	*Annual discount rate*
Tingkat kenaikan penghasilan dasar	100 *basis point*	2.501	(2.327)	*Annual salary growth rate*

	2024			
	Dampak atas kewajiban imbalan pasti/ *Impact on defined benefit obligation*			
	Perubahan asumsi/ *Change in assumption*	**Kenaikan asumsi/ *Increase in assumption***	**Penurunan asumsi/ *Decrease in assumption***	
Asumsi ekonomi:				***Economic assumptions:***
Tingkat diskonto per tahun	100 *basis point*	(2.171)	2.375	*Annual discount rate*
Tingkat kenaikan penghasilan dasar	100 *basis point*	2.499	(2.324)	*Annual salary growth rate*

Bank dan Entitas Anak

Tabel berikut ini adalah perubahan liabilitas imbalan pasca kerja Bank dan Entitas Anak pada tanggal 31 Desember 2025 dan 2024:

Bank and Subsidiary

The following table shows the movements of the post employment benefits liability of the Bank and Subsidiary as of 31 December 2025 and 2024:

	2025	**2024*)**	
Saldo awal	2.311.597	2.269.410	*Beginning balance*
Beban tahun berjalan - neto	632.843	251.877	*Current year expenses - net*
Penghasilan komprehensif lain selama tahun berjalan	3.125	7.822	*Other comprehensive income during the year*
Pembayaran kepada karyawan	(343.959)	(170.852)	*Payment to employees*
Penempatan dana pada perusahaan asuransi (aset program)	(324.840)	(100.000)	*Deposit fund to insurance company (plan asset)*
Efek *merging entity*	-	53.340	*Merging entity effect*
Liabilitas yang diakui di laporan posisi keuangan konsolidasian	**2.278.766**	**2.311.597**	*Liability recognized in consolidated statement of financial position*

Rata-rata durasi dari liabilitas imbalan pasca-kerja adalah 4,77 tahun - 7,86 tahun (2024: 2,75 tahun - 8,23 tahun).

The average of duration of the obligation for post-employment benefits is 4.77 years - 7.86 years (2024: 2.75 years - 8.23 years).

*) Disajikan kembali

*) *As restated*

44. PROGRAM KOMPENSASI JANGKA PANJANG / *44. LONG-TERM COMPENSATION PROGRAM*

Program Insentif Jangka Panjang ("LTIP") diberikan Bank kepada Senior Executive secara selektif setiap tahun, berupa program retensi dalam bentuk kas yang diberikan sejak tahun 2019 dengan masa tunggu 3 tahun dan pembayaran penuh akan dilakukan pada tahun ketiga.

The Long-Term Incentive Program ("LTIP") which was awarded by the Bank to the Senior Executives selectively every year as a retention program in the form of cash which has been granted on 2019 with 3 years vesting period and the full payment will be done in the third year.

Pada tanggal 31 Desember 2025 program LTIP yang masih berjalan dan belum jatuh tempo adalah program yang diluncurkan pada tahun 2023 dan 2024, yang masing-masing akan selesai sesuai dengan periode pembayaran yang telah ditetapkan.

As of 31 December 2025, the LTIP programs that are still ongoing and have not yet vested are those launched in 2023 and 2024, each of which will be settled in accordance with their respective predetermined payment schedules.

Untuk tahun yang berakhir pada tanggal 31 Desember 2025 jumlah yang telah dicatat ke laba rugi tahun berjalan adalah sebesar Rp81.329 (2024: Rp86.555).

For the year ended 31 December 2025 the amount recorded in profit and loss amounted to Rp81,329 (2024: Rp86,555).

45. LABA BERSIH PER SAHAM DASAR YANG DIATRIBUSIKAN KEPADA PEMILIK ENTITAS INDUK / *45. BASIC EARNINGS PER SHARE ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT ENTITY*

Laba bersih per saham dasar dihitung dengan membagi laba bersih dengan rata-rata tertimbang jumlah saham biasa yang beredar pada tahun bersangkutan.

Basic earnings per share is calculated by dividing net income by the weighted average number of ordinary shares outstanding during the year.

	2025	2024*)	
Laba bersih yang diatribusikan kepada pemilik entitas induk	3.970.711	3.482.828	*Net income attributable to equity holders of the parent entity*
Rata-rata tertimbang jumlah saham biasa yang beredar	9.773.552.870	9.773.552.870	*Weighted average number of ordinary shares outstanding*
Laba bersih per saham dasar yang diatribusikan kepada pemilik entitas induk (nilai penuh)	406,27	356,35	*Basic earnings per share attributable to equity holders of the parent entity (full amount)*

Laba bersih per saham dasar dan dilusian adalah sama, karena Bank tidak memiliki potensi dilutif atas saham yang telah dikeluarkan.

Basic and diluted earnings per share are the same, because the Bank does not have dilutive effect of issued share.

46. KOMITMEN DAN KONTINJENSI / *46. COMMITMENTS AND CONTINGENCIES*

	2025	2024	
Liabilitas komitmen			***Commitment liabilities***
- Fasilitas kredit kepada debitur yang belum digunakan	5.867.306	4.898.230	*Unused loan facilities to - debtors*
- *Irrevocable letters of credit* yang masih berjalan	1.122.396	1.082.139	*Outstanding irrevocable - letters of credit*
Jumlah liabilitas komitmen	**6.989.702**	**5.980.369**	***Total commitment liabilities***
Tagihan kontinjensi			***Contingent receivables***
- Garansi dari bank lain	777.526	766.033	*Guarantee from other banks -*
Jumlah tagihan kontinjensi	**777.526**	**766.033**	***Total contingent receivables***

*) Disajikan kembali

*) *As restated*

46. KOMITMEN DAN KONTINJENSI (lanjutan) / *46. COMMITMENTS AND CONTINGENCIES (continued)*

	2025	2024	
Liabilitas kontinjensi			***Contingent liabilities***
- Garansi yang diterbitkan dalam bentuk:			*Guarantees issued in the form of:*
- Garansi Bank	8.518.172	7.139.369	*Bank guarantees*
- *Standby letters of credit*	1.352.342	1.180.186	*Standby letters of credit*
Jumlah liabilitas kontinjensi	**9.870.514**	**8.319.555**	***Total contingent liabilities***
Liabilitas kontinjensi - neto	**9.092.988**	**7.553.522**	***Contingent liabilities - net***
Liabilitas komitmen dan kontinjensi - neto	**16.082.690**	**13.533.891**	***Commitment and contingent liabilities - net***

Liabilitas komitmen / ***Commitment liabilities***

a. Berdasarkan jenis dan mata uang / ***a. By type and currency***

	2025	2024	
Rupiah			***Rupiah***
Irrevocable letters of credit yang masih berjalan	317.745	168.021	*Outstanding irrevocable letters of credit*
Fasilitas kredit kepada debitur yang belum digunakan	4.745.912	3.823.889	*Unused loan facilities to debtors*
	5.063.657	3.991.910	
Mata uang asing			***Foreign currencies***
Irrevocable letters of credit yang masih berjalan	804.651	914.118	*Outstanding irrevocable letters of credit*
Fasilitas kredit kepada debitur yang belum digunakan	1.121.394	1.074.341	*Unused loan facilities to debtors*
	1.926.045	1.988.459	
Jumlah	**6.989.702**	**5.980.369**	***Total***

b. Berdasarkan kolektibilitas OJK / ***b. By OJK collectibility***

Kolektibilitas liabilitas komitmen sesuai dengan peraturan OJK diungkapkan pada Catatan 59j.

Collectibility of commitment liabilities in accordance with the OJK regulation are disclosed in Note 59j.

Liabilitas kontinjensi / ***Contingent liabilities***

a. Berdasarkan jenis dan mata uang / ***a. By type and currency***

	2025	2024	
Rupiah			***Rupiah***
Garansi yang diterbitkan dalam bentuk:			*Guarantees issued in the form of:*
- Garansi Bank	8.340.798	6.759.423	*Bank guarantees*
- *Standby letters of credit*	683.692	624.536	*Standby letters of credit*
	9.024.490	7.383.959	
Mata uang asing			***Foreign currencies***
Garansi yang diterbitkan dalam bentuk:			*Guarantees issued in the form of:*
- Garansi Bank	177.374	379.946	*Bank guarantees*
- *Standby letters of credit*	668.650	555.650	*Standby letters of credit*
	846.024	935.596	
Jumlah	**9.870.514**	**8.319.555**	***Total***

46. KOMITMEN DAN KONTINJENSI (lanjutan)

Liabilitas kontinjensi (lanjutan)

b. Berdasarkan kolektibilitas OJK

Kolektibilitas liabilitas kontinjensi sesuai dengan peraturan OJK diungkapkan pada Catatan 59j.

Selain itu, Bank menghadapi berbagai kasus hukum yang belum terselesaikan, tuntutan administrasi, dan gugatan sehubungan dengan kegiatan usaha Bank. Tidak memungkinkan bagi Bank untuk memperkirakan dengan pasti apakah Bank akan berhasil dalam setiap kasus hukum tersebut, atau jika tidak, dampak yang mungkin timbul.

Perikatan Penting

Pada tanggal 13 Januari 2023, Bank telah menandatangani perjanjian penempatan dana pada MUFG Innovation Partners Garuda No.1 Investment Limited Partnership (Dana Ventura) sebagai mitra terbatas (*Limited Partner*) (*General Partner* pendanaan ini adalah MUFG Innovation Partners, MUIP) dengan total komitmen sebesar USD10.000.000 (10% dari total pendanaan). Sampai dengan tanggal pelaporan, Bank telah melakukan empat kali penempatan dana sejumlah USD5.000.000 (nilai penuh).

Pada tanggal 12 Agustus 2024, Bank telah menandatangani Perjanjian Antar Pemegang Saham (PAPS) mengenai Kerja Sama Pembentukan dan Pengembangan Central Counterparty (CCP) pada PT Kliring Penjaminan Efek (KPEI) bersama dengan PT Bursa Efek Indonesia (BEI), Bank Indonesia (BI), KPEI dan 7 bank umum lainnya.

Penyetoran modal sebesar Rp20.000 pada KPEI telah dilakukan pada 25 September 2024 dan Bank telah resmi menjadi pemegang saham minoritas KPEI efektif per tanggal 26 September 2024 berdasarkan Anggaran Dasar KPEI yang dimuat dalam Akta Notaris No.05 tanggal 26 September 2024 dan SK Menkumham RI No.AHU-0061216.AH.01.02 tahun 2024.

Pada tanggal 28 Oktober 2025, Bank telah menandatangani perjanjian Tokumei Kumia (TK) mengenai penempatan dana pada *Thematic Fund (*Dana Ventura) sebagai TK Investor (*Limited Partner*). Pendanaan awal sebesar USD25.000.000 (nilai penuh) dengan kemungkinan meningkat sampai dengan USD100.000.000 (nilai penuh), dan dikelola oleh *Living Lab Ventures and Spiral Ventures (Fund Managers).* Total komitmen Bank adalah 19,90% dari total penempatan dana atau sampai dengan USD10.000.000 (nilai penuh) (yang mana yang lebih kecil). Sampai dengan tanggal Pelaporan, Bank telah melakukan penempatan dana pertama sejumlah USD746.250 (nilai penuh).

46. COMMITMENTS AND CONTINGENCIES (continued)

Contingent liabilities (continued)

b. By OJK collectibility

Collectibility of contingent liabilities in accordance with the OJK regulation are disclosed in Note 59j.

In addition, the Bank is a party to various unresolved legal actions, administrative proceedings, and claims in the ordinary course of its business. It is not possible to predict with certainty whether or not the Bank will ultimately be successful in any of these legal matters or, if not, what the impact might be.

Significant Agreement

On 13 January 2023, the Bank has signed agreement regarding placement to MUFG Innovation Partners Garuda No.1 Investment Limited Partnership (Venture Capital Fund) as Limited Partners (the General Partners of the Fund is MUFG Innovation Partners, MUIP) with total commitment of USD10,000,000 (10% of total initial Fund size). Up to the reporting date, the Bank has executed four capital calls amounted to USD5,000,000 (full amount).

On 12 August 2024, the Bank has signed Shareholders Agreement related to Establishment and Development of Central Counterparty (CCP) in PT Kliring Penjaminan Efek Indonesia (KPEI) together with PT Bursa Efek Indonesia (BEI), Bank Indonesia (BI), KPEI and other 7 banks.

Investment of Rp20,000 has been completed on 25 September 2024 and the Bank has officially been a minority shareholder of KPEI effective as of 26 September 2024 according to Articles of Association of KPEI contained in Notarial Act No.05 dated 26 September 2024 and SK Menkumham RI No.AHU-0061216.AH.01.02 year 2024.

On 28 October 2025, the Bank has signed a Tokumei Kumia (TK) agreement regarding placement to Japan Thematic Fund (a Venture Fund) as TK Investor (Limited Partner). The fund has initial size of USD25,000,000 (full amount) with potential increase up to USD100,000,000 (full amount), and is managed by Living Lab Ventures and Spiral Ventures (Fund Managers). The Bank's total commitment is 19.90% of the total fund size, or up to USD10,000,000 (whichever is smaller). Up to the reporting date, the Bank has executed the 1st capital call amounted to USD746,250 (full amount).

46. KOMITMEN DAN KONTINJENSI (lanjutan) / *46. COMMITMENTS AND CONTINGENCIES (continued)*

Perikatan Penting (lanjutan) / ***Significant Agreement (continued)***

Pada tanggal 7 November 2025, ADMF telah menandatangani Akta Perjanjian Pengalihan Piutang dengan PT Arthaasia Finance ("AAF") untuk mengakuisisi portofolio pinjaman kendaraan milik AAF dengan nilai pembayaran sebesar Rp1.063.937 yang terdiri atas piutang pembiayaan konsumen sebesar Rp840.823 dan piutang sewa pembiayaan sebesar Rp223.114. Nilai transaksi tersebut mencerminkan nilai wajar piutang yang dialihkan. Pada saat pengakuan awal, mayoritas piutang yang dibeli diklasifikasikan dalam Stage 1.

On 7 November 2025, ADMF signed the Deed of Receivable Transfer Agreement with PT Arthaasia Finance ("AAF") to acquire AAF's vehicle loan portofolio with payment of Rp1,063,937 comprising consumer financing receivables of Rp840,823 and finance lease receivables of Rp223,114. The transaction price represents the fair value of the transferred receivables. Upon initial recognition, the majority of the acquired receivables were classified in Stage 1.

47. INFORMASI MENGENAI PIHAK BERELASI / *47. RELATED PARTIES INFORMATION*

Pihak berelasi/ *Related parties*)*	Sifat dari hubungan/ *Nature of relationship*	Sifat dari transaksi/ *Nature of transaction*
Komisaris, direksi, dan personil manajemen kunci/*Commissioners, directors, and key management personnel*	Pengawas, pengurus dan karyawan kunci/*Oversight team, management, and key management personnel*	Pinjaman yang diberikan, Simpanan dana dan remunerasi/*Loans, Deposit fund and remuneration*
MUFG Bank, Ltd.	Pemegang saham/*Shareholder*	Penempatan dana, Tagihan derivatif, Tagihan akseptasi, Aset lain-lain, Simpanan dana, Liabilitas derivatif, Utang akseptasi, Pinjaman yang diterima, Pinjaman subordinasi dan Liabilitas lain-lain/*Fund placements, Derivatives receivable, Acceptance receivable, Other assets, Deposit fund, Derivative payable, Acceptance payable, Borrowings, Subordinated loan and Other liabilities*
PT Zurich Asuransi Indonesia Tbk	Entitas Asosiasi/*Associate Entity*	Aset lain-lain, Simpanan dana, Utang obligasi dan Liabilitas lain-lain/*Other assets, Deposit fund, Bonds payable and Other liabilities*
PT Zurich General Takaful Indonesia	Dimiliki oleh entitas asosiasi /*Owned by associate entity*	Aset lain-lain, Simpanan dana, Sukuk mudharabah dan Liabilitas lain-lain /*Other assets, Deposit fund, Mudharabah bonds and Other liabilities*
PT JACCS MPM Finance Indonesia	Dimiliki oleh pemegang saham pengendali yang sama dengan MUFG Bank, Ltd./ *Owned by the same controlling shareholder of MUFG Bank, Ltd.*	Efek-efek, Pinjaman yang diberikan, Tagihan derivatif, Aset lain-lain, Simpanan dana dan Liabilitas derivatif/*Marketable securities*, *Loans, Derivative receivables, Other asset, Deposit fund and Derivatives liabilities*
Bank of Ayudhya Public Company, Ltd.	Dimiliki oleh pemegang saham pengendali yang sama dengan MUFG Bank, Ltd./ *Owned by the same controlling shareholder of MUFG Bank, Ltd.*	Penempatan dana, Simpanan dana, Utang akseptasi dan liabilitas derivatif/*Fund placements, Deposit fund, Acceptance payables and Derivative liabilities*
PT Guna Dharma	Dimiliki oleh pemegang saham pengendali yang sama dengan MUFG Bank, Ltd./ *Owned by the same controlling shareholder of MUFG Bank, Ltd.*	Simpanan dana/*Deposit fund*
MUFG Innovation Partner Garuda No. 1 Investment limited partnership	Dimiliki oleh pemegang saham pengendali yang sama dengan MUFG Bank, Ltd./ *Owned by the same controlling shareholder of MUFG Bank, Ltd.*	Efek-efek/*Marketable securities*

47. INFORMASI MENGENAI PIHAK BERELASI (lanjutan) / *47. RELATED PARTIES INFORMATION (continued)*

Pihak berelasi/ *Related parties**)	Sifat dari hubungan/ *Nature of relationship*	Sifat dari transaksi/ *Nature of transaction*
Security Bank Corporation	Dimiliki oleh pemegang saham pengendali yang sama dengan MUFG Bank, Ltd./ *Owned by the same controlling shareholder of MUFG Bank, Ltd.*	Tagihan akseptasi/*Acceptance receivables*
PT Home Credit Indonesia	Dimiliki oleh MUFG Bank, Ltd melalui Bank of Ayudhya Public Company Limited dan PT Adira Dinamika Multifinance Tbk/ *Owned by* MUFG Bank, Ltd. *through Bank of Ayudhya Public Company Limited and PT Adira Dinamika Multifinance Tbk.*	Pinjaman yang diberikan, Investasi dalam saham, Aset lain-lain dan Simpanan dana/*Loans, Investment in shares, Other asset and Deposit fund*
PT General Integrated Company	Dimiliki oleh keluarga Komisaris/*Owned by Commissioner's family*	Simpanan dana dan Liabilitas lain-lain/*Deposit fund and Other liabilities*
Morgan Stanley & Co International Ltd	Dimiliki oleh MUFG Bank, Ltd melalui Morgan Stanley/*Owned by MUFG Bank, Ltd through Morgan Stanley*	Tagihan derivatif/*Derivative receivables*

*) Berdasarkan PSAK 224/Peraturan Bank Indonesia

**) According to PSAK 224 /Bank Indonesia's Regulation*

	2025	2024*)	
Aset			***Assets***
Giro pada bank lain – neto			***Current accounts with other banks – net***
MUFG Bank, Ltd.	129.680	80.718	*MUFG Bank, Ltd.*
Bank of Ayudhya Public Company, Ltd.	1.386	397	*Bank of Ayudhya Public Company, Ltd.*
	131.066	81.115	
Persentase terhadap jumlah aset	0,05%	0,03%	*Percentage to total assets*
Efek-efek			***Marketable securities***
MUFG Innovation Partners Garuda No.1 Investment limited partnership	74.334	48.285	*MUFG Innovation Partners Garuda No. 1 Investment limited partnership*
PT JACCS MPM Finance Indonesia	-	100.015	*PT JACCS MPM Finance Indonesia*
	74.334	148.300	
Persentase terhadap jumlah aset	0,03%	0,06%	*Percentage to total assets*
Pinjaman yang diberikan – neto			***Loans – net***
PT JACCS MPM Finance Indonesia	91.765	222.697	*PT JACCS MPM Finance Indonesia*
PT Home Credit Indonesia	414.599	948.776	*PT Home Credit Indonesia*
Komisaris dan karyawan kunci	68.330	64.428	*Commissioners and key management*
	574.694	1.235.901	
Persentase terhadap jumlah aset	0,21%	0,50%	*Percentage to total assets*
Tagihan derivatif			***Derivatives receivables***
MUFG Bank, Ltd.	7.316	7.013	*MUFG Bank, Ltd.*
PT JACCS MPM Finance Indonesia	196	2.652	*PT JACCS MPM Finance Indonesia*
Morgan Stanley & Co International Ltd	14	-	*Morgan Stanley & Co International Ltd*
	7.526	9.665	
Persentase terhadap jumlah aset	0,00%	0,00%	*Percentage to total assets*

*) Disajikan kembali

**) As restated*

47. INFORMASI MENGENAI PIHAK BERELASI (lanjutan) / *47. RELATED PARTIES INFORMATION (continued)*

	2025	2024*)	
Tagihan Akseptasi			***Acceptance receivables***
Security Bank Corporation	72.020	149.801	*Security Bank Corporation*
MUFG Bank, Ltd.	4.069	20.507	*MUFG Bank, Ltd.*
	76.089	170.308	
Persentase terhadap jumlah aset	0,03%	0,07%	*Percentage to total assets*
Investasi dalam saham			***Investment in shares***
PT Home Credit Indonesia	420.717	396.870	*PT Home Credit Indonesia*
Persentase terhadap jumlah aset	0,15%	0,16%	*Percentage to total assets*
Beban dibayar dimuka dan aset lain-lain			***Prepayments and other assets***
PT Zurich Asuransi Indonesia Tbk	86.636	76.233	*PT Zurich Asuransi Indonesia Tbk*
PT Zurich General Takaful Indonesia	11.404	8.974	*PT Zurich General Takaful Indonesia*
PT Home Credit Indonesia	505	1.529	*PT Home Credit Indonesia*
PT JACCS MPM Finance Indonesia	109	314	*PT JACCS MPM Finance Indonesia*
MUFG Bank, Ltd.	-	2.203	*MUFG Bank, Ltd.*
	98.654	89.253	
Persentase terhadap jumlah aset	0,04%	0,04%	*Percentage to total assets*
Liabilitas			***Liabilities***
Simpanan nasabah			***Deposits from customers***
Giro	321.131	386.254	*Current Accounts*
Tabungan	87.845	100.535	*Savings*
Deposito berjangka	166.663	124.331	*Time deposits*
	575.639	611.120	
Persentase terhadap jumlah liabilitas	0,26%	0,32%	*Percentage to total liabilities*
Simpanan dari bank lain			***Deposit for other banks***
MUFG Bank, Ltd.	99.228	97.821	*MUFG Bank, Ltd.*
Bank of Ayudhya Public Company, Ltd.	1.069	478	*Bank of Ayudhya Public Company, Ltd.*
	100.297	98.299	
Persentase terhadap jumlah liabilitas	0,05%	0,05%	*Percentage to total liabilities*
Utang akseptasi			***Acceptance payables***
MUFG Bank, Ltd.	19.353	23.340	*MUFG Bank, Ltd.*
Bank of Ayudhya Public Company, Ltd.	5.628	17.729	*Bank of Ayudhya Public Company, Ltd*
	24.981	41.069	
Persentase terhadap jumlah liabilitas	0,01%	0,02%	*Percentage to total liabilities*
Liabilitas derivatif			***Derivative liabilities***
MUFG Bank, Ltd.	49.134	10.304	*MUFG Bank, Ltd.*
PT JACCS MPM Finance Indonesia	2.001	1.637	*PT JACCS MPM Finance Indonesia*
Bank of Ayudhya Public Company, Ltd.	22	-	*Bank of Ayudhya Public Company, Ltd.*
	51.157	11.941	
Persentase terhadap jumlah liabilitas	0,02%	0,01%	*Percentage to total liabilities*
Utang obligasi			***Bonds payable***
PT Zurich Asuransi Indonesia Tbk	110.000	110.000	*PT Zurich Asuransi Indonesia Tbk*
Persentase terhadap jumlah liabilitas	0,05%	0,06%	*Percentage to total liabilities*
Sukuk mudharabah			***Mudharabah bonds***
PT Zurich General Takaful Indonesia	30.000	30.000	*PT Zurich General Takaful Indonesia*
Persentase terhadap jumlah liabilitas	0,01%	0,02%	*Percentage to total liabilities*
Pinjaman yang diterima			***Borrowings***
MUFG Bank, Ltd.	4.647.677	5.600.836	*MUFG Bank, Ltd.*
Persentase terhadap jumlah liabilitas	2,13%	2,94%	*Percentage to total liabilities*

*) Disajikan kembali / *) *As restated*

47. INFORMASI MENGENAI PIHAK BERELASI (lanjutan) / *47. RELATED PARTIES INFORMATION (continued)*

	2025	2024*)	
Pinjaman subordinasi			***Subordinated loan***
MUFG Bank, Ltd.	25.000	25.000	*MUFG Bank, Ltd.*
Persentase terhadap jumlah liabilitas	0,01%	0,01%	*Percentage to total liabilities*
Beban yang masih harus dibayar dan liabilitas lain-lain			***Accruals and other liabilities***
PT Zurich Asuransi Indonesia Tbk	1.231.463	1.246.122	*PT Zurich Asuransi Indonesia Tbk*
PT Zurich General Takaful Indonesia	39.381	28.675	*PT Zurich General Takaful Indonesia*
MUFG Bank, Ltd.	34.836	45.344	*MUFG Bank, Ltd.*
PT General Integrated Company	-	48	*PT General Integrated Company*
	1.305.680	1.320.189	
Persentase terhadap jumlah liabilitas	0,60%	0,68%	*Percentage to total liabilities*
Pendapatan dan Beban			***Income and Expenses***
Pendapatan bunga			***Interest income***
PT Home Credit Indonesia	42.198	64.234	*PT Home Credit Indonesia*
PT JACCS MPM Finance Indonesia	7.955	19.364	*PT JACCS MPM Finance Indonesia*
Komisaris, direksi, dan personil manajemen kunci	3.669	3.502	*Commissioners, directors, and key management personnel*
PT General Integrated Company	21	43	*PT General Integrated Company*
MUFG Bank, Ltd.	1	10	*MUFG Bank, Ltd.*
	53.844	87.153	
Persentase terhadap jumlah pendapatan bunga	0,21%	0,36%	*Percentage to total interest income*
Beban bunga			***Interest expense***
MUFG Bank, Ltd.	275.382	340.403	*MUFG Bank, Ltd.*
PT Zurich Asuransi Indonesia Tbk	9.369	9.018	*PT Zurich Asuransi Indonesia Tbk*
Komisaris, direksi, dan personil manajemen kunci	6.819	7.216	*Commissioners, directors, and key management personnel*
PT Zurich General Takaful Indonesia	2.009	2.016	*PT Zurich General Takaful Indonesia*
PT Home Credit Indonesia	1.463	2.503	*PT Home Credit Indonesia*
PT JACCS MPM Finance Indonesia	971	1.019	*PT JACCS MPM Finance Indonesia*
PT Guna Dharma	150	137	*PT Guna Dharma*
PT Indosat Ooredoo Hutchison	-	7.664	*PT Indosat Ooredoo Hutchison*
	296.163	369.976	
Persentase terhadap jumlah beban bunga	3,69%	5,04%	*Percentage to total interest expense*
Imbalan jasa lain			***Other fees***
PT Zurich Asuransi Indonesia Tbk	95.803	100.859	*PT Zurich Asuransi Indonesia Tbk*
PT Zurich General Takaful Indonesia	9.302	4.631	*PT Zurich General Takaful Indonesia*
MUFG Bank, Ltd.	33	254	*MUFG Bank, Ltd.*
	105.138	105.744	
Persentase terhadap jumlah imbalan jasa lain	4,39%	4,25%	*Percentage to total other fees*
Beban tenaga kerja dan tunjangan atas Komisaris, direksi, dan personil manajemen kunci Bank dan Entitas Anak:			***Salaries and employee benefits of the Bank's and Subsidiary Commissioners, directors, and key management personnel:***
Imbalan kerja jangka pendek	552.570	537.066	*Short-term employee benefits*
Imbalan kerja jangka panjang lainnya	59.414	71.457	*Other long-term employee benefits*
Imbalan pasca-kerja	32.859	38.344	*Post-employment benefits*
Pesangon pemutusan kontrak kerja	-	3.754	*Working termination benefit*
	644.843	650.621	
Persentase terhadap jumlah beban tenaga kerja dan tunjangan	8,84%	9,54%	*Percentage to total salaries and employee benefits*

*) Disajikan kembali / *) *As restated*

47. INFORMASI MENGENAI PIHAK BERELASI (lanjutan)

Selama tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024, tidak terdapat kerugian penurunan nilai atas saldo transaksi dengan personil manajemen kunci, dan pada tanggal 31 Desember 2025 dan 2024, tidak ada penyisihan khusus yang dibuat untuk kerugian penurunan nilai atas transaksi dengan personil manajemen kunci dan kerabat dekat mereka.

Transaksi dengan pihak-pihak berelasi dilakukan dengan kebijakan harga dan syarat normal, sebagaimana dilakukan dengan pihak yang tidak berelasi, kecuali pinjaman yang diberikan kepada karyawan Bank.

47. RELATED PARTIES INFORMATION (continued)

During the year ended 31 December 2025 and 2024, no impairment losses have been recorded on outstanding balances due from key management personnel, and as of 31 December 2025 and 2024, there was no specific allowance made for impairment losses on balances with key management personnel and their immediate relatives

Transactions with related parties are conducted with normal pricing policy and conditions similar with those of third parties, except for loans to the Bank's employees.

48. KEPENTINGAN NON-PENGENDALI

Kepentingan non-pengendali atas aset neto Entitas Anak adalah sebagai berikut:

48. NON-CONTROLLING INTERESTS

The movements of the non-controlling interests' share in the net assets of the Subsidiary are as follows:

	2025	2024*)	
Kepentingan non-pengendali pada awal tahun	1.503.254	722.751	*Non-controlling interests at the beginning of year*
Dampak dari penggabungan usaha Entitas anak	2.064.233	649.101	*Impact from merger of Subsidiary*
Bagian kepentingan non-pengendali atas laba bersih tahun berjalan	223.526	212.176	*Net income for the year attributable to non-controlling interests*
Bagian kepentingan non-pengendali atas pengukuran kembali liabilitas imbalan pasca kerja	12.764	(3.612)	*Remeasurement of obligation for post-employment benefits to non-controlling interest*
Bagian kepentingan non-pengendali atas investasi pada saham diukur pada nilai wajar melalui penghasilan komprehensif lain	6.651	760	*Effective portion on investment in shares measured at fair value through other comprehensive income to non-controlling interests*
Bagian kepentingan non-pengendali atas kerugian dari bagian efektif atas instrument derivatif untuk lindung nilai arus kas	(12.101)	(842)	*Losses from effective portion on derivative instruments for cash flow hedges attributable to non-controlling interests*
Pembagian dividen	(55.748)	(77.080)	*Dividend distribution*
Kepentingan non-pengendali pada akhir tahun	**3.742.579**	**1.503.254**	***Non-controlling interests at the end of year***

*) Disajikan kembali

*) *As restated*

49. INFORMASI SEGMEN OPERASI / 49. *OPERATING SEGMENT INFORMATION*

Informasi yang berkaitan dengan segmen usaha utama secara konsolidasian disajikan dalam tabel di bawah ini:

Information concerning the main business segments as a consolidated entity is set out in the table below:

	2025			
	Retail[1)]	*Wholesale*[2)]	Jumlah/*Total*	
Hasil Segmen				***Segment Results***
Pendapatan bunga neto	12.713.617	5.210.137	17.923.754	*Net interest income*
Pendapatan selain bunga	3.411.683	1.643.564	5.055.247	*Non-interest income*
Jumlah pendapatan operasional	16.125.300	6.853.701	22.979.001	*Total operating income*
Beban operasional	(10.300.109)	(2.873.098)	(13.173.207)	*Operating expenses*
Beban atas kredit	(4.171.360)	(176.232)	(4.347.592)	*Cost of credit*
(Beban)/pendapatan bukan operasional - neto	(99.223)	27.674	(71.549)	*Non-operating (expenses)/income - net*
Laba sebelum pajak penghasilan	1.554.608	3.832.045	5.386.653	*Income before income tax*
Beban pajak penghasilan			(1.192.416)	*Income tax expense*
Laba bersih			**4.194.237**	***Net income***

	2025			
	Retail[1)]	*Wholesale*[2)]	Jumlah/*Total*	
Aset Segmen:				***Segment Assets:***
Pinjaman yang diberikan, Piutang pembiayaan konsumen, piutang sewa pembiayaan tidak termasuk piutang bunga	85.133.731	125.755.672	210.889.403	*Loans, consumer financing receivables, and investment in finance leases excluding interest receivables*
Aset tresuri	-	48.316.681	48.316.681	*Treasury assets*
	85.133.731	174.072.353	259.206.084	
Aset yang tidak dapat dialokasi			16.508.283	*Unallocated assets*
Jumlah aset			**275.714.367**	***Total assets***
Liabilitas Segmen:				***Segment Liabilities:***
Pendanaan	77.875.573	98.996.188	176.871.761	*Funding*
Liabilitas tresuri	-	27.832.325	27.832.325	*Treasury liabilities*
	77.875.573	126.828.513	204.704.086	
Liabilitas yang tidak dapat dialokasi			12.998.212	*Unallocated liabilities*
Jumlah liabilitas			**217.702.298**	***Total liabilities***

49. INFORMASI SEGMEN OPERASI (lanjutan) / *49. OPERATING SEGMENT INFORMATION (continued)*

Informasi yang berkaitan dengan segmen usaha utama secara konsolidasian disajikan dalam tabel di bawah ini (lanjutan):

Information concerning the main business segments as a consolidated entity is set out in the table below (continued):

	2024*)			
	Retail[1)]	*Wholesale*[2)]	Jumlah/*Total*	
Hasil Segmen				***Segment Results***
Pendapatan bunga neto	12.419.926	4.735.994	17.155.920	*Net interest income*
Pendapatan selain bunga	3.473.705	1.191.184	4.664.889	*Non-interest income*
Jumlah pendapatan operasional	15.893.631	5.927.178	21.820.809	*Total operating income*
Beban operasional	(9.484.345)	(2.718.788)	(12.203.133)	*Operating expenses*
Beban atas kredit	(4.386.281)	(468.577)	(4.854.858)	*Cost of credit*
Beban bukan operasional - neto	(73.674)	28.496	(45.178)	*Non-operating expenses - net*
Laba sebelum pajak penghasilan	1.949.331	2.768.309	4.717.639	*Income before income tax*
Beban pajak penghasilan			(1.022.635)	*Income tax expense*
Laba bersih			**3.695.004**	***Net income***

	2024*)			
	Retail[1)]	*Wholesale*[2)]	Jumlah/*Total*	
Aset Segmen:				***Segment Assets:***
Pinjaman yang diberikan, Piutang pembiayaan konsumen, piutang sewa pembiayaan tidak termasuk piutang bunga	82.700.826	109.330.964	192.031.790	*Loans, consumer financing receivables, and investment in finance leases excluding interest receivables*
Aset tresuri	-	40.835.532	40.835.532	*Treasury assets*
	82.700.826	150.166.496	232.867.322	
Aset yang tidak dapat dialokasi			15.100.070	*Unallocated assets*
Jumlah aset			**247.967.392**	***Total assets***
Liabilitas Segmen:				***Segment Liabilities:***
Pendanaan	76.585.696	76.536.781	153.122.477	*Funding*
Liabilitas tresuri	-	26.414.464	26.414.464	*Treasury liabilities*
	76.585.696	102.951.245	179.536.941	
Liabilitas yang tidak dapat dialokasi			13.611.607	*Unallocated liabilities*
Jumlah liabilitas			**193.148.548**	***Total liabilities***

1) Retail terdiri dari produk dan jasa (termasuk fasilitas kredit yang diberikan, simpanan dan transaksi-transaksi lain) yang diberikan kepada nasabah individual serta saldo atas nasabah retail.

2) Wholesale terdiri dari produk dan jasa (termasuk kredit yang diberikan, simpanan dan transaksi-transaksi lain) yang diberikan kepada nasabah usaha kecil dan menengah, komersial, korporasi, institusi keuangan, dan kegiatan tresuri.

1) Retail consists of products and services (includes loans, deposits and other transactions) for individual customer and balances with retail customer.

2) Wholesale consists of products and services (includes loans, deposit, and other transaction) for the small-medium enterprise, commercial, corporate, financial institution customers, and treasury activities.

*) Disajikan kembali

*) *As restated*

50. MANAJEMEN RISIKO KEUANGAN

Bank melakukan pengelolaan risiko yang terdiri dari Risiko Kredit, Risiko Pasar, Risiko Likuiditas dan Risiko Operasional yang diuraikan pada huruf b sampai dengan huruf e dibawah ini. Uraian ini menyajikan informasi mengenai eksposur Bank terhadap risiko-risiko tersebut termasuk tujuan, kebijakan dan proses yang dilakukan oleh Bank dalam mengukur dan mengelola risiko. Selain itu, Bank juga melakukan pengelolaan terhadap risiko lainnya, yaitu Risiko Kepatuhan, Risiko Stratejik, Risiko Hukum, Risiko Reputasi dan Risiko terkait dengan Syariah (Risiko Investasi dan Risiko Imbal Hasil). Sedangkan untuk pengelolaan risiko terkait dengan konglomerasi keuangan, risiko yang dikelola termasuk Risiko Transaksi Intra-Grup.

Metodologi

Metodologi perhitungan pencadangan kerugian kredit ekspetasian (KKE) menggunakan metode *expected loss* bersifat *forward-looking*, dimana memperkirakan estimasi risiko instrumen keuangan sejak pengakuan awal menggunakan informasi *forward-looking* seperti proyeksi makroekonomi pertumbuhan ekonomi, inflasi, tingkat suku bunga, dan nilai tukar mata uang di setiap tanggal pelaporan, serta penetapan *probability-weighted* dari *multiple* skenario makroekonomi.

Hingga tahun berjalan, Bank melakukan pengkinian data-data dan penilaian/kajian model pada metodologi perhitungan KKE secara berkala untuk menyesuaikan kondisi dan informasi data terkini.

a. Kerangka manajemen risiko

Organisasi manajemen risiko Bank melibatkan pengawasan dari Dewan Komisaris dan Direksi. Komite Pemantau Risiko merupakan komite risiko tertinggi di tingkat Dewan Komisaris yang bertanggung jawab untuk memberikan pengawasan atas pelaksanaan strategi dan kebijakan manajemen risiko serta mengevaluasi pelaksanaan tugas Komite Manajemen Risiko dan satuan kerja manajemen risiko Bank dan Entitas Anak.

Dewan Komisaris mendelegasikan wewenang kepada Direksi untuk mengimplementasikan strategi manajemen risiko. Komite Manajemen Risiko dibentuk pada tingkat Direksi dan bertanggungjawab untuk memberikan rekomendasi kepada Direktur Utama dan Direktur lainnya dalam mengembangkan strategi dan kebijakan manajemen risiko, mengelola risiko secara keseluruhan di Bank dan Entitas Anak, serta perbaikan atas pelaksanaan strategi, kebijakan dan evaluasi atas permasalahan risiko yang signifikan.

50. FINANCIAL RISK MANAGEMENT

The Bank manages risks which consists of Credit Risk, Market Risk, Liquidity Risk and Operational Risk as described in letter b to letter e below. The explanation describes information about the Bank's exposure to those risks including the objectives, policies and process which are done by the Bank in measuring and managing the risks. In addition, the Bank also manages other risks such as Compliance Risk, Strategic Risk, Legal Risk, Reputation Risk and Sharia related Risk (Investment Risk and Rate of Return Risk). While for risk management related to financial conglomeration, the managed risks include Intra-Group Transaction Risk.

Methodology

The methodology for calculating the provisioning of expected credit loss (ECL) is forward-looking credit loss method, which estimates the estimated risk of financial instruments since initial recognition using forward-looking information such as macroeconomic projections of economic growth, inflation, interest rates, and currency exchange rates at each reporting date, also probability-weighted determination of multiple macroeconomic scenarios.

Until the current year, the Bank is updating the data and assessing/reviewing the model regularly on the ECL calculation methodology to adjust with current conditions and data information.

a. Risk management framework

The organization of the Bank's risk management involves oversight from the Board of Commissioners and the Board of Directors. The Risk Oversight Committee is a highest risk committee at the Board of Commissioners' level who are responsible to oversight the implementation of risk management strategies and policies and evaluate implementation of duties of the Risk Management Committee and risk management working unit in the Bank and Subsidiary.

The Board of Commissioners delegate authority to the Board of Directors to implement the risk management strategy. The Risk Management Committee is established at the Board of Directors' level and is responsible in providing recommendation to the President Director and other Directors for developing the risk management strategy and policy, managing overall risk in the Bank and Subsidiary, and improving the implementation of strategies, policies and evaluating significant risk issues.

50. MANAJEMEN RISIKO KEUANGAN (lanjutan)

a. Kerangka manajemen risiko (lanjutan)

Komite Manajemen Risiko diketuai oleh Direktur Utama. Khusus untuk unit usaha syariah, selain pengawasan dari Direksi dan Dewan Komisaris, penerapan manajemen risiko juga melibatkan pengawasan aktif Dewan Pengawas Syariah (DPS) terkait dengan pemenuhan Prinsip Syariah.

Selain itu, sejalan dengan Peraturan OJK tentang Manajemen Risiko Terintegrasi untuk Konglomerasi Keuangan dan Peraturan OJK tentang Konglomerasi Keuangan (KK) dan Perusahaan Induk Konglomerasi Keuangan (PIKK), Bank juga telah membentuk Komite Manajemen Risiko Terintegrasi yang diketuai oleh Direktur Manajemen Risiko PIKK dan anggota tetap terdiri dari beberapa Direktur terkait dari PIKK, Direktur yang ditunjuk dari Entitas Anggota serta Pejabat Eksekutif terkait dari PIKK. Fungsi utama Komite Manajemen Risiko Terintegrasi adalah memberikan rekomendasi kepada Direksi Bank sebagai PIKK terkait dengan penyusunan, perbaikan atau penyempurnaan Kebijakan Manajemen Risiko Terintegrasi berdasarkan hasil evaluasi pelaksanaan, evaluasi atas efektivitas penerapan kebijakan, kerangka dan pedoman manajemen risiko terintegrasi, dan penilaian risiko utama yang ada di entitas dan seluruh entitas dalam Konglomerasi Keuangan beserta formulasi strategi untuk mengatasi isu risiko yang ada dan yang diperkirakan akan terjadi.

Sejalan dengan peraturan OJK dan praktik di industri perbankan, Bank telah membentuk unit kerja Manajemen Risiko yang independen dari *risk taking unit* dan unit kerja yang melaksanakan fungsi pengendalian intern. Unit kerja Manajemen Risiko merupakan suatu fungsi manajemen risiko yang mengelola risiko kredit, pasar, likuiditas (termasuk permodelan risiko) dan operasional, (termasuk risiko teknologi informasi dan siber, dan keamanan informasi & data dibawah satu payung), serta risiko investasi dan risiko imbal hasil yang timbul dari kegiatan Unit Usaha Syariah. Unit kerja ini dipimpin oleh Direktur Manajemen Risiko dan didukung penuh oleh para manajer risiko yang berpengalaman.

50. FINANCIAL RISK MANAGEMENT (continued)

a. Risk management framework (continued)

The Risk Management Committee is chaired by the President Director. Specifically for sharia business unit, in addition to oversight from Board of Directors and Board of Commissioners, risk management implementation involves active monitoring of Sharia Supervisory Board (DPS) related to fulfillment of sharia principle.

In addition, in line with the OJK Regulation on Integrated Risk Management of Financial Conglomeration and OJK Regulation regarding Financial Conglomeration ("FC") and Financial Conglomeration Holding Company ("PIKK"), the Bank established an Integrated Risk Management Committee which is chaired by the Risk Management Director of the PIKK and the permanent members consist of several related Directors of the PIKK, appointed Director from Entity Member and related Executive Officers from PIKK. The main function of Integrated Risk Management Committee is to provide recommendation to the Bank's Board of Directors as PIKK regarding the preparation, improvement or enhancement of the Integrated Risk Management Policy based on the evaluation of the implementation, evaluation of the effectiveness of the implementation of integrated risk management policies, frameworks and guidelines, and assessment of key risks in the entities and across entities within Financial Conglomeration including the formulation of strategies to deal with existing and emerging risk issues.

In line with OJK Regulation and industry best practices, the Bank has established Risk Management working unit which is independent from risk taking units and working unit which performs internal control function. Risk Management working unit is a risk management function that manage the credit, market, liquidity (include risk modelling) and operational risks (include the risk related to information technology and cyber, and information & data security under one umbrella) as well as investment risks and rate of return risks that arising from the Sharia Business Unit activities. This working unit is led by the Risk Management Director and fully supported with experienced risk managers.

50. MANAJEMEN RISIKO KEUANGAN (lanjutan)

a. Kerangka manajemen risiko (lanjutan)

Prinsip pengelolaan risiko oleh Bank dilakukan secara proaktif untuk mendukung tercapainya pertumbuhan yang berkelanjutan. Oleh karenanya, Bank telah memiliki kebijakan manajemen risiko yang sesuai dengan Peraturan OJK. Bank telah melakukan kaji ulang atas kebijakan manajemen risiko. Dengan mempertimbangkan struktur Konglomerasi Keuangan dimana terdiri dari hubungan vertikal dan horizontal, maka kebijakan manajemen risiko untuk Bank dan Konglomerasi Keuangan dibedakan menjadi 2 (dua) dokumen, yaitu Kebijakan Manajemen Risiko Bank dan Konsolidasi yang mencakup kerangka kerja dan penerapan manajemen risiko secara individu dan konsolidasi bagi Bank dan Entitas Anak dan Kebijakan Manajemen Risiko Terintegrasi Konglomerasi Keuangan MUFG yang mencakup kerangka kerja dan penerapan manajemen risiko terintegrasi bagi Konglomerasi Keuangan. Bank juga memiliki berbagai kebijakan dan prosedur manajemen risiko untuk mengidentifikasi dan menganalisa risiko yang dihadapi Bank, menetapkan limit risiko dan pengendalian yang sesuai, serta memonitor risiko dan kepatuhan terhadap limit. Berbagai kebijakan dan prosedur tersebut ini dikaji ulang secara berkala untuk mencerminkan perubahan dalam kondisi pasar, produk, dan jasa yang ditawarkan.

Untuk meningkatkan kesadaran risiko di kalangan karyawan, unit kerja Manajemen Risiko telah mengembangkan Akademi Manajemen Risiko. Silabusnya terdiri dari pelatihan mengenai Manajemen Risiko secara umum maupun untuk masing-masing tipe risiko. Pelatihan dilaksanakan secara fisik atau virtual dan melalui *e-learning*.

Informasi tambahan kerangka manajemen risiko yang merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia diungkapkan pada Catatan 59k.

50. FINANCIAL RISK MANAGEMENT (continued)

a. Risk management framework (continued)

The Bank's risk management principles are implemented proactively to support achieving sustainable growth. Therefore, the Bank has risk management policy which is in line with OJK regulation. The Bank has reviewed the risk management policy. Considering the structure of Financial Conglomeration where it consist of vertical and horizontal relationship, then the risk management policy for the Bank and Financial Conglomeration is separated into 2 (two) documents i.e. Risk Management Policy of Bank and Consolidated which include the framework and implementation of individual and consolidated risk management for Bank and Subsidiary, and Integrated Risk Management Policy of MUFG Financial Conglomeration which include the framework and implementation of integrated risk management for Financial Conglomeration. The Bank also has various risk management policies and procedure to identify and analyze the risks faced by the Bank, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. These various risk management policies and procedures are reviewed regularly to reflect changes in market conditions, products and services offered.

To improve risk awareness among employee, Risk Management working unit has established Risk Management Academy. The syllabus consists of general Risk Management training as well as for each type of risk. Training have been performing through physical or online classroom and e-learning.

The following additional information of risk management framework that is required by applicable regulations and is not required by Indonesian Accounting Standards are disclosed in Note 59k.

50. MANAJEMEN RISIKO KEUANGAN (lanjutan)

b. Risiko kredit

Risiko Kredit adalah risiko kerugian akibat kegagalan debitur/nasabah penerima fasilitas dan/atau pihak lain dalam memenuhi kewajibannya kepada Bank dan/atau Entitas Anak, termasuk risiko kredit akibat kegagalan debitur, terkonsentrasinya penyediaan dana (risiko konsentrasi kredit), kegagalan pihak lawan (*counterparty credit risk*), kegagalan *settlement* (*settlement risk*), serta *country risk* dan *transfer risk*. Eksposur risiko kredit pada Bank terutama muncul dari kegiatan perkreditan maupun aktivitas lainnya seperti pembiayaan perdagangan (*trade finance*), tresuri dan investasi. Tujuan dari pengelolaan risiko kredit adalah untuk mengendalikan dan mengelola eksposur risiko kredit dalam batasan yang dapat diterima, sekaligus memaksimalkan *risk adjusted returns*.

Risiko kredit dikelola melalui penetapan kebijakan-kebijakan dan proses-proses yang meliputi kriteria pemberian kredit, *credit origination,* persetujuan kredit, penetapan *pricing*, pemantauan, pengelolaan kredit bermasalah dan manajemen portofolio.

Bank memiliki Kebijakan Risiko Kredit yang merupakan kebijakan inti dan kerangka acuan utama dalam penerapan pengelolaan risiko kredit. Kebijakan ini, bersama dengan panduan risiko kredit, mengatur proses pengelolaan risiko secara komprehensif. Seluruh kebijakan dan panduan risiko kredit ditinjau secara berkala untuk menyesuaikan dengan peraturan yang berlaku serta dengan tingkat *risk appetite.*

Bank juga memantau perkembangan portofolio kredit yang memungkinkan untuk melakukan tindakan pencegahan secara tepat waktu apabila terjadi penurunan kualitas kredit.

Kelayakan kredit setiap nasabah dievaluasi untuk menetapkan batasan kredit yang sesuai. Batas kredit ditetapkan sesuai dengan maksimum eksposur yang bersedia ditanggung oleh Bank untuk jangka waktu tertentu. Batas kredit juga ditetapkan untuk industri, dan produk untuk memastikan diversifikasi risiko kredit yang luas dan menghindari terjadinya ketidakseimbangan konsentrasi.

Bank telah membuat *Internal Rating* atau *Scorecard* untuk debitur dan dipetakan ke dalam *Danamon Rating Scale* (DRS), untuk diaplikasikan di semua lini bisnis (portofolio Enterprise Banking, SME dan Retail), kecuali portofolio Syariah, yang digunakan untuk proses kredit, manajemen portfolio dan basis perhitungan Kerugian Kredit Ekspektasian (KKE) sesuai prinsip-prinsip PSAK 109.

50. FINANCIAL RISK MANAGEMENT (continued)

b. Credit risk

Credit risk is the risk due to failure of debtors/customers receiving facilities and/or other parties to meet its obligation to the Bank and/or Subsidiary, including credit risk due to debtor failure, credit concentration risk, counterparty credit risk, settlement risk, as well as country risk and transfer risk. Credit risk exposure at the Bank primarily arises from lending activities as well as other activities such as trade finance, treasury and investment. The objective of credit risk management is to control and manage credit risk exposures within acceptable limits in accordance to risk appetite, while optimizing the risk adjusted returns.

Credit risk is managed through established policies and processes covering credit acceptance criteria, credit origination, approval, pricing, monitoring, problem loan management and portfolio management.

The Bank has a Credit Risk Policy which is the core policy and main reference framework for the implementation of credit risk management. This policy, together with credit risk guidelines, regulate a comprehensive risk management process. All credit risk policies and guidelines are reviewed periodically to comply with prevailing regulations and adjust to the Bank risk appetite level.

The Bank also closely monitors the performance of its loan portfolios, that enable to initiate preventive actions in a timely manner when deterioration is observed in credit quality.

The creditworthiness of every debtor is evaluated to determine appropriate credit limits. Credit limits is set based on the maximum credit exposures the Bank is willing to absorb over specified period. Credit limits are also established for industries, and products to ensure broad diversification of credit risk and to avoid excessive concentration.

The Bank has established an Internal Rating or Scorecard for its debtors and is mapped to Danamon's Rating Scale (DRS) which is applied in all lines of business (Enterprise Banking, SME and Retail portfolio), except for Sharia portfolio, and is used for credit process, portfolio management and the basis for Expected Credit Loss (ECL) calculation in accordance with the PSAK 109 principles.

50. MANAJEMEN RISIKO KEUANGAN (lanjutan)

b. Risiko kredit (lanjutan)

Bank memiliki Komite Kebijakan Perkreditan atau Pembiayaan dan Komite Kredit atau Pembiayaan untuk lebih mendukung pemberian kredit yang sehat dan mengandung unsur pengendalian intern mulai tahap awal proses kegiatan perkreditan. Komite Kebijakan Perkreditan atau Pembiayaan bertugas memberikan masukan kepada Direksi dalam penyusunan kebijakan perkreditan Bank untuk memastikan prinsip kehati-hatian dalam pemberian kredit/pembiayaan serta mengawasi penerapan dan pelaksanaan kebijakan perkreditan Bank. Pemantauan dan evaluasi dilakukan diantaranya terhadap perkembangan dan kualitas portofolio secara keseluruhan, pelaksanaan kebijakan BMPK, dan penyelesaian kredit bermasalah serta upaya Bank dalam memenuhi kecukupan penyisihan penghapusan kredit atau pembiayaan/pencadangan

Agunan

Bank menerapkan kebijakan untuk memitigasi risiko kredit, antara lain dengan meminta agunan sebagai jaminan pelunasan kredit. Jenis agunan yang dapat diterima Bank antara lain adalah uang tunai (termasuk simpanan dari nasabah), obligasi negara, tanah dan/atau bangunan, *Standby* LC/bank garansi yang diterima Bank, mesin, kendaraan bermotor, piutang dagang, bahan baku/barang dagangan (persediaan), saham atau surat berharga lainnya. Perkiraan nilai wajar dari agunan yang digunakan oleh Bank didasarkan pada nilai pasar wajar oleh penilai internal atau penilai eksternal.

i. Eksposur maksimum terhadap risiko kredit

Untuk aset keuangan yang diakui di laporan posisi keuangan konsolidasian, eksposur maksimum terhadap risiko kredit sama dengan nilai tercatatnya. Untuk liabilitas kontinjensi, eksposur maksimum terhadap risiko kredit adalah nilai maksimum yang harus Bank bayarkan dalam hal timbul kewajiban atas instrumen yang diterbitkan.

Untuk kredit komitmen, eksposur maksimum terhadap risiko kredit adalah sebesar jumlah fasilitas yang belum ditarik dari nilai penuh fasilitas kredit yang telah disepakati (*committed*) kepada nasabah.

50. FINANCIAL RISK MANAGEMENT (continued)

b. Credit risk (continued)

The Bank implement Credit or Financing Policy Committee and Credit or Financing Committee in order to support a good credit granting and include internal controlling function from the initial credit process activity.Credit or Financing Policy Committee are responsible to provide feedbacks to Board of Director on the development of Bank's credit policies as to ensure the implementation of prudential principles in credit/financing granting and monitor the implementation of Bank's credit policies. Monitoring and evaluation are performed towards the quality and growth of bankwide portfolio, implementation of Legal Lending Limit (LLL) policy, settlement of Non Performing Loan (NPL) as well as the efforts carried out by the Bank to fulfill the provisioning adequacy on written off credit/financing.

Collateral

The Bank employs policies to mitigate credit risk, including requiring collateral to secure the repayment of loan. The collaterals types that can be accepted by the Bank include: cash (including deposits from customers), government bonds, land and/or building, Standby LC/bank guarantee received by the Bank, machinery, vehicle, trade receivable, inventory, shares or other marketable securities. Estimates of fair value of collateral held by the Bank is based on the value of collateral assessed by internal or external appraisers.

i. Maximum exposure to credit risk

For financial assets recognized on the statement of consolidated financial position, the maximum exposure to credit risk equals their carrying amount. For contingent liabilities, the maximum exposure to credit risk is the maximum amount that the Bank would have to pay if the obligations of the instruments issued are called upon.

For committed credit, the maximum exposure to credit risk is the full amount of the un-drawn committed credit facilities granted to customers.

50. MANAJEMEN RISIKO KEUANGAN (lanjutan)

50. FINANCIAL RISK MANAGEMENT (continued)

b. Risiko kredit (lanjutan)

b. Credit risk (continued)

i. Eksposur maksimum terhadap risiko kredit (lanjutan)

i. Maximum exposure to credit risk (continued)

Tabel berikut menyajikan eksposur maksimum terhadap risiko kredit Bank atas instrument keuangan pada laporan posisi keuangan konsolidasian dan komitmen dan kontinjensi (rekening administratif), tanpa memperhitungkan agunan yang dimiliki atau jaminan kredit lainnya.

The following table presents the Bank's maximum exposure to credit risk on financial instruments in its statements of consolidated financial position and commitments and contingencies (administrative accounts), without taking into account any collateral held or other credit enhancement.

	2025	2024*)	
Laporan Posisi Keuangan Konsolidasian:			*Consolidated Statements of Financial Position:*
Giro pada Bank Indonesia	7.690.446	6.382.075	*Current accounts with Bank Indonesia*
Giro pada bank lain - neto	2.401.989	1.939.584	*Current accounts with other banks - net*
Penempatan pada bank lain dan Bank Indonesia - neto	2.379.001	4.417.045	*Placements with other banks and Bank Indonesia - net*
Efek-efek - neto			*Marketable securities - net*
Nilai wajar melalui laba rugi	2.892.450	2.561.089	*Fair value through profit or loss*
Nilai wajar melalui penghasilan komprehensif lain	15.434.375	7.887.131	*Fair value through other comprehensive income*
Biaya perolehan diamortisasi	1.001.576	2.245.236	*Amortized cost*
Efek yang dibeli dengan janji dijual kembali	2.017.413	1.785.799	*Securities purchased under resale agreements*
Obligasi Pemerintah			*Government bonds*
Nilai wajar melalui laba rugi	1.931.602	1.309.344	*Fair value through profit or loss*
Nilai wajar melalui penghasilan komprehensif lain	19.447.803	17.390.079	*Fair value through other comprehensive income*
Tagihan derivatif	347.353	443.899	*Derivative receivables*
Pinjaman yang diberikan - neto	166.377.275	148.696.742	*Loans - net*
Piutang pembiayaan konsumen - neto	32.032.442	31.591.729	*Consumer financing receivables - net*
Piutang sewa pembiayaan - neto	3.111.787	2.235.399	*Finance lease receivables - net*
Tagihan akseptasi - neto	1.078.214	1.129.530	*Acceptance receivables - net*
Investasi dalam saham	473.186	476.683	*Investment in shares*
Aset lain-lain - neto	2.436.843	2.490.399	*Other assets - net*
Jumlah	261.053.755	232.981.763	*Total*
Komitmen dan Kontinjensi:			*Commitments and Contingencies:*
Fasilitas kredit kepada debitur yang belum digunakan	5.867.306	4.898.230	*Unused loan facilities*
Irrevocable Letters of Credit yang masih berjalan	1.122.396	1.082.139	*Outstanding irrevocable Letters of Credit*
Garansi yang diterbitkan	9.870.514	8.319.555	*Guarantees issued*
	16.860.216	14.299.924	
Jumlah	**277.913.971**	**247.281.687**	***Total***

*) Disajikan kembali

*) *As restated*

50. MANAJEMEN RISIKO KEUANGAN (lanjutan)

b. Risiko kredit (lanjutan)

i. Eksposur maksimum terhadap risiko kredit (lanjutan)

Nilai wajar agunan

Bank memiliki agunan terhadap pinjaman yang diberikan dalam bentuk agunan tunai, aset tetap, dan lain-lain.

Estimasi nilai terendah dari nilai wajar agunan dan jumlah tercatat dari aset keuangan pada tanggal pelaporan ditampilkan seperti di bawah ini.

Agunan terhadap pinjaman yang diberikan

	2025	2024	
Agunan Tunai	6.007.649	4.272.910	*Cash Collateral*
Aset Tetap	59.409.842	49.433.147	*Fixed Assets*
Lain-lain	19.364.334	16.405.447	*Others*
Jumlah	**84.781.825**	**70.111.504**	*Total*

ii. Analisis risiko konsentrasi kredit

Risiko konsentrasi kredit timbul ketika sejumlah nasabah bergerak dalam aktivitas usaha yang sejenis atau memiliki kegiatan usaha dalam wilayah geografis yang sama, atau memiliki karakteristik yang sejenis.

Bank mendorong adanya diversifikasi dari portofolio kreditnya pada berbagai wilayah geografis, sektor industri, produk kredit, individual obligor, mencerminkan profil risiko yang seimbang dan sehat, dan untuk fokus pada upaya pemasaran terhadap industri dan nasabah yang potensial untuk meminimalisir risiko kredit. Bank telah menetapkan limit konsentrasi industri yang ditentukan berdasarkan tingkat risiko sektor industri, proyeksi pertumbuhan kredit dan juga ketersediaan modal.

Diversifikasi portofolio kredit didasarkan rencana strategi Bank, sektor target, kondisi ekonomi saat ini, kebijakan pemerintah, sumber pendanaan, dan proyeksi pertumbuhan. Konsentrasi pinjaman yang diberikan berdasarkan jenis kredit, mata uang, sektor ekonomi, dan wilayah geografis diungkapkan pada Catatan 11.

50. FINANCIAL RISK MANAGEMENT (continued)

b. Credit risk (continued)

i. Maximum exposure to credit risk (continued)

Fair value of collateral

The Bank holds collaterals against loans in the form of cash collaterals, fixed assets and others.

Lower estimate of the collateral fair value and carrying amounts of the financial assets as of the reporting date is shown below.

Collateral of loans

ii. Concentration of credit risk analysis

Concentrations of credit risk arise when a number of customers are engaged in similar business activities or activities within the same geographic region, or when they have similar characteristics.

The Bank encourages the diversification of its credit portfolio among a variety of geographic areas, industries, credit products, individual obligors, reflecting a well-balanced and healthy risk profile, and to focus marketing efforts toward potential industries and customers in order to minimize the credit risk. The Bank has set its industry concentration limit based on industry risk level, projection of loan growth and availability of capital.

The extent of diversification is based on the Bank's strategic plan, target sectors, current economic conditions, government policy, funding sources and growth projections. Concentration of credit risk of loans receivable by type of loans, currency, economic sector, and geographic region is disclosed in Note 11.

50. MANAJEMEN RISIKO KEUANGAN (lanjutan)

b. Risiko kredit (lanjutan)

ii. Analisis risiko konsentrasi kredit (lanjutan)

Tabel di bawah ini menyajikan informasi aset keuangan pada tanggal 31 Desember 2025 dan 2024 berdasarkan tingkat risiko:

50. FINANCIAL RISK MANAGEMENT (continued)

b. Credit risk (continued)

ii. Concentration of credit risk analysis (continued)

The following table presents the financial assets as of 31 December 2025 and 2024 based on risk rate:

	2025							
	Konvensional/*Conventional*							
	Grade 1-22: risiko yang dapat diterima/ *Grade 1-22: acceptable risk*	*Grade* 23-25: risiko tinggi/ *Grade 23-25: high risk*	*Grade* 26-28: kredit Bermasalah/ *Grade 26-28: non-performing loan*	Syariah/ *Sharia*	Tidak dirating/ *Un-rating*	Kerugian kredit ekspektasian/ *Expected credit losses*	**Jumlah/ *Total***	
Giro pada BI	-	-	-	-	7.690.446	-	7.690.446	*Current accounts with BI*
Giro pada bank lain	2.402.262	-	-	-	-	(273)	2.401.989	*Current accounts with other banks*
Penempatan pada bank lain dan BI	2.379.024	-	-	-	-	(23)	2.379.001	*Placements with other banks and BI*
Efek-efek	19.435.589	-	-	-	-	(107.188)	19.328.401	*Marketable securities*
Efek yang dibeli dengan janji dijual kembali	2.017.413	-	-	-	-	-	2.017.413	*Securities purchased under resale agreements*
Obligasi Pemerintah	-	-	-	-	21.379.405	-	21.379.405	*Government Bonds*
Tagihan derivatif	347.353	-	-	-	-	-	347.353	*Derivative receivables*
Pinjaman yang diberikan	147.041.050	9.694.946	2.553.596	14.470.729	-	(7.383.046)	166.377.275	*Loans*
Piutang pembiayaan konsumen	23.545.748	3.034.793	562.290	6.756.714	-	(1.867.103)	32.032.442	*Consumer financing receivables*
Piutang sewa pembiayaan	1.412.769	374.513	15.061	1.427.155	-	(117.711)	3.111.787	*Finance lease receivables*
Tagihan akseptasi	1.081.153	-	-	-	-	(2.939)	1.078.214	*Acceptance receivables*
Investasi dalam saham	-	-	-	-	473.186	-	473.186	*Investments in shares*
Aset lain-lain	-	-	-	-	2.465.473	(28.630)	2.436.843	*Other assets*
	199.662.361	**13.104.252**	**3.130.947**	**22.654.598**	**32.008.510**	**(9.506.913)**	**261.053.755**	

50. MANAJEMEN RISIKO KEUANGAN (lanjutan) / *50. FINANCIAL RISK MANAGEMENT (continued)*

b. Risiko kredit (lanjutan) / *b. Credit risk (continued)*

ii. Analisis risiko konsentrasi kredit (lanjutan) / *ii. Concentration of credit risk analysis (continued)*

	2024*)							
	Konvensional/*Conventional*							
	Grade 1-22: risiko yang dapat diterima/ *Grade 1-22: acceptable risk*	*Grade* 23-25: risiko tinggi/ *Grade 23-25: high risk*	*Grade* 26-28: kredit Bermasalah/ *Grade 26-28: non-performing loan*	Syariah/ *Sharia*	Tidak dirating/ *Un-rating*	Kerugian kredit ekspektasian/ *Expected credit losses*	**Jumlah/ *Total***	
Giro pada BI	-	-	-	-	6.382.075	-	6.382.075	*Current accounts with BI*
Giro pada bank lain	1.939.700	-	-	-	-	(116)	1.939.584	*Current accounts with other banks*
Penempatan pada bank lain dan BI	4.417.045	-	-	-	-	-	4.417.045	*Placements with other banks and BI*
Efek-efek	12.918.586	-	-	-	-	(225.130)	12.693.456	*Marketable securities*
Efek yang dibeli dengan janji dijual kembali	1.785.799	-	-	-	-	-	1.785.799	*Securities purchased under resale agreements*
Obligasi Pemerintah	-	-	-	-	18.699.423	-	18.699.423	*Government Bonds*
Tagihan derivatif	443.899	-	-	-	-	-	443.899	*Derivative receivables*
Pinjaman yang diberikan	131.654.454	10.317.182	2.609.709	11.629.650	-	(7.514.253)	148.696.742	*Loans*
Piutang pembiayaan konsumen	21.288.696	3.487.054	604.765	8.130.355	-	(1.919.141)	31.591.729	*Consumer financing receivables*
Piutang sewa pembiayaan	1.301.742	240.075	7.334	760.702	-	(74.454)	2.235.399	*Finance lease receivables*
Tagihan akseptasi	1.136.000	-	-	-	-	(6.470)	1.129.530	*Acceptance receivables*
Investasi dalam saham	-	-	-	-	476.683	-	476.683	*Investments in shares*
Aset lain-lain	-	-	-	-	2.524.358	(33.959)	2.490.399	*Other assets*
	176.885.921	**14.044.311**	**3.221.808**	**20.520.707**	**28.082.539**	**(9.773.523)**	**232.981.763**	

iii. *Stress testing* / *iii. Stress testing*

Stress testing adalah metode pengukuran risiko dengan memperkirakan potensi kerugian ekonomi Bank berdasarkan kondisi pasar abnormal untuk memastikan sensitivitas kinerja Bank terhadap perubahan faktor risiko dan mengidentifikasi faktor yang mempengaruhi dan berdampak kepada kualitas portofolio kredit, pendapatan dan modal Bank secara signifikan. Bank melaksanakan *stress testing* kredit setidaknya setiap tahun sebagai bagian dari ICAAP *stress testing* atau lebih sering ketika timbul kejadian peristiwa atau kejadian yang memiliki dampak negatif yang signifikan terhadap portofolio kredit Bank. Skenario untuk *stress testing* dibuat berdasarkan *severity* faktor-faktor ekonomi makro (contoh: GDP, inflasi, IDR/USD, dll). Selain skenario yang dibuat berdasarkan kejadian historis yang diamati, Bank juga mempertimbangkan kejadian yang berdampak buruk secara hipotesis dan dampaknya.

Stress testing is a method of risk measurement which estimates the potential economic loss to the Bank under abnormal market conditions in order to ascertain the sensitivity of the Bank's performance to changes in risk factors and to identify influencing factors that significantly impact the Bank's loan portfolio quality, revenue and capital. The Bank conducts credit stress testing at least annually as a part of ICAAP stress testing or more often when there is an occurrence of events that have a significant negative impact to the Bank's credit portfolio. Scenarios for stress testing are defined based on the severity of macroeconomic factors (e.g. GDP, inflation, IDR/USD, etc). In addition to the determined scenarios based on observed historical events, hypothetical adverse events and their impact are also considered by the Bank.

*) Disajikan kembali / *) *As restated*

50. MANAJEMEN RISIKO KEUANGAN (lanjutan)

50. FINANCIAL RISK MANAGEMENT (continued)

b. Risiko kredit (lanjutan)

b. Credit risk (continued)

iv. Konsentrasi berdasarkan jenis debitur

Tabel berikut menyajikan konsentrasi aset keuangan dan komitmen dan kontinjensi (rekening administratif) berdasarkan jenis debitur:

iv. Concentration by type of debtors

The following table presents the concentration of financial assets and commitments and contingencies (administrative accounts) by type of debtors:

	2025					
	Korporasi/ *Corporate*	**Pemerintah dan Bank Indonesia/ *Government and Bank Indonesia***	**Bank-Bank/ *Banks***	**Retail/ *Retail***	**Jumlah/ *Total***	
Giro pada BI - neto	-	7.690.446	-	-	7.690.446	*Current accounts with BI - net*
Giro pada bank lain - neto	-	-	2.401.989	-	2.401.989	*Current accounts with other banks - net*
Penempatan pada bank lain dan BI - neto	-	1.959.024	419.977	-	2.379.001	*Placements with other banks and BI - net*
Efek-efek - neto	3.324.841	15.531.266	472.294	-	19.328.401	*Marketable securities - net*
Efek yang dibeli dengan janji dijual kembali	-	190.527	1.826.886	-	2.017.413	*Securities purchased under resale agreements*
Obligasi Pemerintah	-	21.379.405	-	-	21.379.405	*Government Bonds*
Tagihan derivatif	116.253	4.573	226.282	245	347.353	*Derivative receivables*
Pinjaman yang diberikan - neto	79.238.579	2.714.219	7.853.655	76.570.822	166.377.275	*Loans - net*
Piutang pembiayaan konsumen - neto	1.311.351	-	-	30.721.091	32.032.442	*Consumer financing receivables - net*
Piutang sewa pembiayaan - neto	1.399.219	-	-	1.712.568	3.111.787	*Finance lease receivables - net*
Tagihan akseptasi - neto	858.396	-	219.818	-	1.078.214	*Acceptance receivables - net*
Investasi dalam saham	442.072	-	31.114	-	473.186	*Investments in shares*
Aset lain-lain - neto	1.673.808	7.961	187.981	567.093	2.436.843	*Other assets - net*
Komitmen dan kontinjensi	15.011.255	158.125	544.077	1.146.759	16.860.216	*Commitments and contingencies*
Jumlah	**103.375.774**	**49.635.546**	**14.184.073**	**110.718.578**	**277.913.971**	***Total***
%	**37%**	**18%**	**5%**	**40%**	**100%**	**%**

50. MANAJEMEN RISIKO KEUANGAN (lanjutan) / ***50. FINANCIAL RISK MANAGEMENT (continued)***

b. Risiko kredit (lanjutan) / ***b. Credit risk (continued)***

iv. Konsentrasi berdasarkan jenis debitur (lanjutan) / *iv. Concentration by type of debtors (continued)*

	2024*)					
	Korporasi/ *Corporate*	**Pemerintah dan Bank Indonesia/ *Government and Bank Indonesia***	**Bank-Bank/ *Banks***	**Retail/ *Retail***	**Jumlah/ *Total***	
Giro pada BI - neto	-	6.382.075	-	-	6.382.075	*Current accounts with BI - net*
Giro pada bank lain - neto	-	-	1.939.584	-	1.939.584	*Current accounts with other banks - net*
Penempatan pada bank lain dan BI - neto	-	4.417.045	-	-	4.417.045	*Placements with other banks and BI - net*
Efek-efek - neto	3.663.551	8.926.459	103.446	-	12.693.456	*Marketable securities - net*
Efek yang dibeli dengan janji dijual kembali	-	-	1.785.799	-	1.785.799	*Securities purchased under resale agreements*
Obligasi Pemerintah	-	18.699.423	-	-	18.699.423	*Government Bonds*
Tagihan derivatif	54.010	28.583	361.156	150	443.899	*Derivative receivables*
Pinjaman yang diberikan - neto	59.503.762	2.572.971	10.262.539	76.357.470	148.696.742	*Loans - net*
Piutang pembiayaan konsumen - neto	947.228	-	-	30.644.501	31.591.729	*Consumer financing receivables - net*
Piutang sewa pembiayaan - neto	1.199.998	-	-	1.035.401	2.235.399	*Finance lease receivables - net*
Tagihan akseptasi - neto	758.704	-	370.826	-	1.129.530	*Acceptance receivables - net*
Investasi dalam saham	418.225	-	58.458	-	476.683	*Investments in shares*
Aset lain-lain - neto	1.708.362	37.369	43.858	700.810	2.490.399	*Other assets - net*
Komitmen dan kontinjensi	12.603.080	-	403.228	1.293.616	14.299.924	*Commitments and contingencies*
Jumlah	**80.856.920**	**41.063.925**	**15.328.894**	**110.031.948**	**247.281.687**	***Total***
%	**33%**	**17%**	**6%**	**44%**	**100%**	**%**

*) Disajikan kembali / *) *As restated*

50. MANAJEMEN RISIKO KEUANGAN (lanjutan)

b. Risiko kredit (lanjutan)

v. Saling hapus atas aset keuangan dan liabilitas keuangan

Aset keuangan dan liabilitas keuangan yang dapat saling hapus sesuai dengan perjanjian induk untuk penyelesaian secara neto (*master netting agreements*) atau perjanjian serupa pada tanggal-tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

50. FINANCIAL RISK MANAGEMENT (continued)

b. Credit risk (continued)

v. Offsetting of financial assets and financial liabilities

Financial assets and financial liabilities subject to offsetting under enforceable master netting agreements or similar agreements as of 31 December 2025 and 2024 are as follows:

	2025						
	Jumlah bruto aset/ liabilitas keuangan yang diakui/ *Gross amount of recognized financial assets/ financial liabilities*	Jumlah bruto diakui saling hapus dalam laporan posisi keuangan/ *Gross amount offset in the statement of financial position*	Jumlah neto disajikan dalam laporan posisi keuangan/ *Amount presented in the statement of financial position*	Jumlah yang tidak di saling hapus pada laporan posisi keuangan/ *Amount not offset in the statement of financial position*		Jumlah neto/ *Net amount*	
				Instrumen keuangan/ *Financial instruments*	Jaminan keuangan yang di terima/ dijaminkan/ *Financial collateral received/ pledged*		
Aset Keuangan							***Financial Assets***
Tagihan derivatif	347.353	-	347.353	(94.114)	-	253.239	*Derivative assets*
Liabilitas Keuangan							***Financial Liabilities***
Liabilitas derivatif	1.047.947	-	1.047.947	(94.114)	-	953.833	*Derivative liabilities*

	2024*)						
	Jumlah bruto aset/ liabilitas keuangan yang diakui/ *Gross amount of recognized financial assets/ financial liabilities*	Jumlah bruto diakui saling hapus dalam laporan posisi keuangan/ *Gross amount offset in the statement of financial position*	Jumlah neto disajikan dalam laporan posisi keuangan/ *Amount presented in the statement of financial position*	Jumlah yang tidak di saling hapus pada laporan posisi keuangan/ *Amount not offset in the statement of financial position*		Jumlah neto/ *Net amount*	
				Instrumen keuangan/ *Financial instruments*	Jaminan keuangan yang di terima/ dijaminkan/ *Financial collateral received/ pledged*		
Aset Keuangan							***Financial Assets***
Tagihan derivatif	443.899	-	443.899	(228.315)	-	215.583	*Derivative assets*
Liabilitas Keuangan							***Financial Liabilities***
Liabilitas derivatif	676.369	-	676.369	(228.315)	-	448.054	*Derivative liabilities*

*) Disajikan kembali

*) *As restated*

50. MANAJEMEN RISIKO KEUANGAN (lanjutan)

b. Risiko kredit (lanjutan)

Penerapan PSAK 109

Bank telah menerapkan perhitungan Kerugian Kredit Ekspektasian (KKE) mengacu pada prinsip-prinsip PSAK 109 sesuai ketentuan regulator, dimana menghitung pencadangan KKE secara *forward looking*. Bank menggunakan 2 (dua) Metode Perhitungan KKE, yaitu:

1) Perhitungan secara Kolektif, yaitu perhitungan KKE secara portofolio untuk lini bisnis *retail/consumer/mass-market/auto-finance* dan sebagian portofolio besar. Pada metode ini, Bank menggunakan *Internal Rating/Scorecard* sebagai basis dalam penentuan model PD (*probability default*) untuk masing-masing debitur. Serta Model LGD/LGD *Pool* mempertimbangkan salah satu komponennya yaitu, nilai agunan yang diakui berserta pembayaran *recovery*. Sedangkan EAD (*Exposure at Default*) merupakan posisi semua aset *On & Off Balance sheet*.

2) Perhitungan secara Individu, untuk portofolio besar dengan kondisi yang mengalami penurunan nilai dan eksposur diatas Rp10 miliar. Perhitungan ini menggunakan pendekatan DCF (*Discounted Cash Flow*) atau pendekatan agunan (*Collateral*) yang dihitung secara individu.

Sesuai prinsip-prinsip PSAK 109, Bank juga menetapkan kriteria Tahap 1 untuk debitur-debitur dengan kualitas portofolio yang baik. Tahap 2 untuk debitur-debitur yang mengalami kondisi peningkatan Risiko Kredit yang Signifikan (SICR) dan Tahap 3 untuk debitur-debitur yang menunggak/*default* dengan kolektibilitas 3,4,5 atau mengalami penurunan nilai.

MEV (Macroeconomic Variables), merupakan salah satu parameter/komponen pada perhitungan KKE secara pendekatan *Forward Looking*. Bank menetapkan variabel makro ekonomi secara berkala dan mengkorelasikan terhadap model-model PSAK 109.

Sensitivitas MEV terhadap ECL

Perhitungan KKE bergantung pada banyak variabel, salah satunnya adalah MEV dan juga tergantung pada portfolio masing-masing segmen. Pada dasarnya tidak ada analisis tunggal yang dapat sepenuhnya menunjukkan sensitivitas KKE terhadap perubahan dalam MEV. Bank berkeyakinan bahwa sensitivitas harus dilakukan terhadap seluruh variabel, bukan hanya variabel tunggal, karena hal ini sejalan dengan sifat multi-variabel dari perhitungan KKE.

50. FINANCIAL RISK MANAGEMENT (continued)

b. Credit risk (continued)

PSAK 109 Implementation

The Bank has applied the Expected Credit Loss (ECL) calculation, referring to the principles of PSAK 109 in accordance to regulator provision, which calculates ECL provisioning in forward looking approach. The Bank uses 2 (two) ECL calculation methods, as follows:

1) Collective calculation, is ECL calculation in portfolio base for retail/consumer/mass-market/auto-finance business lines and some large exposure portfolios. In this method, Bank uses the Internal Rating/Scorecard as the basis for the of the PD (probability default) model for each debtor. Also the LGD/LGD Pool Model considers one of components i.e., recognized collateral value and recovery payment. While EAD (Exposure at Default) is including all assets On & Off Balance sheet.

2) Individual calculations, for large exposure portfolios with impaired conditions and exposures above Rp10 billion. This calculation uses the DCF (Discounted Cash Flow) or Collateral approach which is calculated in individual level.

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

MEV (Macroeconomic Variables), is one of the parameters/components for ECL in Forward Looking approach. The Bank defines the macroeconomic variables periodically and correlates to PSAK 109 models.

Sensitivity of MEV to ECL

ECL relies on multiple variables, one of which is MEV and also depends on the portfolio of each segment. Basically, there is no single analysis can fully demonstrate the sensitivity of ECL to changes in the MEVs. The Bank believes that sensitivity should be performed to all variables, not just single variable, as this is in line with the multi-variable nature of ECL calculations.

50. MANAJEMEN RISIKO KEUANGAN (lanjutan)

b. Risiko kredit (lanjutan)

Sensitivitas MEV terhadap ECL (lanjutan)

Bank telah membuat *Internal Rating* atau *Scorecard* untuk debitur dan dipetakan ke dalam *Danamon Rating Scale* (DRS), untuk diaplikasikan di lini bisnis (portofolio *enterprise banking* dan *retail*), kecuali portofolio syariah, yang digunakan untuk proses kredit, portfolio management dan basis perhitungan KKE sesuai prinsip-prinsip PSAK 109.

c. Risiko pasar

Risiko pasar merupakan risiko yang timbul karena adanya pergerakan faktor pasar seperti suku bunga dan nilai tukar pada portofolio yang dimiliki oleh Bank yang dapat menyebabkan kerugian bagi Bank *(adverse movement)*.

Risiko pasar terdapat pada aktivitas fungsional Bank termasuk level kegiatan tresuri. Aktivitas ini mencakup posisi dalam bentuk surat berharga dan pasar uang, penyertaan pada lembaga keuangan lainnya, penyediaan dana (pinjaman dan bentuk sejenis lainnya), kegiatan pendanaan dan penerbitan surat utang, dan kegiatan *trade finance*, baik yang ada di *On Balance Sheet* maupun di *Off Balance Sheet*.

Komite Aset dan Liabilitas (ALCO) berperan sebagai komite manajemen senior tertinggi untuk mengambil keputusan atas kebijakan yang berkaitan dengan manajemen risiko pasar dan likuiditas. Pemantauan dan pengendalian risiko pasar diterapkan melalui kerangka limit yang secara periodik ditelaah untuk mendapatkan struktur limit yang lebih sensitif. Limit risiko pasar ditetapkan untuk *Trading* dan *Interest Rate Risk in the banking Book* (termasuk Portofolio HTCS – *Hold to Collect & Sell* dan *Derivative for Funding & Hedging*).

Secara keseluruhan, risiko pasar dibagi menjadi dua bagian sebagai berikut:

i. Risiko mata uang asing

Risiko mata uang asing timbul dari adanya posisi neraca dan komitmen dan kontinjensi (*off-balance sheet*) baik di sisi aset maupun liabilitas yang timbul melalui transaksi mata uang asing.

Bank mengukur risiko nilai tukar untuk melihat dampak perubahan nilai tukar pada pendapatan dan modal Bank. Untuk mengelola dan memitigasi risiko nilai tukar yang lebih hati-hati, secara internal Bank telah menetapkan limit risiko nilai tukar dibawah dari ketentuan regulator (20%).

50. FINANCIAL RISK MANAGEMENT (continued)

b. Credit risk (continued)

Sensitivity of MEV to ECL (continued)

The Bank has established an Internal Rating or Scorecard for its borrowers and is mapped to Danamon's Rating Scale (DRS) to be applied in lines of business (enterprise banking and retail portfolio), except for sharia portfolio, that is used for credit process, portfolio management and the basis for ECL calculation in accordance with the PSAK 109 principles.

c. Market risk

Market risk is the risk of loss arising from adverse movement in market variables in portfolios held by the Bank which are defined as interest rates and exchange rates.

Market risk exists at all Bank functional activities, as well as treasury business level. These include exposure in securities and money market, equity participation in other financial institutions, provisions of funds (loans and other similar forms), funding and issuance of debt instruments, and trade financing activities, both in On Balance Sheet and Off Balance Sheet.

The Asset and Liability Committee (ALCO) acts as the apex senior management committee that in charge of making all policy decisions regarding market and liquidity risk management. Market risk monitoring and controlling is implemented through a limit framework which is periodically reviewed in order to accomplish a more sensitive limit structure. The limits are set for Trading and Interest Rate Risk in the banking Book (including HTCS - Hold to Collect & Sell Portfolio and derivative for Funding & Hedging).

In overall, market risk is divided into two following risks:

i. Foreign currency risk

Foreign exchange risks arise from on and off-balance sheet positions both on the asset and liability sides through transactions in foreign currencies.

The Bank measures the foreign exchange risk to understand the impact of the exchange rate movement on the Bank's revenue and capital. In order to manage and mitigate the foreign exchange risk more prudently, internally Bank has set the foreign exchange risk limit below the regulator requirement (20%).

50. MANAJEMEN RISIKO KEUANGAN (lanjutan)

50. FINANCIAL RISK MANAGEMENT (continued)

c. Risiko pasar (lanjutan)

c. Market risk (continued)

Analisa Sensitivitas

Selain melakukan pemantauan terhadap rasio PDN, Bank juga melakukan pemantauan sensitivitas nilai tukar mata uang asing. Bank melakukan simulasi untuk menggambarkan besarnya eksposur jika terjadi pergerakan nilai tukar mata uang asing. Faktor sensitivitas untuk nilai tukar didefinisikan sebagai jumlah total eksposur untuk setiap perubahan nilai tukar mata uang asing sebesar 1%.

Sensitivity Analysis

In addition to the NOP ratio monitoring, the Bank also monitors the foreign exchange sensitivity. The Bank performs simulations to illustrate the exposure if there are movements in the foreign exchange. Sensitivity factor for foreign exchange is defined as the total amount of exposure for each foreign exchange given unit changes by 1%.

i. Risiko mata uang asing (lanjutan)

i. Foreign currency risk (continued)

	Peningkatan 1%/ *1% increase* (IDR)	**Penurunan 1%/ *1% decrease* (IDR)**	
2025			***2025***
Potensi keuntungan/(kerugian) perubahan nilai tukar	727	(727)	*Potential gains/(losses) on exchange rate change*
2024			***2024***
Potensi keuntungan/(kerugian) perubahan nilai tukar	1.137	(1.137)	*Potential gains/(losses) on exchange rate change*

ii. Risiko tingkat suku bunga

Risiko suku bunga adalah potensi kerugian yang timbul akibat pergerakan suku bunga di pasar yang berlawanan dengan posisi atau transaksi Bank yang mengandung risiko suku bunga.

ii. Interest rate risk

Interest rate risk is the probability loss that may occur from adverse movement in market interest rates vis-à-vis the Bank position or transaction.

50. MANAJEMEN RISIKO KEUANGAN (lanjutan)

c. Risiko pasar (lanjutan)

ii. Risiko tingkat suku bunga

Tabel di bawah merangkum tingkat suku bunga efektif per tahun untuk Rupiah dan mata uang asing pada tanggal 31 Desember 2025 dan 2024:

50. FINANCIAL RISK MANAGEMENT (continued)

c. Market risk (continued)

ii. Interest rate risk

The table below summarizes the effective interest rate per annum for Rupiah and foreign currencies as of 31 December 2025 and 2024:

	2025		2024*)		
	Rupiah/ *Rupiah*	Mata Uang Asing/ *Foreign Currencies*	Rupiah/ *Rupiah*	Mata Uang Asing/ *Foreign Currencies*	
	%	%	%	%	
ASET					***ASSETS***
Giro pada bank lain	0,12	0,61	0,12	1,34	*Current accounts with other banks*
Penempatan pada bank lain dan Bank Indonesia	4,13	3,96	5,08	4,45	*Placements with other banks and Bank Indonesia*
Efek-efek	5,47	3,72	6,81	4,19	*Marketable securities*
Efek yang dibeli dengan janji dijual kembali	4,69	-	6,43	-	*Securities purchased under resale agreements*
Obligasi Pemerintah	6,70	4,50	6,77	4,75	*Government Bonds*
Pinjaman yang diberikan	8,18	5,32	8,64	5,60	*Loans*
Piutang pembiayaan konsumen	25,98	-	25,96	-	*Consumer financing receivables*
Piutang sewa pembiayaan	17,93	-	16,85	-	*Finance lease receivables*
LIABILITAS					***LIABILITIES***
Simpanan nasabah					*Deposits from customers*
- Giro	2,71	1,55	2,72	1,95	*Current accounts -*
- Tabungan	1,23	0,37	1,56	0,33	*Savings -*
- Deposito berjangka	4,81	3,82	5,51	3,77	*Time deposits -*
Simpanan dari bank lain	3,72	2,90	4,71	3,46	*Deposits from other banks*
Efek yang dijual dengan janji dibeli kembali	4,52	-	6,45	-	*Securities sold under repurchase agreements*
Efek yang diterbitkan	6,40	-	6,33	-	*Securities issued*
Pinjaman yang diterima	7,00	3,92	7,02	4,73	*Borrowings*

Sebagaimana kebijakan Bank Indonesia, terhitung mulai tanggal 1 Januari 2026 publikasi suku bunga acuan JIBOR pada seluruh tenor akan dihentikan, untuk itu Bank telah menyusun satuan kerja yang bertugas untuk menetapkan langkah-langkah yang perlu diambil oleh Bank dalam rangka memastikan Bank dapat mengikuti ketentuan regulasi sesuai dengan kerangka waktu yang ditetapkan oleh regulator serta memastikan setiap transaksi yang dilakukan dengan nasabah baik oleh Bank maupun Entitas Anak dapat dilakukan dengan acuan yang kredibel.

As per Bank Indonesia's policy, the publication of the JIBOR reference interest rate for all tenor will be terminated starting on 1 January 2026, the Bank has established a task force with determining the steps that need to be taken by the Bank in order to ensure that the Bank can comply with regulatory requirements in accordance with the time frame set by the regulator and ensure that every transaction carried out with customers by both the Bank and its Subsidiary can be carried out with a credible reference.

*) Disajikan kembali

*) *As restated*

50. MANAJEMEN RISIKO KEUANGAN (lanjutan) / *50. FINANCIAL RISK MANAGEMENT (continued)*

c. Risiko pasar (lanjutan) / *c. Market risk (continued)*

ii. Risiko tingkat suku bunga (lanjutan) / *ii. Interest rate risk (continued)*

Tabel di bawah ini menyajikan portofolio Bank (tidak termasuk portofolio yang diukur pada nilai wajar melalui laba rugi "FVTPL") pada nilai tercatatnya, yang dikelompokkan menurut mana yang lebih awal antara tanggal *repricing* atau tanggal jatuh tempo kontraktual:

The table below summarizes the Bank's non-fair value through profit or loss "FVTPL" portfolios at carrying amounts, categorized by the earlier of contractual repricing or contractual maturity dates:

	2025									
		Suku bunga mengambang/ *Floating interest rate*				Suku bunga tetap/ *Fixed interest rate*				
	Nilai tercatat/ *Carrying amount*	Kurang dari/ *Less than* 3 bulan/ *months*	3 – 12 bulan/ *months*	12 – 24 bulan/ *months*	Lebih dari/ *More than* 24 bulan/ *months*	Kurang dari/*Less than* 3 bulan/ *months*	3 – 12 bulan/ *months*	12 – 24 bulan/ *months*	Lebih dari/ *More than* 24 bulan/ *months*	
ASET										***ASSETS***
Giro pada Bank Indonesia - neto	7.690.446	-	-	-	-	7.690.446	-	-	-	*Current accounts with Bank Indonesia - net*
Giro pada bank lain - neto	2.401.989	-	-	-	-	2.401.989	-	-	-	*Current accounts with other banks - net*
Penempatan pada bank lain dan Bank Indonesia - neto	2.379.001	-	-	-	-	2.379.001	-	-	-	*Placements with other banks and Bank Indonesia - net*
Efek-efek - neto	16.435.951	-	-	-	-	6.096.568	8.066.429	354.664	1.918.290	*Marketable securities - net*
Efek yang dibeli dengan janji dijual kembali	2.017.413	-	-	-	-	2.017.413	-	-	-	*Securities purchased under resale agreements*
Obligasi Pemerintah	19.447.803	-	-	-	-	-	3.700.134	1.790.964	13.956.705	*Government bonds*
Pinjaman yang diberikan - neto	166.377.275	68.217.198	2.503.605	25.725.585	9.107.283	24.297.322	18.785.604	12.160.477	5.580.201	*Loans - net*
Piutang pembiayaan konsumen - neto	32.032.442	-	-	-	-	5.084.074	11.250.725	9.094.816	6.602.827	*Consumer financing receivables - net*
Piutang sewa pembiayaan - neto	3.111.787	-	-	-	-	694.199	1.156.838	808.048	452.702	*Finance lease receivables - net*
Aset lain-lain - neto	2.436.843	-	-	-	-	2.436.843	-	-	-	*Other assets - net*
Jumlah	**254.330.950**	**68.217.198**	**2.503.605**	**25.725.585**	**9.107.283**	**53.097.855**	**42.959.730**	**24.208.969**	**28.510.725**	***Total***
LIABILITAS										***LIABILITIES***
Simpanan nasabah	(174.177.029)	(7.858.086)	(65.806.840)	-	-	(86.231.086)	(14.281.017)	-	-	*Deposits from customers*
Simpanan dari bank lain	(8.121.769)	-	-	-	-	(7.253.549)	(87.213)	(781.007)	-	*Deposits from other banks*
Efek yang dijual dengan janji dibeli kembali	(2.283.430)	-	-	-	-	(2.283.430)	-	-	-	*Securities sold under repurchase agreements*
Utang obligasi	(8.522.975)	-	-	-	-	(996.556)	(2.413.386)	(1.454.158)	(3.658.875)	*Bonds payable*
Sukuk mudharabah	(1.643.850)	-	-	-	-		(995.689)	(137.005)	(511.156)	*Mudharabah bonds*
Pinjaman yang diterima	(9.202.093)	(571.631)	(1.643.385)	(1.083.875)	(166.750)	(2.609.439)	(2.916.764)	(221.146)	10.897	*Borrowings*
Pinjaman subordinasi	(25.000)	-	-	-	-	-	-	-	(25.000)	*Subordinated loan*
Jumlah	**(203.976.146)**	**(8.429.717)**	**(67.450.225)**	**(1.083.875)**	**(166.750)**	**(99.374.060)**	**(20.694.069)**	**(2.593.316)**	**(4.184.134)**	***Total***
Pengaruh dari derivatif untuk manajemen risiko	-	(2.272.358)	-	-	-	428.738	1.189.479	654.141	-	*Effect of derivatives held for risk management*
Selisih	**50.354.804**	**57.515.123**	**(64.946.620)**	**24.641.710**	**8.940.533**	**(45.847.467)**	**23.455.140**	**22.269.794**	**24.326.591**	***Difference***

50. MANAJEMEN RISIKO KEUANGAN (lanjutan) / *50. FINANCIAL RISK MANAGEMENT (continued)*

c. Risiko pasar (lanjutan) / *c. Market risk (continued)*

ii. Risiko tingkat suku bunga (lanjutan) / *ii. Interest rate risk (continued)*

	2024*)									
		Suku bunga mengambang/ *Floating interest rate*				Suku bunga tetap/ *Fixed interest rate*				
	Nilai tercatat/ *Carrying amount*	Kurang dari/ *Less than* 3 bulan/ *months*	3 – 12 bulan/ *months*	12 – 24 bulan/ *months*	Lebih dari/ *More than* 24 bulan/ *months*	Kurang dari/*Less than* 3 bulan/ *months*	3 – 12 bulan/ *months*	12 – 24 bulan/ *months*	Lebih dari/ *More than* 24 bulan/ *months*	
ASET										***ASSETS***
Giro pada Bank Indonesia - neto	6.382.075	-	-	-	-	6.382.075	-	-	-	*Current accounts with Bank Indonesia - net*
Giro pada bank lain - Neto	1.939.584	-	-	-	-	1.939.584	-	-	-	*Current accounts with other banks - net*
Penempatan pada bank lain dan Bank Indonesia - neto	4.417.045	-	-	-	-	4.417.045	-	-	-	*Placements with other banks and Bank Indonesia - net*
Efek-efek - neto	10.132.367	-	-	-	-	5.420.849	3.736.932	172.582	802.004	*Marketable securities - net*
Efek yang dibeli dengan janji dijual kembali	1.785.799	-	-	-	-	1.785.799	-	-	-	*Securities purchased under resale agreements*
Obligasi Pemerintah	17.390.079	-	-	-	-	283.243	2.464.920	2.296.608	12.345.308	*Government bonds*
Pinjaman yang diberikan - neto	148.696.742	52.443.256	1.917.941	21.962.387	8.571.952	28.359.011	17.440.025	10.798.194	7.203.976	*Loans - net*
Piutang pembiayaan konsumen - neto	31.591.729	-	-	-	-	3.847.093	10.079.426	10.238.012	7.427.198	*Consumer financing receivables - net*
Piutang sewa pembiayaan - neto	2.235.399					444.001	828.866	667.531	295.001	*Finance lease receivables - net*
Aset lain-lain - neto	2.490.399	-	-	-	-	2.490.399	-	-	-	*Other assets - net*
Jumlah	**227.061.218**	**52.443.256**	**1.917.941**	**21.962.387**	**8.571.952**	**55.369.099**	**34.550.169**	**24.172.927**	**28.073.487**	***Total***
LIABILITAS										***LIABILITIES***
Simpanan nasabah	(150.467.727)	(6.451.934)	(55.732.776)	-	-	(76.575.679)	(11.706.739)	(599)	-	*Deposits from customers*
Simpanan dari bank lain	(4.204.749)	-	-	-	-	(3.236.223)	(204.250)	(764.276)	-	*Deposits from other banks*
Efek yang dijual dengan janji dibeli kembali	(4.718.889)	-	-	-	-	(4.718.889)	-	-	-	*Securities sold under Repurchase agreements*
Utang obligasi	(6.307.230)	-	-	-	-	(819.287)	(1.861.220)	(793.483)	(2.833.240)	*Bonds payable*
Sukuk mudharabah	(1.228.330)	-	-	-	-	(49.000)	(535.480)	(389.730)	(254.120)	*Mudharabah bonds*
Pinjaman yang diterima	(12.372.944)	(435.469)	(1.306.406)	(1.695.875)	(885.225)	(2.256.696)	(3.870.431)	(1.777.475)	(145.367)	*Borrowings*
Pinjaman subordinasi	(25.000)	-	-	-	-	-	-	-	(25.000)	*Subordinated loan*
Jumlah	**(179.324.869)**	**(6.887.403)**	**(57.039.182)**	**(1.695.875)**	**(885.225)**	**(87.655.774)**	**(18.178.120)**	**(3.725.563)**	**(3.257.727)**	***Total***
Pengaruh dari derivatif untuk manajemen risiko	-	(4.054.699)	-	-	-	455.659	1.268.786	1.676.112	654.142	*Effect of derivatives held for risk management*
Selisih	**47.736.349**	**41.501.154**	**(55.121.241)**	**20.266.512**	**7.686.727**	**(31.831.016)**	**17.640.835**	**22.123.476**	**25.469.902**	***Difference***

Analisis sensitivitas

Pengelolaan risiko tingkat suku bunga dilengkapi dengan analisa sensitivitas secara periodik untuk mengukur dampak dari perubahan suku bunga.

Sensitivity analysis

The interest rate risk management is supplemented by regularly conducting sensitivity analysis on scenarios to measure the impact of changes in interest rate.

*) Disajikan kembali / *) *As restated*

50. MANAJEMEN RISIKO KEUANGAN (lanjutan) / *50. FINANCIAL RISK MANAGEMENT (continued)*

c. Risiko pasar (lanjutan) / *c. Market risk (continued)*

ii. Risiko tingkat suku bunga (lanjutan) / *ii. Interest rate risk (continued)*

	Kenaikan paralel/ *parallel increase*		Penurunan paralel/ *parallel decrease*		
	Dampak terhadap laba rugi/ *Effect on profit or loss*	Dampak terhadap ekuitas/ *Effect on equity*	Dampak terhadap laba rugi/ *Effect on profit or loss*	Dampak terhadap ekuitas/ *Effect on equity*	
Sensitivitas terhadap risiko suku bunga					***Sensitivity to interest rate risk***
Pada tanggal 2025					*As of 2025*
Mata uang asing	(25.188)	(96.605)	(53.026)	111.344	*Foreign currencies*
Rupiah	(1.568.155)	(4.977.920)	358.676	6.692.250	*Rupiah*
Pada tanggal 2024					*As of 2024*
Mata uang asing	44.772	(73.386)	(122.812)	85.353	*Foreign currencies*
Rupiah	(1.243.505)	(4.276.933)	45.333	5.563.296	*Rupiah*

Bank menggunakan metode ΔNII dan ΔEVE sesuai SEOJK No.12/SEOJK.03/2018.

The Bank uses ΔNII and ΔEVE method in accordance to SEOJK No.12/SEOJK.03/2018.

Informasi tambahan risiko pasar yang merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia diungkapkan pada Catatan 59l.

The following additional information of market risk that is required by applicable regulations and is not required by Indonesian Accounting Standards are disclosed in Note 59l.

d. Risiko likuiditas / *d. Liquidity risk*

Risiko likuiditas adalah risiko yang disebabkan oleh ketidakmampuan Bank dalam memenuhi kewajiban yang telah jatuh tempo dan menutup posisi di pasar. Risiko likuiditas merupakan risiko yang terpenting pada Bank umum dan perlu dikelola secara berkesinambungan.

Liquidity risk is the risk caused by the inability of the Bank to meet its obligations at due date and unwind position created from market. Liquidity risk is an important risk for commercial Bank and as such needs to be managed on an on-going basis.

Komite Aset dan Liabilitas (ALCO) berperan sebagai Komite manajemen senior tertinggi untuk memonitor situasi likuiditas Bank.

The Asset and Liability Committee (ALCO) acts as the apex Committee entrusted to monitor liquidity situation of the Bank.

Bank mengelola risiko likuiditas melalui analisis perbedaan jatuh tempo likuiditas dan rasio-rasio likuiditas. Pemantauan dan pengendalian risiko likuiditas diterapkan melalui kerangka limit yang secara periodik dikaji untuk mendapatkan struktur limit yang lebih sensitif. Struktur limit risiko likuiditas terkini mencakup pengukuran limit dan indikator antara lain *Liquidity Coverage Ratio* (LCR), *Net Stable Funding Ratio* (NSFR), *Maximum Cumulative Outflow* (MCO), Rasio Intermediasi Makroprudensial (RIM), dan risiko konsentrasi pendanaan.

The Bank manages liquidity risk through liquidity gap analysis and liquidity ratios. Liquidity risk monitoring and controlling is implemented through a limit framework which is periodically reviewed in order to accomplish a more sensitive limit structure. The coverage of current liquidity risk limit structure includes measurement of limit and indicator such as Liquidity Coverage Ratio (LCR), Net Stable Funding Ratio (NSFR), Maximum Cumulative Outflow (MCO), Macroprudential Intermediation Ratio (MIR), and funding concentration risk.

50. MANAJEMEN RISIKO KEUANGAN (lanjutan) / *50. FINANCIAL RISK MANAGEMENT (continued)*

d. Risiko likuiditas (lanjutan) / *d. Liquidity risk (continued)*

Eksposur terhadap risiko likuiditas / ***Exposure to liquidity risk***

Untuk melengkapi kerangka kerja, risiko likuiditas diukur dan dikelola pada kondisi normal (*business-as-usual*) dan kejadian kondisi *stress*. Sehingga, *Maximum Cumulative Outflow* (MCO) juga diukur untuk situasi tidak normal, untuk itu rencana pendanaan darurat likuiditas (CFP) telah disusun untuk mempersiapkan Bank jika terjadi krisis likuiditas.

To complete the framework, liquidity risk is measured and controlled under both normal and stress scenarios. Thus, the Maximum Cumulative Outflow (MCO) is estimated also under abnormal market condition, such that the Contingency Funding Plan (CFP) is in place in case of liquidity crisis.

Pada tanggal 31 Desember 2025 dan 2024, rasio dari aset likuid neto terhadap simpanan nasabah adalah sebagai berikut:

As of 31 December 2025 and 2024, the ratio of net liquid assets to deposits from customers are as follows:

	2025	2024*)	
Kas dan setara kas	15.418.391	15.241.038	*Cash and cash equivalents*
Efek-efek dan Obligasi Pemerintah diperdagangkan, tidak termasuk SBI yang sudah diklasifikasikan sebagai kas dan setara kas	4.737.274	3.822.148	*Trading marketable securities and Government Bonds, excluding Certificates of Bank Indonesia classified as cash and cash equivalents*
Efek-efek dan Obligasi Pemerintah diukur pada nilai wajar melalui penghasilan komprehensif lain	34.882.177	25.277.210	*Marketable securities and Government Bonds measured at fair value through other comprehensive income*
Simpanan dari bank lain	(8.121.769)	(4.204.749)	*Deposits from other banks*
Jumlah aset likuid neto	46.916.073	40.135.647	*Total net liquid assets*
Simpanan dari nasabah	174.177.029	150.467.727	*Deposits from customers*
Rasio aset likuid neto terhadap simpanan dari nasabah	26,94%	26,67%	*Ratio of net liquid assets to deposits from customers*

Sisa jatuh tempo kontraktual dari liabilitas keuangan / ***Residual contractual maturities of financial liabilities***

Tabel di bawah ini menyajikan ekspektasi arus kas dari liabilitas keuangan Bank berdasarkan tahun jatuh tempo kontraktual yang terdekat dan asumsi perilaku (*behavioral assumptions*) pada tanggal laporan posisi keuangan.

The table below shows the expected cash flows on the Bank's financial liabilities on the basis of their earliest possible contractual maturity and behavioral assumptions as of the statement of financial position date.

Nilai nominal arus masuk/arus keluar yang disajikan pada tabel di bawah ini merupakan arus kas kontraktual yang tidak didiskontokan terkait dengan pokok dan bunga atas liabilitas keuangan. Pengungkapan instrumen derivatif menunjukkan nilai neto derivatif yang dapat diselesaikan secara neto, juga arus masuk dan arus keluar bruto untuk derivatif yang diselesaikan bruto secara bersamaan (seperti kontrak berjangka valuta asing).

The nominal inflow/outflow disclosed in the following table represent the contractual undiscounted cash flows relating to the principal and interest on the financial liability. The disclosure for derivatives shows a net amount for derivatives that are net settled, and a gross inflow and outflow amount for derivatives that have simultaneous gross settlement (e.g. currency forward).

*) Disajikan kembali / *) *As restated*

50. MANAJEMEN RISIKO KEUANGAN (lanjutan) / ***50. FINANCIAL RISK MANAGEMENT (continued)***

d. Risiko likuiditas (lanjutan) / ***d. Liquidity risk (continued)***

Sisa jatuh tempo kontraktual dari liabilitas keuangan (lanjutan) / ***Residual contractual maturities of financial liabilities (continued)***

	2025					
	Kurang dari 1 bulan/ *Less than 1 month*	**1 – 3 bulan/ *months***	**3 – 12 bulan/ *months***	**>1 tahun/ *years***	**Jumlah/ *Total***	
Liabilitas non derivatif:						***Non-derivative liabilities:***
Simpanan nasabah	62.242.797	53.590.514	14.384.714	45.176.264	175.394.289	*Deposits from customers*
Simpanan dari bank lain	6.322.357	936.279	89.482	781.007	8.129.125	*Deposits from other banks*
Efek yang dijual dengan janji dibeli kembali	2.285.784	-	-	-	2.285.784	*Securities sold under repurchase agreements*
Utang akseptasi	524.124	366.323	190.706	-	1.081.153	*Acceptance payables*
Utang obligasi	81.513	1.053.563	2.761.512	5.683.782	9.580.370	*Bonds payable*
Sukuk mudharabah	18.089	7.579	1.059.854	714.415	1.799.937	*Mudharabah bonds*
Pinjaman yang diterima	1.319.235	1.977.950	4.701.961	1.496.893	9.496.039	*Borrowings*
Pinjaman subordinasi	-	-	-	30.442	30.442	*Subordinated loan*
Liabilitas lain-lain	4.423.914	-	-	-	4.423.914	*Other liabilities*
	77.217.813	**57.932.208**	**23.188.229**	**53.882.803**	**212.221.053**	
Derivatif:						***Derivatives:***
Arus keluar	(72.903.669)	(15.876.123)	(6.696.816)	(6.161.627)	(101.638.235)	*Outflow*
Arus masuk	72.737.228	15.896.251	6.738.628	6.210.925	101.583.032	*Inflow*
	(166.441)	**20.128**	**41.812**	**49.298**	**(55.203)**	
	77.051.372	**57.952.336**	**23.230.041**	**53.932.101**	**212.165.850**	

	2024*)					
	Kurang dari 1 bulan/ *Less than 1 month*	**1 – 3 bulan/ *months***	**3 – 12 bulan/ *months***	**>1 tahun/ *years***	**Jumlah/*Total***	
Liabilitas non derivatif:						***Non-derivative liabilities:***
Simpanan nasabah	50.087.615	40.162.283	11.558.356	49.813.138	151.621.392	*Deposits from customers*
Simpanan dari bank lain	2.417.725	818.498	204.250	764.276	4.204.749	*Deposits from other banks*
Efek yang dijual dengan janji dibeli kembali	4.726.258	-	-	-	4.726.258	*Securities sold under repurchase agreements*
Utang akseptasi	458.811	386.855	290.334	-	1.136.000	*Acceptance payables*
Utang obligasi	52.066	867.464	2.098.667	4.127.655	7.145.852	*Bonds payable*
Sukuk mudharabah	6.490	64.220	580.938	694.823	1.346.471	*Mudharabah bonds*
Pinjaman yang diterima	1.106.882	1.655.137	5.558.735	4.741.733	13.062.487	*Borrowings*
Pinjaman subordinasi	-	-	-	32.299	32.299	*Subordinated loan*
Liabilitas lain-lain	4.426.914	-	-	-	4.426.914	*Other liabilities*
	63.282.761	**43.954.457**	**20.291.280**	**60.173.924**	**187.702.422**	
Derivatif:						***Derivatives:***
Arus keluar	(51.280.429)	(17.197.364)	(5.447.248)	(6.276.914)	(80.201.955)	*Outflow*
Arus masuk	51.275.479	17.173.419	5.331.449	6.261.582	80.041.929	*Inflow*
	(4.950)	**(23.945)**	**(115.799)**	**(15.332)**	**(160.026)**	
	63.277.811	**43.930.512**	**20.175.481**	**60.158.592**	**187.542.396**	

*) Disajikan kembali

*) *As restated*

50. MANAJEMEN RISIKO KEUANGAN (lanjutan) / *50. FINANCIAL RISK MANAGEMENT (continued)*

d. Risiko likuiditas (lanjutan) / *d. Liquidity risk (continued)*

Analisis perbedaan jatuh tempo aset dan liabilitas / ***Maturity gap analysis of assets and liabilities***

Tabel di bawah ini menyajikan analisa jatuh tempo aset dan liabilitas Bank dan Entitas Anak pada tanggal 31 Desember 2025 dan 2024, berdasarkan jangka waktu yang tersisa sampai tanggal jatuh tempo kontrak dan asumsi perilaku (*behavioral assumptions*):

The table below shows the analysis of maturities of assets and liabilities of the Bank and Subsidiary as of 31 December 2025 and 2024, based on remaining terms to contractual maturity date and behavioral assumptions:

	2025							
	Nilai tercatat/ *Carrying amount*	Tidak mempunyai tanggal jatuh tempo kontraktual/ *No contractual maturity*	Kurang dari/ *Less than* 1 bulan/*month*	1 – 3 bulan/ *months*	3- 6 bulan/ *months*	6 – 12 bulan/ *months*	Lebih dari/*More than* 12 bulan/ *months*	
ASET								**ASSETS**
Kas	2.946.955	2.946.955	-	-	-	-	-	*Cash*
Giro pada Bank Indonesia	7.690.446	7.690.446	-	-	-	-	-	*Current accounts with Bank Indonesia*
Giro pada bank lain	2.402.262	2.402.262	-	-	-	-	-	*Current accounts with other banks*
Penempatan pada bank lain dan Bank Indonesia	2.379.024	-	2.379.024	-	-	-	-	*Placements with other banks and Bank Indonesia*
Efek-efek:								*Marketable securities:*
Nilai wajar melalui laba rugi	2.892.450	-	-	27.697	172.068	2.605.297	87.388	*Fair value through profit or loss*
Nilai wajar melalui penghasilan komprehensif lain	15.434.375	-	2.717.640	2.531.802	1.534.268	6.377.711	2.272.954	*Fair value through other comprehensive income*
Biaya perolehan diamortisasi	1.108.764	-	773.227	105.429	229.531	577	-	*Amortized cost*
Efek yang dibeli dengan janji dijual kembali	2.017.413	-	2.017.413	-	-	-	-	*Securities purchased under resale agreements*
Obligasi Pemerintah:								*Government Bonds:*
Nilai wajar melalui laba rugi	1.931.602	-	500	24.612	218.857	65.206	1.622.427	*Fair value through profit or loss*
Nilai wajar melalui penghasilan komprehensif lain	19.447.803	-	-	-	2.907.572	792.562	15.747.669	*Fair value through other comprehensive income*
Tagihan derivatif	347.353	-	87.524	98.866	18.144	44.497	98.322	*Derivative receivables*
Pinjaman yang diberikan	173.760.321	-	23.633.897	18.198.280	16.547.971	33.910.122	81.470.051	*Loans*
Piutang pembiayaan konsumen	33.899.545	-	2.238.505	3.040.861	4.321.531	7.388.670	16.909.978	*Consumer financing receivables*
Piutang sewa pembiayaan	3.229.498	-	398.059	312.395	446.133	745.288	1.327.623	*Finance lease receivables*
Tagihan akseptasi	1.081.153	-	524.124	366.323	158.981	31.725	-	*Acceptance receivables*
Investasi dalam saham	473.186	473.186	-	-	-	-	-	*Investments in shares*
Investasi pada entitas asosiasi	999.691	999.691	-	-	-	-	-	*Investment in associate*
Beban dibayar dimuka dan aset lain-lain	5.350.338	234.279	155.900	36.018	11.734	17.587	4.894.820	*Prepayments and other assets*
	277.392.179	**14.746.819**	**34.925.813**	**24.742.283**	**26.566.790**	**51.979.242**	**124.431.232**	
LIABILITAS								***LIABILITIES***
Simpanan nasabah	174.177.029	-	61.682.483	53.286.199	8.789.416	5.242.667	45.176.264	*Deposits from customers*
Simpanan dari bank lain	8.121.769	-	6.321.526	932.023	33.111	54.102	781.007	*Deposits from other banks*
Efek yang dijual dengan janji dibeli kembali	2.283.430	-	2.283.430	-	-	-	-	*Securities sold under repurchase agreements*
Utang akseptasi	1.081.153	-	524.124	366.323	158.981	31.725	-	*Acceptance payables*
Utang obligasi	8.522.975	-	-	996.556	-	2.413.386	5.113.033	*Bonds payable*
Sukuk mudharabah	1.643.850	-	-	-	200.000	795.689	648.161	*Mudharabah bonds*
Pinjaman yang diterima	9.202.093	-	1.274.599	1.914.804	2.376.870	2.185.362	1.450.458	*Borrowings*
Liabilitas derivatif	1.047.947	-	815.159	80.601	21.416	15.300	115.471	*Derivative liabilities*
Pinjaman subordinasi	25.000	-	-	-	-	-	25.000	*Subordinated loan*
Beban yang masih harus dibayar dan kewajiban lain-lain	11.330.154	1.457.081	1.158.359	440.997	48.658	298.508	7.926.551	*Accruals and other liabilities*
	217.435.400	**1.457.081**	**74.059.680**	**58.017.503**	**11.628.452**	**11.036.739**	**61.235.945**	
Selisih	**59.956.779**	**13.289.738**	**(39.133.867)**	**(33.275.220)**	**14.938.338**	**40.942.503**	**63.195.287**	***Difference***

50. MANAJEMEN RISIKO KEUANGAN (lanjutan) / *50. FINANCIAL RISK MANAGEMENT (continued)*

d. Risiko likuiditas (lanjutan) / *d. Liquidity risk (continued)*

	2024*)							
	Nilai tercatat/ *Carrying amount*	Tidak mempunyai tanggal jatuh tempo kontraktual/ *No contractual maturity*	Kurang dari/ *Less than* 1 bulan/*month*	1 – 3 bulan/ *months*	3- 6 bulan/ *months*	6 – 12 bulan/ *months*	Lebih dari/*More than* 12 bulan/ *months*	
ASET								**ASSETS**
Kas	2.502.218	2.502.218	-	-	-	-	-	*Cash*
Giro pada Bank Indonesia	6.382.075	6.382.075	-	-	-	-	-	*Current accounts with Bank Indonesia*
Giro pada bank lain	1.939.700	1.939.700	-	-	-	-	-	*Current accounts with other banks*
Penempatan pada bank lain dan Bank Indonesia	4.417.045	-	4.417.045	-	-	-	-	*Placements with other banks and Bank Indonesia*
Efek-efek:								*Marketable securities:*
Nilai wajar melalui laba rugi	2.561.089	-	-	29.641	782.167	1.700.996	48.285	*Fair value through profit or loss*
Nilai wajar melalui penghasilan komprehensif lain	7.887.131	-	2.052.728	1.410.100	584.696	2.865.021	974.586	*Fair value through other comprehensive income*
Biaya perolehan diamortisasi	2.470.366	-	1.142.280	883.962	354.124	90.000	-	*Amortized cost*
Efek yang dibeli dengan janji dijual kembali	1.785.799	-	1.785.799	-	-	-	-	*Securities purchased under resale agreements*
Obligasi Pemerintah:								*Government Bonds:*
Nilai wajar melalui laba rugi	1.309.344	-	67.654	83.548	76.070	71.913	1.010.159	*Fair value through profit or loss*
Nilai wajar melalui penghasilan komprehensif lain	17.390.079	-	-	283.243	2.255.555	209.365	14.641.916	*Fair value through other comprehensive income*
Tagihan derivatif	443.899	-	245.951	87.042	14.444	14.884	81.578	*Derivative receivables*
Pinjaman yang diberikan	156.210.995	-	27.423.604	15.962.724	16.134.441	30.210.016	66.480.210	*Loans*
Piutang pembiayaan konsumen	33.510.870	-	1.747.152	2.296.002	3.487.702	7.048.116	18.931.898	*Consumer financing receivables*
Piutang sewa pembiayaan	2.309.853	-	229.414	225.210	321.491	530.865	1.002.873	*Finance lease receivables*
Tagihan akseptasi	1.136.000	-	458.811	386.855	272.809	17.525	-	*Acceptance receivables*
Investasi dalam saham	476.683	476.683	-	-	-	-	-	*Investments in shares*
Investasi pada entitas asosiasi	968.670	968.670	-	-	-	-	-	*Investment in associate*
Beban dibayar dimuka dan aset lain-lain	5.140.082	236.843	107.247	15.776	18.248	18.319	4.743.649	*Prepayments and other assets*
	248.841.898	**12.506.189**	**39.677.685**	**21.664.103**	**24.301.747**	**42.777.020**	**107.915.154**	
LIABILITAS								***LIABILITIES***
Simpanan nasabah	150.467.727	-	49.559.598	39.840.016	7.646.080	3.608.937	49.813.096	*Deposits from customers*
Simpanan dari bank lain	4.204.749	-	2.417.725	818.498	131.753	72.497	764.276	*Deposits from other banks*
Efek yang dijual dengan janji dibeli kembali	4.718.889	-	4.718.889	-	-	-	-	*Securities sold under repurchase agreements*
Utang akseptasi	1.136.000	-	458.811	386.855	272.809	17.525	-	*Acceptance payables*
Utang obligasi	6.307.230	-	-	819.287	1.078.025	783.195	3.626.723	*Bonds payable*
Sukuk mudharabah	1.228.330	-	-	49.000	535.480	-	643.850	*Mudharabah bonds*
Pinjaman yang diterima	12.372.944	-	1.149.796	1.542.370	2.043.810	3.133.027	4.503.941	*Borrowings*
Liabilitas derivatif	676.369	-	397.310	93.616	47.690	21.942	115.811	*Derivative liabilities*
Pinjaman subordinasi	25.000	-	-	-	-	-	25.000	*Subordinated loan*
Beban yang masih harus dibayar dan kewajiban lain-lain	11.642.922	1.521.559	1.267.675	549.359	20.577	255.095	8.028.657	*Accruals and other liabilities*
	192.780.160	**1.521.559**	**59.969.804**	**44.099.001**	**11.776.224**	**7.892.218**	**67.521.354**	
Selisih	**56.061.738**	**10.984.630**	**(20.292.119)**	**(22.434.898)**	**12.525.523**	**34.884.802**	**40.393.800**	***Difference***

e. Risiko operasional / *e. Operational risk*

Kebijakan Manajemen Risiko Operasional secara *Bank wide* digunakan sebagai acuan utama bagi semua lini bisnis, fungsi pendukung dan Entitas Anak dalam mengelola risiko operasional.

Bank wide Operational Risk Management Policy is used as a main reference for all line of businesses, support functions and Subsidiary in managing their operational risk.

*) Disajikan kembali / *) *As restated*

50. MANAJEMEN RISIKO KEUANGAN (lanjutan)

e. Risiko operasional (lanjutan)

Tujuan Bank dalam mengelola risiko operasional adalah untuk mencegah atau meminimalisasi dampak kegagalan/ketidakcukupan proses internal, manusia, sistem atau kejadian-kejadian eksternal yang dapat mengakibatkan kerugian keuangan dan merusak reputasi Bank.

Pendekatan Bank terhadap manajemen risiko operasional adalah dengan menentukan strategi mitigasi guna memperoleh keseimbangan yang optimal antara paparan risiko operasional, efektivitas mekanisme kontrol, dan pembuatan *risk appetite* sebagai salah satu strategi Bank dengan melakukan implementasi yang konsisten atas kerangka kerja Manajemen Risiko Operasional ("ORM").

Komponen utama dari Kerangka Kerja Pengelolaan Risiko Operasional yang dijalankan secara berkesinambungan antara lain:

1. Tiga lini pertahanan

   Unit bisnis dan fungsi pendukung sebagai pemilik dari proses pengelolaan risiko, FOR (*Firstline Operational Risk)* di Lini Bisnis/ Fungsi Pendukung, dan fungsi Pengendalian Internal yang ada pada setiap *Risk Taking Unit* (RTU) berperan sebagai lini pertahanan lapis pertama dalam penegakan pengelolaan risiko operasional sehari-hari. Mereka bertanggungjawab dalam mengidentifikasi, mengelola, memonitor, memitigasi, dan melaporkan Risiko Operasional.

   Divisi ORM, *Fraud* & QA (*Quality Assurance*) bersama-sama dengan Divisi *Compliance* dan *Legal* berperan sebagai pertahanan lapis kedua yang bertanggungjawab dalam pengawasan pengelolaan risiko operasional di Bank, termasuk bertanggungjawab untuk pengelolaan kebijakan dan kerangka kerja pengelolaan *anti-fraud d*engan tujuan untuk mengantisipasi risiko operasional yang mungkin terjadi akibat tindakan *fraud* yang dilakukan baik oleh karyawan internal Bank ataupun oleh pihak eksternal.

   Sedangkan Auditor Internal (SKAI) secara independen berperan sebagai pertahanan lapis ketiga yang bertanggungjawab untuk mengidentifikasi kelemahan yang ditemukan dalam pengelolaan risiko operasional dan menilai pelaksanaan kerangka manajemen risiko operasional telah berjalan sesuai dengan ketentuan.

50. FINANCIAL RISK MANAGEMENT (continued)

e. Operational risk (continued)

The Bank's objective in managing operational risk is to prevent or minimize the impact of the failure or inadequate internal process, people, systems or from external events, which could impact the financial losses, and damage the Bank's reputation.

The Bank's approach to Operational Risk management is to define the best mitigation strategy to get optimum balance between operational risk exposure, effectiveness of control mechanism, and creating risk appetite as a Bank strategy by a consistent implementation of a comprehensive Operational Risk Management ("ORM").

Major components of Operational Risk Management Framework which are being consistently applied are:

1. Three lines of defense

   Business and supporting units as the owner of risk management process, FOR (Firstline Operational Risk) at Line of Business/Support Function, and Internal Control functions in each Risk Taking Unit (RTU) act as the first line of defense in day-to-day execution/ implementation of operational risk management. They are responsible to identify, manage, monitor, mitigate, and report on Operational Risk.

   ORM, Fraud & QA (Quality Assurance) Division together with Compliance and Legal Division act as the second line of defense which responsible for overseeing operational risk management in the Bank, including responsible for policies management and anti-fraud framework management with the objective to anticipate operational risks which might arise caused by fraudulent activities committed by internal employee or external.

   Meanwhile, the Internal Auditors (SKAI) are independently performing the role as the third line of defense to identify any weaknesses that have been found in operational risk management and assess the implementation of operational risk management in line with governance.

50. MANAJEMEN RISIKO KEUANGAN (lanjutan)

e. Risiko operasional (lanjutan)

2. Proses pengelolaan risiko operasional

Pelaksanaan kerangka kerja ORM di Bank dan Entitas Anak dilakukan dalam proses ORM yang terpadu dan terdiri dari:

(1) Identifikasi dan analisa risiko yang melekat pada produk/fitur digital, jasa, sistem dan proses baru maupun perubahannya, serta memastikan adanya kecukupan kontrol preventif atas seluruh proses yang dijalankan.

(2) Pengukuran risiko di tingkat unit operasional didukung dengan perangkat *Risk/Loss Event Database (*R/LED*), Risk Control Self-Assessment* (RCSA), *Key Risk Indicator* (KRI) dan *Self Raise Issue* untuk mengetahui efektivitas penerapan manajemen risiko operasional.

(3) Pemantauan risiko melalui penyusunan laporan secara berkala ke manajemen untuk mengidentifikasi masalah yang muncul terkait dengan adanya kelemahan atau kegagalan didalam penerapan fungsi kontrol.

(4) Pengendalian risiko dilakukan diantaranya dengan memastikan ketersediaan kebijakan operasional dan kecukupan kontrol pada seluruh prosedur operasional untuk memitigasi risiko operasional, termasuk memberikan penekanan kepada pentingnya kontrol preventif dan mekanisme pendeteksian dini atas pemaparan risiko operasional melalui pembentukan fungsi *Quality Assurance* yang berperan dalam mengkoordinasikan upaya memperkuat sistem pengendalian internal dari setiap lini bisnis dan fungsi pendukung.

3. Sarana pendukung

Implementasi dari proses pengelolaan risiko operasional secara menyeluruh didukung dengan alat bantu *online real time* yaitu ORMS (*Operational Risk Management System*). ORMS memiliki fungsi sebagai berikut:
- Pencatatan *Risk Loss Event;*
- Pencatatan *Self Raise;*
- Memonitor *Key Risk Indicator;*
- *Risk Control Self-Assessment;*
- Pencatatan dan memonitor *Quality Assurance,* dan
- *Reporting.*

ORM juga melakukan sosialisasi *risk awareness*, memberikan *training* dan *e-Learning* yang dilaksanakan di seluruh jajaran manajemen dan karyawan Bank untuk meningkatkan kesadaran akan pentingnya risiko operasional.

50. FINANCIAL RISK MANAGEMENT (continued)

e. Operational risk (continued)

2. Operational risk management process

Practices of ORM Framework in the Bank and Subsidiary are being conducted through an integrated ORM process which consists of:

(1) Identify and analyze the inherent risk in new and/or changes in product/digital features, service and processes, also ensures the preventive control adequacy over all the processes.

(2) Risk measurement at operating unit level supported by Risk/Loss Event Database (R/LED), Risk Control Self-Assessment (RCSA) and Key Risk Indicator (KRI) and Self Raise Issue to identify the effectiveness of operational risk management.

(3) Risk monitoring through regular reports to management to identify issues related to weakness or failure of controls functions implementation.

(4) Risk control is conducted amongst others through ensuring the availability of operational policy and control adequacy in all operational procedures to mitigate the operational risk, including re-emphasizing the importance of preventative control and early detection mechanisms over operational risk exposures through setting up a Quality Assurance function which undertakes a Bank wide coordination to strengthen internal control systems in each Line of Business and Support Function.

3. Supporting infrastructure

The implementation of the comprehensive ORM process is supported by ORMS (Operational Risk Management System), an internally designed online-real time tool. The ORMS have the following functions:
- *Risk Loss Event recording;*
- *Self Raise recording;*
- *Key Risk Indicator monitoring;*
- *Risk Control Self-Assessment;*
- *Quality Assurance recording and monitoring, and*
- *Reporting.*

ORM also conduct risk awareness campaign, providing training and e-Learning that are implemented accross all level of management and employees of the Bank to raise awareness on the importance of operational risk.

50. MANAJEMEN RISIKO KEUANGAN (lanjutan)

e. Risiko operasional (lanjutan)

4. Fungsi Pendukung Pengelolaan Risiko Operasional

Mengacu kepada konsep umum dari kerangka kerja Manajemen Risiko Perusahaan, Risiko Teknologi Informasi dan Siber adalah bagian dari kerangka kerja risiko operasional. Namun, dengan mempertimbangkan tingkat kritikalitasnya, maka secara struktur, pengelolaan risiko tersebut dilakukan secara terpisah dari Divisi Operational Risk Management, yaitu di bawah Divisi Information Risk Management.

Pengelolaan Risiko Teknologi Informasi dan Siber yang disebutkan diatas juga mencakup antara lain, pemberian rekomendasi dan penetapan prioritas risiko untuk mendukung pengambilan keputusan manajemen yang tepat.

Manajemen Risiko Teknologi Informasi dan Siber adalah proses atau aktivitas berkesinambungan untuk melakukan proses identifikasi, mengukur, memitigasi, pemantauan dan evaluasi terhadap risiko Teknologi Informasi dan Keamanan Siber.

Business Continuity Management (BCM) merupakan proses manajemen terpadu dan menyeluruh untuk menjamin keberlangsungan operasional Bank dalam hal terjadinya kondisi darurat akibat insiden/bencana. Bank dan Entitas Anak telah melaksanakan BCM yang melibatkan seluruh unit kerja.

50. FINANCIAL RISK MANAGEMENT (continued)

e. Operational risk (continued)

4. Operational Risk Management Support Function

Referring to the general concept of the Enterprise Risk Management framework, Information Technology and Cyber Risk is a subset of the operational risk framework. However, considering the criticality, those related risk are managed under Information Risk Management Division, separate from Operation Risk Management Division structure.

The management of Information Technology and Cyber Risk mentioned above also cover such as providing recommendations and setting risk priorities to support appropriate management decision making.

Information Technology and Cyber Risk Management is the continuous process or activity of identifying, measuring, mitigating, monitoring and evaluate Information Technology and Cyber Security Risk

Business Continuity Management (BCM) is an integrated and comprehensive management process to ensure the continuity of the Bank operational activities due to emergency condition caused of incidents/ disasters. The Bank and Subsidiary have been carried out BCM through involvement of all working unit.

51. NILAI WAJAR ATAS ASET KEUANGAN DAN LIABILITAS KEUANGAN

Nilai wajar instrumen keuangan

Sebagian besar instrumen keuangan pada laporan posisi keuangan konsolidasian disajikan menggunakan nilai wajar. Berikut ini adalah perbandingan antara nilai tercatat, seperti yang dilaporkan pada laporan posisi keuangan konsolidasian dan nilai wajarnya.

Pada tabel berikut ini, instrumen keuangan telah dialokasikan berdasarkan klasifikasinya. Kebijakan akuntansi material pada Catatan 2f menjelaskan bagaimana setiap kategori aset keuangan dan liabilitas keuangan diukur dan bagaimana pendapatan dan beban, termasuk keuntungan dan kerugian atas nilai wajar (perubahan nilai wajar instrumen keuangan) diakui.

51. FAIR VALUE OF FINANCIAL ASSETS AND FINANCIAL LIABILITIES

Fair value of financial instruments

A significant number of financial instruments are carried at fair value in the consolidated statements of financial position. Below is the comparison of the carrying amounts, as reported on the consolidated statements of financial position, and their fair values.

In the following table, financial instruments have been categorized based on their classification. The material accounting policies in Note 2f describe how the categories of the financial assets and financial liabilities are measured and how income and expenses, including fair value gains and losses (changes in fair value of financial instruments), are recognized.

51. NILAI WAJAR ATAS ASET KEUANGAN DAN LIABILITAS KEUANGAN (lanjutan)

Pengelompokan aset keuangan telah diklasifikasikan menjadi aset keuangan yang diukur pada nilai wajar melalui laba rugi; nilai wajar melalui penghasilan komprehensif lain; dan biaya perolehan diamortisasi. Sama halnya dengan setiap liabilitas keuangan yang juga telah diklasifikasikan menjadi yang diukur pada nilai wajar melalui laba rugi dan biaya perolehan diamortisasi.

Nilai wajar pada tanggal laporan posisi keuangan konsolidasian adalah berdasarkan informasi yang tersedia dan belum diperbaharui untuk merefleksikan perubahan keadaan pasar setelah tanggal laporan posisi keuangan.

Tabel berikut ini merupakan nilai tercatat dan nilai wajar dari aset keuangan dan liabilitas keuangan pada tanggal 31 Desember 2025 dan 2024.

51. FAIR VALUE OF FINANCIAL ASSETS AND FINANCIAL LIABILITIES (continued)

Financial assets have been classified into fair value through profit or loss; fair value through other comprehensive income; amortized cost. Similarly, each class of financial liability has been classified into fair value through profit or loss and amortized cost.

The fair values are based on relevant information available as of the consolidated statement of financial position date and have not been updated to reflect changes in market condition after the statement of financial position date.

The table below sets out the carrying amounts and fair values of the financial assets and liabilities as of 31 December 2025 and 2024.

	2025					
	Nilai tercatat/*Carrying amount*					
	Nilai wajar melalui laba rugi/*Fair value through profit or loss*	Nilai wajar melalui penghasilan komprehensif lain/*Fair value through other comprehensive income*	Biaya perolehan diamortisasi /*Amortized cost*	Jumlah nilai tercatat/ *Total carrying amount*	Nilai wajar/ *Fair value*	
Aset Keuangan						***Financial Assets***
Kas	-	-	2.946.955	2.946.955	2.946.955	*Cash*
Giro pada Bank Indonesia - neto	-	-	7.690.446	7.690.446	7.690.446	*Current accounts with Bank Indonesia - net*
Giro pada bank lain - neto	-	-	2.401.989	2.401.989	2.401.989	*Current accounts with other banks - net*
Penempatan pada bank lain dan Bank Indonesia - neto	-	-	2.379.001	2.379.001	2.379.001	*Placements with other banks and Bank Indonesia - net*
Efek-efek - neto	2.892.450	15.434.375	1.001.576	19.328.401	19.328.401	*Marketable securities - net*
Efek yang dibeli dengan janji dijual kembali	-	-	2.017.413	2.017.413	2.017.413	*Securities purchased under resale agreements*
Obligasi Pemerintah	1.931.602	19.447.803	-	21.379.405	21.379.405	*Government Bonds*
Tagihan derivatif	347.353	-	-	347.353	347.353	*Derivative receivables*
Pinjaman yang diberikan - neto	-	-	166.377.275	166.377.275	166.124.563	*Loans - net*
Piutang pembiayaan konsumen - neto	-	-	32.032.442	32.032.442	32.526.670	*Consumer financing receivables - net*
Piutang sewa pembiayaan - neto	-	-	3.111.787	3.111.787	3.433.777	*Finance lease receivables - net*
Tagihan akseptasi - neto	-	-	1.078.214	1.078.214	1.078.214	*Acceptance receivables - net*
Investasi dalam saham	-	473.186	-	473.186	473.186	*Investments in shares*
Aset lain-lain - neto	-	-	2.436.843	2.436.843	2.436.843	*Other assets - net*
Liabilitas Keuangan						***Financial Liabilities***
Simpanan nasabah	-	-	174.177.029	174.177.029	174.177.029	*Deposits from customers*
Simpanan dari bank lain	-	-	8.121.769	8.121.769	8.121.769	*Deposits from other banks*
Efek yang dijual dengan janji dibeli kembali	-	-	2.283.430	2.283.430	2.283.430	*Securities sold under repurchase agreements*
Utang akseptasi	-	-	1.081.153	1.081.153	1.081.153	*Acceptance payables*
Utang obligasi	-	-	8.522.975	8.522.975	8.680.017	*Bonds payable*
Sukuk mudharabah	-	-	1.643.850	1.643.850	1.660.993	*Mudharabah bonds*
Pinjaman yang diterima	-	-	9.202.093	9.202.093	9.214.917	*Borrowings*
Liabilitas derivatif	1.047.947	-	-	1.047.947	1.047.947	*Derivative liabilities*
Pinjaman subordinasi	-	-	25.000	25.000	25.000	*Subordinated loan*
Liabilitas lain-lain	-	-	4.423.914	4.423.914	4.423.914	*Other liabilities*

51. NILAI WAJAR ATAS ASET KEUANGAN DAN LIABILITAS KEUANGAN (lanjutan)

51. FAIR VALUE OF FINANCIAL ASSETS AND FINANCIAL LIABILITIES (continued)

	2024*)					
	Nilai tercatat/*Carrying amount*					
	Nilai wajar melalui laba rugi/*Fair value through profit or loss*	Nilai wajar melalui penghasilan komprehensif lain/*Fair value through other comprehensive income*	Biaya perolehan diamortisasi /*Amortized cost*	Jumlah nilai tercatat/ *Total carrying amount*	Nilai wajar/ *Fair value*	
Aset Keuangan						***Financial Assets***
Kas	-	-	2.502.218	2.502.218	2.502.218	*Cash*
Giro pada Bank Indonesia - neto	-	-	6.382.075	6.382.075	6.382.075	*Current accounts with Bank Indonesia - net*
Giro pada bank lain - neto	-	-	1.939.584	1.939.584	1.939.584	*Current accounts with other banks - net*
Penempatan pada bank lain dan Bank Indonesia - neto	-	-	4.417.045	4.417.045	4.417.045	*Placements with other banks and Bank Indonesia - net*
Efek-efek - neto	2.561.089	7.887.131	2.245.236	12.693.456	12.693.456	*Marketable securities - net*
Efek yang dibeli dengan janji dijual kembali	-	-	1.785.799	1.785.799	1.785.799	*Securities purchased under resale agreements*
Obligasi Pemerintah	1.309.344	17.390.079	-	18.699.423	18.699.423	*Government Bonds*
Tagihan derivatif	443.899	-	-	443.899	443.899	*Derivative receivables*
Pinjaman yang diberikan - neto	-	-	148.696.742	148.696.742	148.555.050	*Loans - net*
Piutang pembiayaan konsumen - neto	-	-	31.591.729	31.591.729	31.999.671	*Consumer financing receivables - net*
Piutang sewa pembiayaan - neto	-	-	2.235.399	2.235.399	2.447.008	*Finance lease receivables - net*
Tagihan akseptasi - neto	-	-	1.129.530	1.129.530	1.129.530	*Acceptance receivables - net*
Investasi dalam saham	-	476.683	-	476.683	476.683	*Investments in shares*
Aset lain-lain - neto	-	-	2.490.399	2.490.399	2.490.399	*Other assets - net*
Liabilitas Keuangan						***Financial Liabilities***
Simpanan nasabah	-	-	150.467.727	150.467.727	150.467.727	*Deposits from customers*
Simpanan dari bank lain	-	-	4.204.749	4.204.749	4.204.749	*Deposits from other banks*
Efek yang dijual dengan janji dibeli kembali	-	-	4.718.889	4.718.889	4.718.889	*Securities sold under repurchase agreements*
Utang akseptasi	-	-	1.136.000	1.136.000	1.136.000	*Acceptance payables*
Utang obligasi	-	-	6.307.230	6.307.230	6.320.481	*Bonds payable*
Sukuk mudharabah	-	-	1.228.330	1.228.330	1.230.797	*Mudharabah bonds*
Pinjaman yang diterima	-	-	12.372.944	12.372.944	12.357.079	*Borrowings*
Liabilitas derivatif	676.369	-	-	676.369	676.369	*Derivative liabilities*
Pinjaman subordinasi	-	-	25.000	25.000	25.000	*Subordinated loan*
Liabilitas lain-lain	-	-	3.930.284	3.930.284	3.930.284	*Other liabilities*

Metode dan asumsi yang digunakan untuk estimasi nilai wajar adalah sebagai berikut:

- Nilai wajar aset keuangan dan liabilitas keuangan, kecuali efek-efek dimiliki hingga jatuh tempo, pinjaman yang diberikan yang mempunyai risiko nilai wajar, piutang pembiayaan konsumen, piutang sewa pembiayaan, efek yang diterbitkan, dan pinjaman yang diterima, mendekati nilai tercatatnya karena mempunyai jangka waktu tempo yang singkat atas instrumen keuangan tersebut dan/atau suku bunganya sering ditinjau ulang.

- Nilai wajar efek-efek dimiliki hingga jatuh tempo dan efek yang diterbitkan ditentukan berdasarkan harga kuotasi pasar (level 1) yang berlaku pada tanggal 31 Desember 2025 dan 2024, atau berdasarkan harga kuotasi pasar yang memiliki karakter kredit, jatuh tempo dan suku bunga yang mendekati (level 2). Jika informasi tersebut tidak tersedia, nilai wajar di estimasi menggunakan pendekatan biaya (level 3).

The following methods and assumptions are used to estimate the fair values:

- *The fair values of financial assets and liabilities, except for held-to-maturity marketable securities, loans with fair value risk, consumer financing receivables, finance lease receivables, securities issued, and borrowings, approximated the carrying amounts largely due to the short-term maturities of these instruments and/or repricing of interest rate frequently.*

- *The fair values of held-to-maturity marketable securities and securities issued were determined on the basis of quoted market price (level 1) as of 31 December 2025 and 2024, or using quoted market price of similar credit characteristics, maturities and yields (Level 2). If the information is not available, the fair values are estimated using cost approach (Level 3).*

*) Disajikan kembali

*) *As restated*

51. NILAI WAJAR ATAS ASET KEUANGAN DAN LIABILITAS KEUANGAN (lanjutan)

- Nilai wajar pinjaman yang diberikan yang mempunyai risiko nilai wajar, piutang pembiayaan konsumen, piutang sewa pembiayaan, dan pinjaman yang diterima dinilai menggunakan diskonto arus kas berdasarkan tingkat suku bunga pasar pada tanggal 31 Desember 2025 dan 2024.

- Nilai wajar investasi dalam saham diukur menggunakan hirarki nilai wajar tingkat 1 atau tingkat 3. Untuk investasi yang tidak memiliki harga kuotasi pasar yang dapat diandalkan, Bank dan Entitas Anak menggunakan pendekatan pendapatan dengan membandingkan harga beli saham dengan nilai buku pada tanggal pembelian yang disesuaikan dengan perubahan ekuitas entitas hingga tanggal pelaporan atau sebesar biaya perolehannya apabila nilai wajarnya tidak dapat diukur secara andal. Untuk investasi dalam saham tertentu yang memiliki harga kuotasi, nilai wajarnya dicatat sebesar harga kuotasi pasar yang berlaku.

Hirarki nilai wajar instrumen keuangan

Tabel berikut ini merupakan hirarki nilai wajar dari aset keuangan dan liabilitas keuangan pada tanggal 31 Desember 2025 dan 2024.

a. Aset keuangan

51. FAIR VALUE OF FINANCIAL ASSETS AND FINANCIAL LIABILITIES (continued)

- *The fair values of loans with fair value risk, consumer financing receivables, finance lease receivables, and borrowings are determined by discounting cash flows using market interest rate as of 31 December 2025 and 2024.*

- *Fair value of investments in shares is measured following either Level 1 or Level 3 fair value hierarchies. For investments without quoted prices, the Bank and Subsidiary apply an income approach by comparing the purchase price of the shares with the investee's book value at the acquisition date and adjusting it for changes in the investee's equity up to the reporting date, or at cost when the fair value cannot reliably measured. For certain investments with quoted market prices, the fair value is measured at the prevailing quoted market prices.*

Fair value hierarchy of financial instruments

The table below sets out the fair values hierarchy of the financial assets and liabilities as of 31 December 2025 and 2024.

a. Financial assets

	Pengukuran nilai wajar pada tanggal pelaporan menggunakan/ *Fair value measurement as of reporting date using*:				
	2025	**Tingkat/ *Level* 1**	**Tingkat/ *Level* 2**	**Tingkat/ *Level* 3**	
Aset keuangan yang diukur pada nilai wajar - neto					***Financial asset measured at fair value - net***
Nilai wajar melalui laba rugi:					*Fair value through profit or loss:*
Efek-efek	2.892.450	2.805.063	609	86.778	*Marketable securities*
Tagihan Derivatif	347.353	-	347.353	-	*Derivative receivables*
Obligasi Pemerintah	1.931.602	1.931.602	-	-	*Government Bonds*
Nilai wajar melalui penghasilan komprehensif lain:					*Fair value through other comprehensive income:*
Efek-efek	15.434.375	12.726.202	2.708.173	-	*Marketable securities*
Obligasi Pemerintah	19.447.803	19.447.803	-	-	*Government Bonds*
Investasi dalam saham	473.186	29.614	-	443.572	*Investments in shares*
Aset keuangan yang nilai wajarnya diungkapkan - neto					***Financial asset of which the fair value is disclosed - net***
Biaya perolehan diamortisasi:					*At amortized cost:*
Efek-efek	1.001.576	-	1.001.576	-	*Marketable securities*
Pinjaman yang diberikan	166.124.563	-	162.340.206	3.784.357	*Loans*
Piutang pembiayaan konsumen	32.526.670	-	32.526.670	-	*Consumer financing receivables*
Piutang sewa pembiayaan	3.433.777	-	3.433.777	-	*Finance lease receivables*

51. NILAI WAJAR ATAS ASET KEUANGAN DAN LIABILITAS KEUANGAN (lanjutan)

51. FAIR VALUE OF FINANCIAL ASSETS AND FINANCIAL LIABILITIES (continued)

Hirarki nilai wajar instrumen keuangan (lanjutan)

Fair value hierarchy of financial instruments (continued)

a. Aset keuangan (lanjutan)

a. Financial assets (continued)

	Pengukuran nilai wajar pada tanggal pelaporan menggunakan/ *Fair value measurement as of reporting date using*:				
	2024*)	Tingkat/ *Level* 1*)	Tingkat/ *Level* 2*)	Tingkat/ *Level* 3*)	
Aset keuangan yang diukur pada nilai wajar - neto					***Financial asset measured at fair value - net***
Nilai wajar melalui laba rugi:					*Fair value through profit or loss:*
Efek-efek	2.561.089	2.512.804	-	48.285	*Marketable securities*
Tagihan Derivatif	443.899	-	443.899	-	*Derivative receivables*
Obligasi Pemerintah	1.309.344	1.309.344	-	-	*Government Bonds*
Nilai wajar melalui penghasilan komprehensif lain:					*Fair value through other comprehensive income:*
Efek-efek	7.887.131	6.413.655	1.473.476	-	*Marketable securities*
Obligasi Pemerintah	17.390.079	17.390.079	-	-	*Government Bonds*
Investasi dalam saham	476.683	56.958	-	419.725	*Investments in shares*
Aset keuangan yang nilai wajarnya diungkapkan - neto					***Financial asset of which the fair value is disclosed - net***
Biaya perolehan diamortisasi:					*At amortized cost:*
Efek-efek	2.245.236	-	2.245.236	-	*Marketable securities*
Pinjaman yang diberikan	148.555.050	-	144.498.307	4.056.743	*Loans*
Piutang pembiayaan konsumen	31.999.671	-	31.999.671	-	*Consumer financing receivables*
Piutang sewa pembiayaan	2.447.008	-	2.447.008	-	*Finance lease receivables*

b. Liabilitas keuangan

b. Financial liabilities

	Pengukuran nilai wajar pada tanggal pelaporan menggunakan/ *Fair value measurement as of reporting date using*:				
	2025	Tingkat/ *Level* 1	Tingkat/ *Level* 2	Tingkat/ *Level* 3	
Liabilitas keuangan yang diukur pada nilai wajar					***Financial liability measured at fair value***
Nilai wajar melalui laba rugi:					*Fair value through profit or loss:*
Liabilitas derivatif	1.047.947	-	1.047.947	-	*Derivative liabilities*
Liabilitas keuangan yang nilai wajarnya diungkapkan					***Financial liability which fair value is disclosed***
Biaya perolehan diamortisasi:					*At amortized cost:*
Utang obligasi	8.680.017	8.680.017	-	-	*Bonds payable*
Sukuk mudharabah	1.660.993	1.660.993	-	-	*Mudharabah bonds*
Pinjaman yang diterima	9.214.917	-	9.214.917	-	*Borrowings*

	Pengukuran nilai wajar pada tanggal pelaporan menggunakan/ *Fair value measurement as of reporting date using*:				
	2024*)	Tingkat/ *Level* 1*)	Tingkat/ *Level* 2*)	Tingkat/ *Level* 3*)	
Liabilitas keuangan yang diukur pada nilai wajar					***Financial liability measured at fair value***
Nilai wajar melalui laba rugi:					*Fair value through profit or loss:*
Liabilitas derivatif	676.369	-	676.369	-	*Derivative liabilities*
Liabilitas keuangan yang nilai wajarnya diungkapkan					***Financial liability which fair value is disclosed***
Biaya perolehan diamortisasi:					*At amortized cost:*
Utang obligasi	6.320.481	6.320.481	-	-	*Bonds payable*
Sukuk mudharabah	1.230.797	1.230.797	-	-	*Mudharabah bonds*
Pinjaman yang diterima	12.357.079	-	12.357.079	-	*Borrowings*

Pada tanggal 31 Desember 2025 dan 2024, tidak ada aset keuangan atau liabilitas keuangan yang ditransfer dari atau ke tingkat 2 dan/atau tingkat 3.

As of 31 December 2025 and 2024, there are no financial assets and financial liabilities transfer out of or into level 2 and/or level 3.

*) Disajikan kembali

*) *As restated*

52. JASA KUSTODIAN

Bank telah memperoleh ijin kustodian dari Badan Pengawas Pasar Modal berdasarkan Surat Keputusan nomor KEP-02/PM/Kstd/2002 tanggal 15 Oktober 2002.

Bank menyediakan beragam jasa kustodian seperti pengelolaan dan penyelesaian transaksi jual-beli efek-efek dengan dan tanpa warkat, penyimpanan dan administrasi efek-efek, pengurusan hak-hak klien atas kepemilikan efek-efek, perwakilan pada rapat umum pemegang saham, dan menghitung dan mengumumkan nilai aktiva bersih atas portofolio reksa dana, portofolio efek-efek yang dikelola berdasarkan kontrak pengelolaan dana.

Aset yang terdapat dalam aktivitas kustodian tidak termasuk dalam laporan keuangan konsolidasian ini. Jumlah komisi yang diterima dari pemberian jasa ini untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 adalah Rp30.548 dan Rp31.802.

52. CUSTODIAN SERVICES

The Bank has obtained a license from the Capital Market Supervisory Agency under Decision Letter number KEP-02/PM/Kstd/2002 dated 15 October 2002.

The Bank provides wide range of custodian services such as managing and settlement of securities transactions with and without certificates, safekeeping and administering securities, managing client's rights on the ownership of securities, acting as proxies in shareholders' meetings, and calculate and announce net asset value of mutual funds, securities portfolio by discretionary funds.

Assets that are held in fiduciary activities are not included in these consolidated financial statements. Total fees received from these services for the year ended 31 December 2025 and 2024 was Rp30,548 and Rp31,802, respectively.

53. ASET DAN LIABILITAS DALAM MATA UANG ASING

Saldo aset dan liabilitas moneter dalam mata uang asing adalah sebagai berikut:

53. ASSETS AND LIABILITIES IN FOREIGN CURRENCIES

The balances of monetary assets and liabilities in foreign currencies are as follows:

	Mata uang asing (dalam ribuan)/ *Foreign currency (in thousand)*		Ekuivalen Rupiah (dalam jutaan)/ *Rupiah equivalent (in million)*		
	2025	2024*)	2025	2024*)	
Aset					***Assets***
Kas					*Cash*
Dolar Amerika Serikat	10.108	7.175	168.554	115.475	*United States Dollar*
Dolar Singapura	12.374	1.566	160.433	18.548	*Singapore Dollar*
Dolar Australia	5.941	620	66.261	6.209	*Australian Dollar*
Yen Jepang	584.986	38.795	62.301	3.997	*Japanese Yen*
Euro Eropa	1.977	661	38.702	11.081	*European Euro*
Poundsterling Inggris	853	481	19.131	9.719	*Great Britain Poundsterling*
Lain-lain	1	10	14	81	*Others*
			515.396	165.110	
Giro pada Bank Indonesia					*Current accounts with Bank Indonesia*
Dolar Amerika Serikat	42.301	55.286	705.361	889.835	*United States Dollar*

*) Disajikan kembali

*) *As restated*

53. ASET DAN LIABILITAS DALAM MATA UANG ASING (lanjutan)

53. ASSETS AND LIABILITIES IN FOREIGN CURRENCIES (continued)

	Mata uang asing (dalam ribuan)/ *Foreign currency (in thousand)*		Ekuivalen Rupiah (dalam jutaan)/ *Rupiah equivalent (in million)*		
	2025	2024*)	2025	2024*)	
Aset (lanjutan)					***Assets (continued)***
Giro pada bank lain					*Current accounts with other banks*
Dolar Amerika Serikat	58.889	34.887	981.974	561.509	*United States Dollar*
Yen Jepang	6.292.160	833.165	670.115	85.841	*Japanese Yen*
Euro Eropa	12.671	8.300	247.995	139.100	*European Euro*
Offshore China Yuan	36.725	53.199	87.588	116.957	*Offshore China Yuan*
Poundsterling Inggris	2.141	2.382	48.039	48.163	*Great Britain Poundsterling*
Dolar Singapura	2.825	4.577	36.630	54.214	*Singapore Dollar*
Dolar Australia	2.826	4.168	31.511	41.736	*Australian Dollar*
Dolar Selandia Baru	2.413	2.289	23.229	20.760	*New Zealand Dollar*
Hongkong Dollar	8.503	1.696	18.215	3.515	*Dollar Hongkong*
Yuan China	5.779	5.349	13.782	11.795	*China Yuan*
Riyal Arab Saudi	1.116	1.715	4.962	7.346	*Riyal Arab Saudi*
Dolar Kanada	316	301	3.850	3.376	*Canadian Dollar*
Swiss Franc	103	237	2.162	4.218	*Swiss Franc*
Swedia Kroner	527	548	953	802	*Swedia Kroner*
Lain-lain	3.336	2.073	2.390	1.480	*Others*
			2.173.395	1.100.812	
Penempatan pada Bank lain dan Bank Indonesia					*Placements with other Banks and Bank Indonesia*
Dolar Amerika Serikat	27.000	65.000	450.225	1.046.175	*United States Dollar*
Efek-efek					*Marketable securities*
Dolar Amerika Serikat	215.453	18.412	3.592.679	296.337	*United States Dollar*
Tagihan derivatif					*Derivative receivables*
Dolar Amerika Serikat	848	3.003	14.136	48.330	*United States Dollar*
Yen Jepang	930	1.097	99	113	*Japanese Yen*
Lain-lain	39	219	166	1.249	*Others*
			14.401	49.692	
Pinjaman yang diberikan					*Loan*
Dolar Amerika Serikat	785.601	1.037.282	13.099.891	16.695.056	*United States Dollar*
Dolar Singapura	2.519	2.679	32.655	31.734	*Singapore Dollar*
Yuan China	13.197	5.114	31.471	11.276	*China Yuan*
Euro Eropa	447	6.000	8.741	100.549	*European Euro*
Yen Jepang	52.798	105.600	5.623	10.880	*Japanese Yen*
			13.178.381	16.849.495	

*) Disajikan kembali

*) *As restated*

53. ASET DAN LIABILITAS DALAM MATA UANG ASING (lanjutan) / *53. ASSETS AND LIABILITIES IN FOREIGN CURRENCIES (continued)*

	Mata uang asing (dalam ribuan)/ *Foreign currency (in thousand)*		Ekuivalen Rupiah (dalam jutaan)/ *Rupiah equivalent (in million)*		
	2025	**2024*)**	**2025**	**2024*)**	
Aset (lanjutan)					***Assets (continued)***
Tagihan akseptasi					*Acceptance receivables*
Dolar Amerika Serikat	37.351	49.623	622.825	798.678	*United States Dollar*
Yuan China	113.255	76.140	270.081	167.889	*China Yuan*
Euro Eropa	1.596	791	31.235	13.254	*European Euro*
Yen Jepang	35.512	177.929	3.782	18.332	*Japanese Yen*
			927.923	998.153	
Obligasi Pemerintah					*Government Bonds*
Dolar Amerika Serikat	66.793	45.221	1.113.765	727.824	*United States Dollar*
Beban dibayar dimuka dan aset lain-lain					*Prepayments and other assets*
Dolar Amerika Serikat	13.424	16.122	223.842	259.488	*United States Dollar*
Yen Jepang	58.495	39.171	6.230	4.036	*Japanese Yen*
Euro Eropa	3	159	57	2.669	*European Euro*
Lain-lain	750	160	10.740	1.756	*Others*
			240.869	267.949	
Jumlah aset			**22.912.395**	**22.390.886**	***Total assets***
Liabilitas					***Liabilities***
Simpanan nasabah					*Deposits from customers*
Dolar Amerika Serikat	1.039.823	949.201	17.339.052	15.277.396	*United States Dollar*
Yen Jepang	9.794.056	6.828.710	1.043.067	703.562	Japanese Yen
Dolar Singapura	75.281	66.200	976.022	784.107	*Singapore Dollar*
Dolar Australia	66.255	96.108	738.897	962.377	*Australian Dollar*
Euro Eropa	23.274	23.758	455.502	398.136	*European Euro*
Yuan China	74.831	91.522	178.450	201.806	*China Yuan*
Poundsterling Inggris	5.460	3.670	122.523	74.206	*Great Britain Poundsterling*
Dolar Selandia Baru	3.637	4.487	35.004	40.688	*New Zealand Dollar*
Lain-lain	3.881	772	13.752	4.727	*Others*
			20.902.269	18.447.005	
Simpanan dari bank lain					*Deposits from other banks*
Dolar Amerika Serikat	46.715	2.241	778.975	36.064	*Japanese Yen*
Dolar Singapura	35.862	44.689	464.957	529.319	*Singapore Dollar*
Yen Jepang	36.685	36.591	3.907	3.770	*United States Dollar*
			1.247.839	569.153	

*) Disajikan kembali / *) *As restated*

53. ASET DAN LIABILITAS DALAM MATA UANG ASING (lanjutan) / *53. ASSETS AND LIABILITIES IN FOREIGN CURRENCIES (continued)*

	Mata uang asing (dalam ribuan)/ *Foreign currency (in thousand)*		Ekuivalen Rupiah (dalam jutaan)/ *Rupiah equivalent (in million)*		
	2025	**2024*)**	**2025**	**2024*)**	
Liabilitas (lanjutan)					***Liabilities (continued)***
Utang akseptasi					*Acceptance payables*
Dolar Amerika Serikat	37.351	49.623	622.824	798.679	*United States Dollar*
Yuan China	113.255	76.140	270.081	167.888	*China Yuan*
Euro Eropa	1.596	791	31.236	13.254	*European Euro*
Yen Jepang	35.512	177.929	3.782	18.332	*Japanese Yen*
			927.923	998.153	
Pinjaman yang diterima					*Borrowings*
Dolar Amerika Serikat	205.000	268.619	3.418.375	4.322.975	*United States Dollar*
Yen Jepang	5.653.380	10.320.084	602.085	1.063.278	*Japanese Yen*
			4.020.460	5.386.253	
Liabilitas derivatif					*Derivative liabilities*
Dolar Amerika Serikat	9.470	7.193	157.912	115.764	*United States Dollar*
Yen Jepang	424.338	-	45.192	-	*Japanese Yen*
Dolar Singapura	3.155	4.377	40.905	51.840	*Singapore Dollar*
Dolar Australia	1.891	-	21.088	-	*Australian Dollar*
Lain-lain	1.648	290	27.451	2.900	*Others*
			292.548	170.504	
Beban yang masih harus dibayar dan liabilitas lain					*Accruals and other liabilities*
Dolar Amerika Serikat	8.597	10.630	143.352	171.096	*United States Dollar*
Yen Jepang	634.122	161.480	67.534	16.637	*Japanese Yen*
Yuan China	21.248	24.538	50.670	54.106	*China Yuan*
Euro Eropa	477	152	9.330	2.555	*European Euro*
Dolar Singapura	612	1.019	7.936	12.074	*Singapore Dollar*
Dolar Australia	233	250	2.604	2.508	*Australian Dollar*
Poundsterling Inggris	4	41	99	830	*Great Britain Poundsterling*
Lain-lain	525	688	2.321	3.091	*Others*
			283.846	262.897	
Jumlah liabilitas			**27.674.885**	**25.833.965**	***Total liabilities***
Posisi (Liabilitas)/Aset - neto			**(4.762.488)**	**(3.442.583)**	***(Liabilities)/Assets position - net***

Dalam melakukan transaksi dalam mata uang asing, Bank memiliki kebijakan untuk memelihara posisi devisa neto sesuai dengan peraturan BI yakni setinggi-tingginya sebesar 20% dari jumlah modal Tier I dan Tier II. Berdasarkan kebijakan ini, Bank akan melakukan lindung nilai atau melakukan square atas posisi yang dimiliki jika diperlukan untuk menjaga agar posisi devisa neto masih dalam limit sesuai peraturan BI.

In conducting foreign currency transactions, the Bank has a policy of maintaining net open position as required by BI regulation at the maximum 20% of the total Tier I and Tier II capital. Based on this policy, the Bank will hedge or square its open position, if necessary, within the limit as per BI regulation.

*) Disajikan kembali

*) *As restated*

54. MANAJEMEN PERMODALAN / *54. CAPITAL MANAGEMENT*

Tujuan manajemen permodalan Bank adalah untuk mempertahankan posisi modal yang kuat untuk mendukung pertumbuhan bisnis dan mempertahankan investor, deposan, pelanggan dan kepercayaan pasar. Dalam pengelolaan permodalan, Bank mempertimbangkan faktor-faktor seperti: pengembalian modal yang optimal pada pemegang saham, menjaga keseimbangan antara keuntungan yang lebih tinggi dengan gearing ratio serta keamanan yang diberikan oleh posisi modal yang sehat.

The Bank's capital management objective is to maintain a strong capital position to support business growth and to maintain investor, depositor, customer and market confidence. In managing its capital, the Bank considers factors such as: providing optimal capital rate of return to shareholders, maintaining a balance between high return gearing ratio and safety provided by a sound capital position.

Informasi tambahan manajemen modal yang merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia diungkapkan pada Catatan 59n.

The following additional information capital management that is required by applicable regulations and is not required by Indonesian Accounting Standards is disclosed in Note 59n.

55. INFORMASI KEUANGAN TAMBAHAN UNIT SYARIAH / *55. SUPPLEMENTARY FINANCIAL INFORMATION SHARIA UNIT*

Informasi keuangan Unit Usaha Syariah disajikan sesuai dengan Surat Edaran Otoritas Jasa Keuangan No.10/SEOJK.03/2020 tanggal 1 Juli 2020 tentang Transparansi dan Publikasi Bank Umum Syariah dan Unit Usaha Syariah dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Indonesia.

Financial information of Sharia Business Unit is presented in accordance with a Circular Letter of OJK No.10/SEOJK.03/2020 dated 1 July 2020 regarding Transparency and Publication of Sharia Bank and Sharia Business Unit and is not an information required by Indonesian Accounting Standards.

	2025	2024	
ASET			***ASSETS***
Kas	23.829	39.157	*Cash*
Penempatan pada Bank Indonesia	1.734.259	2.850.135	*Placements with Bank Indonesia*
Pembiayaan berbasis piutang**)	6.723.956	6.270.070	*Financing receivables**)*
Pembiayaan bagi hasil	6.995.413	4.509.220	*Profit sharing financing*
Pembiayaan sewa	984.693	900.360	*Lease financing*
Aset produktif lainnya	84.390	69.684	*Earning other assets*
Kerugian kredit ekspektasian	(508.541)	(422.931)	*Expected credit losses*
Aset tetap dan inventaris	15.906	7.615	*Fixed assets and equipment*
Aset non produktif	581	1.161	*Non earning asset*
Aset lainnya	14.804	8.838	*Other assets*
JUMLAH ASET	**16.069.290**	**14.233.309**	***TOTAL ASSETS***
LIABILITAS DAN EKUITAS			***LIABILITIES AND EQUITY***
Dana simpanan wadiah	890.946	942.088	*Wadiah saving*
Dana investasi *non profit sharing*	9.928.087	7.551.224	*Non profit sharing investment funds*
Liabilitas kepada bank lain	515.104	504.993	*Liabilities to other banks*
Liabilitas lainnya	68.044	52.010	*Other liabilities*
Dana usaha	4.398.774	5.047.012	*Working fund*
Saldo laba	268.335	135.982	*Retained earnings*
JUMLAH LIABILITAS DAN EKUITAS	**16.069.290**	**14.233.309**	***TOTAL LIABILITIES AND EQUITY***

**) Pada tanggal 31 Desember 2025 dan 2024, jumlah piutang iB tidak termasuk marjin yang belum diterima masing-masing sebesar Rp1.383.811 dan Rp1.383.811.

**) *As of 31 December 2025 and 2024, the total iB receivable excludes margin to be received of Rp1,383,911 and Rp1,383,811, respectively.*

55. INFORMASI KEUANGAN TAMBAHAN UNIT SYARIAH (lanjutan) / ***55. SUPPLEMENTARY FINANCIAL INFORMATION SHARIA UNIT (continued)***

	2025	2024	
PENDAPATAN DAN BEBAN OPERASIONAL			***OPERATING INCOME AND EXPENSES***
Pendapatan dan beban operasional dari penyaluran dana			***Operating Income and expenses from fund distribution***
Pendapatan penyaluran dana			*Income from distribution of fund*
Pendapatan dari piutang	842.640	831.277	*Income from receivables*
Pendapatan dari bagi hasil	437.552	348.207	*Income from profit sharing*
Pendapatan sewa	77.584	54.565	*Leased income*
Lainnya	5.425	4.828	*Others*
Bagi hasil untuk pemilik dana investasi *non profit sharing*	(367.426)	(340.597)	*Margin distribution to owners of investment funds non profit sharing*
Pendapatan setelah distribusi bagi hasil	**995.775**	**898.280**	*Income after margin distribution*
Pendapatan dan beban operasional selain penyaluran dana			***Other operating income and expenses except fund distribution***
Keuntungan penjabaran transaksi valuta asing	9	(73)	*Gains on foreign currency translation*
Pendapatan operasional lainnya			*Other operating income*
Komisi/provisi/imbalan dan administrasi	5.893	6.213	*Commission/provision/fee and administrative*
Pendapatan lainnya	27.614	31.854	*Other income*
Beban operasional lainnya			*Other operating expense*
Beban bonus wadiah	(24.456)	(19.940)	*Wadiah bonus expenses*
Kerugian penurunan nilai aset keuangan	(491.569)	(574.683)	*Impairment losses on financial assets*
Kerugian terkait risiko operasional	-	(10)	*Loss on operational risk*
Kerugian penurunan nilai aset lainnya	(581)	-	*Impairment losses on other assets*
Beban tenaga kerja	(87.304)	(87.017)	*Salaries and employee benefits*
Beban lainnya	(70.425)	(73.126)	*Other expense*
Beban operasional lainnya	**(640.819)**	**(716.782)**	***Other operating expenses***
LABA OPERASIONAL	**354.956**	**181.498**	***OPERATING PROFIT***
PENDAPATAN DAN BEBAN NON OPERASIONAL			***NON OPERATING INCOME AND EXPENSES***
Keuntungan penjualan aset tetap dan inventaris	29	59	*Gain on sales of fixed asset and equipment*
Beban non operasional lainnya	(10.269)	(6.381)	*Non operating expenses*
RUGI NON OPERASIONAL	**(10.240)**	**(6.322)**	***NON OPERATING LOSS***
LABA TAHUN BERJALAN SEBELUM PAJAK	**344.716**	**175.176**	***INCOME FOR YEAR ENDED BEFORE TAX***
Pajak penghasilan	(76.381)	(39.194)	*Income tax*
LABA TAHUN BERJALAN SETELAH PAJAK BERSIH	**268.335**	**135.982**	***INCOME FOR THE YEAR ENDED NET OF TAX***

56. AKTIVITAS INVESTASI NON-KAS / *56. NON-CASH INVESTING ACTIVITY*

	2025	2024*)	
Aktivitas investasi non-kas:			***Non-cash investing activities:***
Pembelian aset takberwujud yang masih terutang	28	67.582	*Acquisition of intangible assets which is still payable*
Pembelian aset tetap yang masih terutang	10.126	4.877	*Acquisition of fixed assets still unpaid*
Kerugian penghapusan aset tetap dan perangkat lunak	14.880	411	*Loss on write off of fixed assets and software*
Dampak dari penggabungan usaha Entitas Anak	2.864.495	-	*Impact from merger of Subsidiary*

57. STANDAR AKUNTANSI YANG TELAH DISAHKAN NAMUN BELUM BERLAKU EFEKTIF / *57. ACCOUNTING STANDARDS ISSUED BUT NOT YET EFFECTIVE*

Pada tanggal persetujuan laporan keuangan konsolidasian, standar, interpretasi dan amandemen-amandemen atas PSAK, yang telah diterbitkan namun belum berlaku efektif, dengan penerapan dini diijinkan, adalah sebagai berikut:

At the date of authorization of these consolidated financial statements, the following standard, interpretation and amendments to PSAKs were issued but not effective, with early application permitted:

Standar yang akan berlaku efektif pada 1 Januari 2026:

Standards will be effective on 1 January 2026:

- Amandemen Tahunan PSAK 109 “Instrumen Keuangan” dan Amandemen PSAK 107 “Instrumen Keuangan: Pengungkapan tentang Klasifikasi dan Pengukuran Instrumen Keuangan”;
- Penyesuaian Tahunan PSAK 110 “Laporan Keuangan Konsolidasian”;
- Penyesuaian Tahunan PSAK 207 "Laporan Arus Kas";
- Amandemen PSAK 338 “Kombinasi Bisnis Entitas Sepengendali”.

- *Amendment to PSAK 109 “Financial Instruments” and Amendment to PSAK 107 “Financial Instruments: Disclosures on Classification and Measurement of Financial Instruments”;*
- *Annual Improvement PSAK 110 “Consolidated Financial Statements”;*
- *Annual Improvement PSAK 207 “Statement of Cash Flows”;*
- *Amendment to PSAK 338 “Business Combination Under Common Control”.*

Standar yang akan berlaku efektif pada 1 Januari 2027:

Standards will be effective on 1 January 2027:

- PSAK 118 “Penyajian dan Pengungkapan Dalam Laporan Keuangan”;
- PSAK 413 "Penurunan Nilai".

- *PSAK 118 “Presentation and Disclosures in Financial Statements”;*
- *PSAK 413 "Impairment Losses".*

Pada saat penerbitan laporan keuangan konsolidasian, Bank dan Entitas Anak masih mengevaluasi dampak yang mungkin timbul dari penerapan standar baru dan revisi tersebut serta pengaruhnya terhadap laporan keuangan konsolidasian.

As of the authorization date of these consolidated financial statements, the Bank and Subsidiary are still evaluating the potential impact of these new and revised standards to the consolidated financial statements.

*) Disajikan kembali

*) *As restated*

58. REKONSILIASI AKTIVITAS PENDANAAN BERSIH / *58. NET FINANCING ACTIVITIES RECONCILIATION*

Rekonsiliasi dari aktivitas pendanaan adalah sebagai berikut:

Reconciliation from financing activities are as follows:

	2025				
	Saldo awal/ *Beginning balance*	**Arus kas/ *Cashflow***	**Lain-lain/ *Others***	**Saldo akhir/ *Ending balance***	
Pinjaman yang diterima	12.372.944	(3.284.407)	113.556	9.202.093	*Borrowings*
Utang obligasi	6.307.230	2.203.257	12.488	8.522.975	*Bond payables*
Sukuk mudharabah	1.228.330	415.520	-	1.643.850	*Mudharabah bonds*
Pinjaman subordinasi	25.000	-	-	25.000	*Subordinated loan*
Efek dijual dengan janji dibeli kembali	4.718.889	(2.435.459)	-	2.283.430	*Securities sold under repurchase agreement*
Liabilitas sewa	496.630	(165.883)	134.058	464.805	*Lease Liabilities*
Jumlah liabilitas dari aktivitas pendanaan	**25.149.023**	**(3.266.972)**	**260.102**	**22.142.153**	*Total liabilities from financing activities*

	2024*)					
	Saldo awal/ *Beginning balance*	**Arus kas/ *Cashflow***	**Lain-lain/ *Others***	**Efek *merging entity*/ *Merging entity effect***	**Saldo akhir/ *Ending balance***	
Pinjaman yang diterima	8.320.889	2.570.048	20.540	1.461.467	12.372.944	*Borrowings*
Utang obligasi	5.835.456	(37.718)	9.965	499.527	6.307.230	*Bond payables*
Sukuk mudharabah	859.000	(327.170)	-	696.500	1.228.330	*Mudharabah bonds*
Pinjaman subordinasi	25.000	-	-	-	25.000	*Subordinated loan*
Efek dijual dengan janji dibeli kembali	-	4.718.889	-	-	4.718.889	*Securities sold under repurchase agreement*
Liabilitas sewa	375.990	(146.135)	266.775	-	496.630	*Lease Liabilities*
Jumlah liabilitas dari aktivitas pendanaan	**15.416.335**	**6.777.914**	**297.280**	**2.657.494**	**25.149.023**	*Total liabilities from financing activities*

*) Disajikan kembali

*) *As restated*

59. INFORMASI TAMBAHAN YANG TIDAK DIPERSYARATKAN OLEH STANDAR AKUNTANSI KEUANGAN INDONESIA

Informasi tambahan berikut yang disajikan dibawah ini merupakan informasi yang disyaratkan oleh regulasi yang berlaku dan bukan/tidak merupakan informasi yang dipersyaratkan oleh Standar Akuntansi Keuangan Indonesia:

a. Giro pada Bank Indonesia

Pemenuhan Giro Wajib Minimum (GWM) Bank dalam mata uang Rupiah dan Valuta Asing sesuai Peraturan Bank Indonesia (PBI) No.11 tahun 2024 dan pemenuhan Penyangga Likuiditas Makroprudensial (PLM) sesuai PBI No.20/4/PBI/2018 dan perubahan terakhirnya dalam PBI No.24/16/PBI/2022 serta peraturan-peraturan pelaksanaannya. Adapun rasio GWM Rupiah dan mata uang asing serta rasio PLM yang harus dipenuhi Bank pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

	2025	2024	
Konvensional			**Conventional**
Rupiah			***Rupiah***
GWM secara harian[1)]	0,00%	0,00%	*Daily GWM[1)]*
GWM secara rata-rata[1)]	4,80%	6,90%	*Average GWM[1)]*
Penyangga Likuiditas Makroprudensial (PLM)	4,00%	5,00%	*Macroprudential Liquidity Buffer*
Mata uang asing			***Foreign currency***
GWM secara harian	2,00%	2,00%	*Daily GWM*
GWM secara rata-rata	2,00%	2,00%	*Average GWM*
Unit Usaha Syariah			***Sharia Business Unit***
Rupiah			***Rupiah***
GWM secara harian[1)]	0,00%	0,00%	*Daily GWM[1)]*
GWM secara rata-rata[1)]	3,50%	3,90%	*Average GWM[1)]*
Mata uang asing			***Foreign currencies***
GWM mata uang asing	1,00%	1,00%	*Foreign currency GWM*

[1)] Insentif yang diterima Bank atas penyaluran kredit atau pembiayaan sebagaimana diatur dalam peraturan BI mengenai Kebijakan Insentif Likuiditas Makroprudensial berupa remunerasi atau insentif ('athaya) terhadap pemenuhan GWM Rupiah untuk konvensional dan UUS pada 31 Desember 2025 masing-masing sebesar 4,20% dan 4,00% (2024: masing-masing 2,10% dan 3,60%). Dengan demikian, pemenuhan GWM Rupiah pada 31 Desember 2025 untuk konvensional yang seharusnya wajib dipenuhi secara harian 0,00% dan secara rata-rata 9,00% menjadi 4,80% dan untuk UUS yang seharusnya wajib dipenuhi secara harian 0,00% dan secara rata-rata 7,50% menjadi 3,50%.

[1)] Incentive received by the Bank on providing loans or financing which regulated in Bank Indonesia regulation related to Macroprudential Liquiditiy Incentive as remuneration or incentive ('athaya) to fulfil Statutory Reserves in Rupiah for conventional and UUS on 31 December 2025 amounted to 4.20% and 4.00%, respectively (2024: 2.10% and 3.60%, respectively). Then, on 31 December 2025, the fulfilment of Statutory Reserves in Rupiah for conventional which should be 0.00% for daily GWM and 9.00% an average become 4.80% and for UUS which should be 0.00% for daily GWM and 7.50% an average become 3.50%.

a. Current accounts with Bank Indonesia

Fulfillment of Bank's Statutory Reserve Requirement (GWM) in Rupiah and Foreign Currency as regulated in Bank Indonesia Regulation (PBI) No.11 year 2024 and fulfilment of Macroprudential Liquidity Buffer (PLM) as regulated in PBI No.20/4/PBI/2018 and its latest amendment in PBI No.24/16/PBI/2022 along with its implementation regulations. Then, GWM ratio in both Rupiah and foreign currency along with PLM ratio that must be met as of 31 December 2025 and 2024 as follows:

59. INFORMASI TAMBAHAN YANG TIDAK DIPERSYARATKAN OLEH STANDAR AKUNTANSI KEUANGAN INDONESIA (lanjutan)

a. Giro pada Bank Indonesia (lanjutan)

Pada tanggal 31 Desember 2025 dan 2024, Bank telah memenuhi rasio sesuai ketentuan di atas. Berikut adalah rasio GWM Rupiah dan mata uang asing serta PLM adalah sebagai berikut:

59. ADDITIONAL INFORMATION THAT IS NOT REQUIRED BY INDONESIAN FINANCIAL ACCOUNTING STANDARDS (continued)

a. Current accounts with Bank Indonesia (continued)

As of 31 December 2025 and 2024, the Bank has fulfilled the ratio as mentioned above. The Rupiah and Foreign currencies Minimum Statutory Reserves Ratio and PLM are as follows:

	2025	2024	
Konvensional			**Conventional**
Rupiah			***Rupiah***
GWM secara harian[1)]	0,00%	0,00%	*Daily GWM[1)]*
GWM secara rata-rata	4,86%	6,95%	*Average GWM*
Penyangga Likuiditas Makroprudensial (PLM)	19,89%	19,21%	*Macroprudential Liquidity Buffer*
Mata uang asing			***Foreign currency***
GWM secara harian[2)]	2,00%	2,00%	*Daily GWM[2)]*
GWM secara rata-rata	2,10%	2,10%	*Average GWM*
Unit Usaha Syariah			***Sharia Business Unit***
Rupiah			***Rupiah***
GWM secara harian[3)]	0,00%	0,00%	*Daily GWM[3)]*
GWM secara rata-rata	3,69%	4,03%	*Average GWM*
Mata uang asing			***Foreign currencies***
GWM mata uang asing	2,69%	5,43%	*Foreign currency GWM*

[1)] Realisasi GWM konvensional secara harian Rupiah pada 31 Desember 2025 dan 2024 masing-masing sebesar 4,25% dan 4,09%.
[2)] Realisasi GWM konvensional secara harian mata uang asing pada 31 Desember 2025 dan 2024 masing-masing sebesar 3,14% dan 4,11%.
[3)] Realisasi GWM syariah secara harian untuk Rupiah pada 31 Desember 2025 dan 2024 masing-masing sebesar 5,14% dan 4,87%.

[1)] Realization of Daily GWM for conventional in Rupiah as of 31 December 2025 and 2024 amounted to 4.25% and 4.09%, respectively.
[2)] Realization of Daily GWM in foreign currency as of 31 December 2025 and 2024 amounted to 3.14% and 4.11%, respectively.
[3)] Realization of Daily GWM for sharia in Rupiah as of 31 December 2025 and 2024 amounted to 5.14% and 4.87% respectively.

Pengungkapan lebih lanjut Giro pada Bank Indonesia diungkapkan pada Catatan 5.

The further disclosures on current accounts with Bank Indonesia are presented in Note 5.

b. Giro pada bank lain

b. Currents accounts with other banks

Berdasarkan kolektibilitas OJK

By OJK collectibility

Berdasarkan ketentuan OJK yang berlaku, semua giro pada bank lain pada tanggal 31 Desember 2025 dan 2024 digolongkan lancar.

Based on the prevailing OJK regulation, all current accounts with other banks as of 31 December 2025 and 2024 were classified as current.

Pengungkapan lebih lanjut giro pada bank lain diungkapkan pada Catatan 6.

The further disclosures on current accounts with other banks are presented in Note 6.

59. INFORMASI TAMBAHAN YANG TIDAK DIPERSYARATKAN OLEH STANDAR AKUNTANSI KEUANGAN INDONESIA (lanjutan)

59. ADDITIONAL INFORMATION THAT IS NOT REQUIRED BY INDONESIAN FINANCIAL ACCOUNTING STANDARDS (continued)

c. Penempatan pada bank lain dan Bank Indonesia

c. Placements with other banks and Bank Indonesia

Berdasarkan kolektibilitas OJK

By OJK collectibility

Berdasarkan ketentuan OJK yang berlaku, seluruh penempatan pada bank lain dan Bank Indonesia pada tanggal 31 Desember 2025 dan 2024 digolongkan sebagai lancar.

Based on the prevailing OJK Regulation, all placements with other banks and Bank Indonesia as of 31 December 2025 and 2024 were classified as current.

Pengungkapan lebih lanjut penempatan pada bank lain dan Bank Indonesia diungkapkan pada Catatan 7.

The further disclosures on placements with other banks and Bank Indonesia are presented in Note 7.

d. Efek-efek

d. Marketable securities

Berdasarkan kolektibilitas OJK

By OJK collectibility

	2025	2024	
Lancar	19.435.589	12.828.586	*Current*
Diragukan	-	90.000	*Doubtful*
	19.435.589	12.918.586	
Dikurangi:			***Less:***
Kerugian kredit ekspektasian	(107.188)	(225.130)	*Expected credit losses*
	19.328.401	**12.693.456**	

Pengungkapan lebih lanjut efek-efek diungkapkan pada Catatan 8.

The further disclosures on marketable securities are presented in Note 8.

e. Efek yang dibeli dengan janji dijual kembali

e. Securities purchased under resale agreements

Klasifikasi kolektibilitas efek yang dibeli dengan janji dijual kembali pada tanggal 31 Desember 2025 dan 2024 adalah lancar.

Collectibility classification of securities purchased under resale agreements as of 31 December 2025 and 2024 was current.

Pengungkapan lebih lanjut efek yang dibeli dengan janji dijual kembali diungkapkan pada Catatan 9.

The further disclosures on securities purchased under resale agreements are presented in Note 9.

f. Tagihan derivatif

f. Derivative receivables

Pada tanggal 31 Desember 2025 dan 2024, berdasarkan ketentuan OJK yang berlaku, seluruh tagihan derivatif digolongkan sebagai lancar.

As of 31 December 2025 and 2024, based on prevailing OJK regulation, all derivatives receivables were classified as current.

Pengungkapan lebih lanjut tagihan derivatif diungkapkan pada Catatan 10.

The further disclosures on derivative receivables are presented in Note 10.

59. INFORMASI TAMBAHAN YANG TIDAK DIPERSYARATKAN OLEH STANDAR AKUNTANSI KEUANGAN INDONESIA (lanjutan)

59. ADDITIONAL INFORMATION THAT IS NOT REQUIRED BY INDONESIAN FINANCIAL ACCOUNTING STANDARDS (continued)

g. Pinjaman / ***g. Loans***

Pinjaman yang direstrukturisasi / ***Restructured loans***

	2025						
	Lancar/ *Current*	**Dalam Perhatian Khusus/ *Special Mention***	**Kurang Lancar/ *Sub-standard***	**Diragukan/ *Doubtful***	**Macet/ *Loss***	**Jumlah/ *Total***	
Modal Kerja	822.285	496.986	129.371	109.393	606.740	2.164.775	*Working capital*
Konsumsi	1.429.732	231.690	4.866	9.212	47.963	1.723.463	*Consumer*
Investasi	90.189	231.885	9.213	21.331	33.025	385.643	*Investment*
	2.342.206	960.561	143.450	139.936	687.728	4.273.881	
Dikurangi:							***Less:***
Kerugian kredit ekspektasian	(577.269)	(580.938)	(136.407)	(130.469)	(676.313)	(2.101.396)	*Expected credit losses*
Jumlah - neto	**1.764.937**	**379.623**	**7.043**	**9.467**	**11.415**	**2.172.485**	***Total - net***

	2024						
	Lancar/ *Current*	**Dalam Perhatian Khusus/ *Special Mention***	**Kurang Lancar/ *Sub-standard***	**Diragukan/ *Doubtful***	**Macet/ *Loss***	**Jumlah/ *Total***	
Modal Kerja	1.195.107	582.042	1.777	147.618	796.198	2.722.742	*Working capital*
Konsumsi	1.552.113	254.588	7.860	13.983	72.093	1.900.637	*Consumer*
Investasi	114.303	308.379	21.376	31.863	87.534	563.455	*Investment*
	2.861.523	1.145.009	31.013	193.464	955.825	5.186.834	
Dikurangi:							***Less:***
Kerugian kredit ekspektasian	(772.441)	(777.238)	(17.191)	(177.834)	(932.003)	(2.676.707)	*Expected credit losses*
Jumlah – neto	**2.089.082**	**367.771**	**13.822**	**15.630**	**23.822**	**2.510.127**	***Total – net***

Berdasarkan kolektibilitas OJK / ***By OJK collectibility***

Kualitas pinjaman yang diberikan berdasarkan kolektibilitas: / *Loans quality based on collectibility:*

	2025	**2024*)**	
Lancar	164.367.805	145.541.993	*Current*
Dalam perhatian khusus	6.650.604	7.901.185	*Special mention*
Kurang lancar	442.562	327.370	*Sub-standard*
Diragukan	572.700	651.593	*Doubtful*
Macet	1.726.650	1.788.854	*Loss*
	173.760.321	156.210.995	
Dikurangi:			***Less:***
Kerugian kredit ekspektasian	(7.383.046)	(7.514.253)	*Expected credit losses*
	166.377.275	**148.696.742**	

*) Disajikan kembali / *) *As restated*

59. INFORMASI TAMBAHAN YANG TIDAK DIPERSYARATKAN OLEH STANDAR AKUNTANSI KEUANGAN INDONESIA (lanjutan)

g. Pinjaman (lanjutan)

Informasi pokok lainnya sehubungan dengan pinjaman yang diberikan

Pada tanggal 31 Desember 2025, rasio *Non-Performing Loan (NPL)-gross* dan rasio *NPL-net* adalah masing-masing sebesar 1,64% dan 0,17% (2024: 1,89% dan 0,22%) yang dihitung berdasarkan Surat Edaran OJK No.09/SEOJK.03/2020 tanggal 30 September 2020.

Rasio kredit Usaha Mikro, Kecil, dan Menengah (UMKM) terhadap jumlah pinjaman yang diberikan pada tanggal 31 Desember 2025 dan 2024 masing-masing sebesar 12,19% dan 14,58%.

Pengungkapan lebih lanjut pinjaman diungkapkan pada Catatan 11.

59. ADDITIONAL INFORMATION THAT IS NOT REQUIRED BY INDONESIAN FINANCIAL ACCOUNTING STANDARDS (continued)

g. Loans (continued)

Other significant information relating to loans

As of 31 December 2025, the percentage of Non-Performing Loan (NPL)-gross and NPL-net were 1.64% and 0.17% (2024: 1.89% and 0.22%), respectively, which was calculated based on Circular Letter of OJK No.09/SEOJK.03/2020 dated 30 September 2020.

The ratio of Micro, Small, and Medium Enterprise (MSME) loans to total loans as of 31 December 2025 and 2024 are 12.19% and 14.58%, respectively.

The further disclosures on loans are presented in Note 11.

h. Piutang sewa pembiayaan

Pengelompokan piutang sewa pembiayaan - bruto menurut jumlah hari tunggakan adalah sebagai berikut:

h. Finance lease receivables

Classification of finance lease receivables - gross based on days overdue is as follows:

	2025	2024	
- Tidak ada tunggakan	3.111.949	2.235.633	*No past due -*
- 1 - 90 hari	301.297	265.659	*1 - 90 days -*
- 91 - 120 hari	7.214	3.315	*91 - 120 days -*
- 121 - 180 hari	12.408	6.039	*121 - 180 days -*
Piutang sewa pembiayaan - bruto	**3.432.868**	**2.510.646**	*Finance lease receivables - gross*

Pengungkapan lebih lanjut piutang sewa pembiayaan diungkapkan pada Catatan 13.

The further disclosures on finance lease receivables are presented in Note 13.

i. Tagihan akseptasi

Berdasarkan kolektibilitas OJK

i. Acceptance receivables

By OJK collectibility

	2025	2024	
Lancar	1.081.153	1.134.593	*Current*
Dalam perhatian khusus	-	1.407	*Special mention*
	1.081.153	1.136.000	
Dikurangi:			***Less:***
Kerugian kredit ekspektasian	(2.939)	(6.470)	*Expected credit losses*
	1.078.214	**1.129.530**	

Pengungkapan lebih lanjut tagihan akseptasi diungkapkan pada Catatan 14.

The further disclosures on acceptance receivables are presented in Note 14.

59. INFORMASI TAMBAHAN YANG TIDAK DIPERSYARATKAN OLEH STANDAR AKUNTANSI KEUANGAN INDONESIA (lanjutan)

59. ADDITIONAL INFORMATION THAT IS NOT REQUIRED BY INDONESIAN FINANCIAL ACCOUNTING STANDARDS (continued)

j. Komitmen dan kontijensi

j. Commitments and contingencies

Liabilitas komitmen

Commitment liabilities

Berdasarkan kolektibilitas OJK

By OJK collectibility

	2025	2024	
Lancar	6.989.702	5.977.915	*Current*
Dalam perhatian khusus	-	2.454	*Special mention*
Jumlah	**6.989.702**	**5.980.369**	***Total***

Liabilitas kontijensi

Contigencies liabilities

Berdasarkan kolektibilitas OJK

By OJK collectibility

	2025	2024	
Lancar	9.868.590	8.318.681	*Current*
Dalam perhatian khusus	1.874	574	*Special mention*
Macet	50	300	*Loss*
Jumlah	**9.870.514**	**8.319.555**	***Total***

Pengungkapan lebih lanjut komitmen dan kontijensi diungkapkan pada Catatan 46.

The further disclosures on commitments and contingencies are presented in Note 46.

k. Kerangka manajemen risiko

k. Risk management framework

Dalam rangka memenuhi Peraturan OJK No.5 Tahun 2024, Bank telah membuat dan melakukan kaji ulang tahunan atas Rencana Aksi Pemulihan ("*Recovery Plan*") dan dalam hal ini Bank telah menetapkan berbagai opsi pemulihan yang telah dinilai dalam hal kelayakan, kredibilitas, kerangka waktu implementasi dan efektivitas guna mempertahankan Bank dalam menghadapi serangkaian skenario *stress* parah yang mungkin terjadi.

In order to comply with OJK's Regulation No.5 Year 2024, the Bank has developed and reviewed Recovery Plan on annual basis in which the Bank has set various recovery options that are assessed in terms of feasibility, credibility, implementation timeframe and effectiveness in order to ensure that the Bank able to survive in facing a range of severe but plausible stress scenarios.

Sesuai dengan POJK No.51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan Bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik yang dikeluarkan pada tahun 2017, Bank mengimplementasikan Keuangan Berkelanjutan sejak 1 Januari 2019.

According to POJK No.51/POJK.03/2017 regarding Implementation of Sustainable Finance for Financial Service Institution, Issuers, and Public Company issued in 2017, the Bank has implemented the Sustainable Finance since 1 January 2019.

Pengungkapan lebih lanjut kerangka manajemen risiko diungkapkan pada Catatan 50.

The further disclosures on risk management framework are presented in Note 50.

59. INFORMASI TAMBAHAN YANG TIDAK DIPERSYARATKAN OLEH STANDAR AKUNTANSI KEUANGAN INDONESIA (lanjutan)

59. ADDITIONAL INFORMATION THAT IS NOT REQUIRED BY INDONESIAN FINANCIAL ACCOUNTING STANDARDS (continued)

I. Risiko pasar

I. Market risk

Risiko mata uang asing

Foreign currency risk

Mata Uang	2025 Aset/*Assets*	2025 Liabilitas/ *Liabilities*	2025 Posisi Devisa Neto/*Net Open Position*	*Currencies*
Keseluruhan (Laporan posisi keuangan dan Rekening Administratif)				***Aggregate (Statement of financial position and Off-Balance Sheet)***
Dolar Amerika Serikat	67.572.254	66.572.309	999.945	*United States Dollar*
Great Britain Pound	124.641	1.024.694	900.053	*Great Britain Pound*
Offshore Yuan China	252.963	44.524	208.439	*Offshore China Yuan*
Yuan China	315.110	499.200	184.090	*China Yuan*
Singapura Dolar	1.815.130	1.901.316	86.186	*Singapore Dollar*
Euro Eropa	612.002	574.757	37.245	*European Euro*
Yen Jepang	1.146.438	1.174.336	27.898	*Japanese Yen*
Dolar Hongkong	18.213	6.735	11.478	*Hongkong Dollar*
Dolar Australia	804.130	798.783	5.347	*Australian Dollar*
New Zealand Dolar	45.062	41.316	3.746	*New Zealand Dollar*
Franc Swiss	2.838	767	2.071	*Swiss Franc*
Lain-lain	478.164	475.508	5.972 *)	*Other currencies*
Jumlah			**2.472.470**	***Total***
Jumlah Modal Tier I dan II			**41.196.775**	***Total Tier I and II Capital***
Rasio PDN (Keseluruhan)			**6,00%**	***NOP Ratio (Aggregate)***

Mata Uang	2024 Aset/*Assets*	2024 Liabilitas/ *Liabilities*	2024 Posisi Devisa Neto/*Net Open Position*	*Currencies*
Keseluruhan (Laporan posisi keuangan dan Rekening Administratif)				***Aggregate (Statement of financial position and Off-Balance Sheet)***
Offshore Yuan China	6.919.738	6.685.624	234.114	*Offshore China Yuan*
Yuan China	189.904	423.801	233.897	*China Yuan*
Dolar Amerika Serikat	55.827.528	55.722.121	105.407	*United States Dollar*
Singapura Dolar	1.433.701	1.464.736	31.035	*Singapore Dollar*
Euro Eropa	534.953	510.064	24.889	*European Euro*
Yen Jepang	787.481	792.395	4.914	*Japanese Yen*
Dolar Hongkong	3.515	2	3.513	*Hongkong Dollar*
New Zealand Dolar	43.981	40.915	3.066	*New Zealand Dollar*
Dolar Australia	1.009.572	1.006.627	2.945	*Australian Dollar*
Lain-lain	157.001	147.366	9.635 *)	*Other currencies*
Jumlah			**653.415**	***Total***
Jumlah Modal Tier I dan II			**37.671.446**	***Total Tier I and II Capital***
Rasio PDN (Keseluruhan)			**1,73%**	***NOP Ratio (Aggregate)***

*) Merupakan penjumlahan dari nilai absolut atas selisih aset dan liabilitas di Laporan posisi keuangan untuk setiap mata uang asing ditambah dengan selisih tagihan dan liabilitas dalam bentuk komitmen dan kontinjensi.

*) *The sum of the absolute values of the difference between assets and liabilities at the Statement of financial position for each foreign currency and added with the difference between receivables and liabilities in the form of commitments and contingencies.*

59. INFORMASI TAMBAHAN YANG TIDAK DIPERSYARATKAN OLEH STANDAR AKUNTANSI KEUANGAN INDONESIA (lanjutan)

l. Risiko pasar (lanjutan)

Risiko tingkat suku bunga

Metode yang digunakan dalam hal pengelolaan risiko suku bunga *Banking Book* untuk analisis sensitivitas adalah ΔEVE dan ΔNII seperti yang digunakan dalam SEOJK No.12/SEOJK.03/2018 tentang Penerapan Manajemen Risiko dan Pengukuran Risiko Pendekatan Standar untuk Risiko Suku Bunga dalam *banking Book*. Pada kedua metode tersebut, analisis sensitivitas dilakukan dengan menaikkan dan menurunkan suku bunga sesuai dengan skenario yang ditetapkan pada SEOJK tersebut. Rasio-rasio ini dipantau secara berkala, ditetapkan limitnya, dimonitor secara ketat dan dilakukan ekalasi sesuai dengan kebijakan yang ada apabila terdapat pelanggaran atas limit yang ada.

Pengelolaan risiko suku bunga pada *trading book* dilakukan melalui pengukuran terhadap posisi dan juga melalui pengukuran yang lebih sensitif terhadap risiko suku bunga seperti DV01 (per *tenor bucket* dan mata uang), *Greeks*, *Stop Loss Limit* dan *Stress Testing.*

Pengungkapan lebih lanjut risiko pasar diungkapkan pada Catatan 50.

m. Batas maksimum pemberian kredit bank umum ("BMPK")

Pada tanggal 31 Desember 2025 dan 2024, tidak terdapat pelampauan BMPK kepada pihak terkait maupun pihak tidak terkait.

Bank telah menerapkan peraturan OJK No.38/POJK.03/2017 tentang penerapan manajemen risiko secara konsolidasi bagi Bank yang melakukan pengendalian terhadap Entitas Anak dalam perhitungan BMPK Bank.

Perhitungan BMPK 31 Desember 2025 dan 2024 disusun berdasarkan:
- Peraturan OJK No.32/POJK.03/2018 tentang Batas Maksimum Pemberian Kredit dan Penyediaan Dana Besar Bagi Bank Umum yang berlaku mulai 1 Juni 2019; dan
- Peraturan OJK No.38/POJK.03/2019 tentang Perubahan atas Peraturan OJK No.32/POJK.03/2018 tentang Batas Maksimum Pemberian Kredit dan Penyediaan Dana Besar Bagi Bank Umum yang berlaku mulai 1 Januari 2020.

59. ADDITIONAL INFORMATION THAT IS NOT REQUIRED BY INDONESIAN FINANCIAL ACCOUNTING STANDARDS (continued)

I. Market risk (continued)

Interest rate risk

The method used in terms of managing Banking Book Interest rate risk for sensitivity analysis are ΔEVE and ΔNII as stipulated in OJK circular letter SEOJK No.12/SEOJK.03/2018 concerning Risk Management Implementation and Standardized Approach Risk Measurement for Interest Rate Risk in the banking Book. Under both methods, sensitivity analysis is conducted by increasing and decreasing the interest rate in accordance to the scenarios stipulated in the circular letter. These ratios are monitored periodically, limits are set, and closely monitored and escalated in accordance with existing policies if there is a violation of existing limits.

Interest rate risk management in the trading book is carried out through position measurements and also through measurements that are more sensitive to interest rate risk such as DV01 (per bucket tenor and currency), Greeks, Stop Loss Limit and Stress Testing.

The further disclosures on market risk are presented in Note 50.

m. Legal lending limit for commercial banks("LLL")

As of 31 December 2025 and 2024, there was no excess of LLL to both related parties and non-related parties.

The Bank has implemented OJK regulation No.38/POJK.03/2017 regarding the implementation of consolidated risk management to the Subsidiary which are controlled by the Bank in the Bank's LLL calculation.

LLL calculation as of 31 December 2025 and 2024 are prepared based on:
- *OJK Regulation No.32/POJK.03/2018 regarding Legal Lending Limit and Large Exposure for Commercial Bank which is effective starting on 1 June 2019; and*
- *OJK Regulation No.38/POJK.03/2019 regarding Amendments of OJK Regulation No.32/POJK.03/2018 regarding Legal Lending Limit and Large Exposure for Commercial Bank which is effective starting on 1 January 2020.*

59. INFORMASI TAMBAHAN YANG TIDAK DIPERSYARATKAN OLEH STANDAR AKUNTANSI KEUANGAN INDONESIA (lanjutan)

m. Batas maksimum pemberian kredit bank umum ("BMPK") (lanjutan)

Batas maksimum penyediaan dana diatur sebagai berikut:

- kepada Pihak Terkait tidak melebihi 10% dari modal Bank;
- kepada satu peminjam yang Bukan Pihak Terkait tidak melebihi 25% dari modal inti Bank;
- kepada satu kelompok peminjam yang Bukan Pihak Terkait tidak melebihi 25% dari modal inti Bank; dan
- kepada Badan Usaha Milik Negara (BUMN) untuk tujuan pembangunan tidak melebihi 30% dari modal Bank.

n. Manajemen permodalan

Penerapan Bank atas risiko pasar, risiko kredit, dan risiko operasional dalam permodalan adalah sebagai berikut:

Risiko pasar

Bank telah menerapkan perhitungan ATMR Risiko Pasar dengan pendekatan standar - Basel III Reform untuk mengelola risiko pasar sesuai Surat Edaran OJK No.23/SEOJK.03/2022 tanggal 7 Desember 2022, yang efektif berlaku sejak 1 Januari 2024. Ketentuan ini menggantikan Surat Edaran OJK No.38/SEOJK.03/2016 tentang Perhitungan Aset Tertimbang Menurut Risiko untuk Risiko Pasar dengan menggunakan pendekatan standar tanggal 8 September 2016.

Risiko kredit

Bank telah menerapkan perhitungan ATMR Risiko Kredit dengan pendekatan standar - Basel III *Reform* sesuai Surat Edaran OJK No.24/SEOJK.03/2021 tanggal 7 Oktober 2021, yang efektif berlaku sejak 1 Januari 2023 dengan tambahan Surat Edaran OJK No.16/SEOJK.03.2023 tentang Perhitungan Permodalan untuk Eksposur Bank terhadap Lembaga Central Counterparty tanggal 19 Oktober 2023. Ketentuan ini menggantikan Surat Edaran OJK No.42/SEOJK.03/2016 tentang Perhitungan Aset Tertimbang Menurut Risiko untuk Risiko Kredit dengan menggunakan pendekatan standar tanggal 28 September 2016.

59. ADDITIONAL INFORMATION THAT IS NOT REQUIRED BY INDONESIAN FINANCIAL ACCOUNTING STANDARDS (continued)

m. Legal lending limit for commercial banks("LLL") (continued)

The maximum lending limit is as follows:

- *to Related Parties do not exceed than 10% from Bank's capital;*
- *to one Non-Related Party debtor does not exceed than 25% of the Bank's tier 1 capital;*
- *to one Non-Related Party group debtors do not exceed than 25% of the Bank's tier 1 capital; and*
- *to State Own Entities (SOE) for development purpose does not exceed than 30% from Bank's capital.*

n. Capital management

The Bank implementation on market risk, credit risk, and operational risk in capital is as follows:

Market risk

The Bank has implemented the RWA Calculation for Market Risk using the standardized approach - Basel III reform in accordance with OJK Circular Letter No.23/SEOJK.03/2022 dated 7 December 2022, effective since 1 January 2024. This regulation replaces OJK Circulation Letter No.38/SEOJK.03/2016 regarding calculation of Risk Weighted Assets for Market Risk with standardize approach dated 8 September 2016.

Credit risk

The Bank has implemented the RWA Calculation for Credit Risk using the standardize approach - Basel III Reform in accordance with OJK Circular Letter No.24/SEOJK.03/2021 dated 7 October 2021, effective since 1 January 2023 with additional OJK Circular Letter No.16/SEOJK.03.2023 on Capital Calculation for Bank Exposure to Central Counterparty Institution dated 19 October 2023. This regulation replaces OJK Circular Letter No.42/SEOJK.03/2016 regarding calculation of Risk Weighted Assets for Credit Risk with standardize approach dated 28 September 2016.

59. INFORMASI TAMBAHAN YANG TIDAK DIPERSYARATKAN OLEH STANDAR AKUNTANSI KEUANGAN INDONESIA (lanjutan)

n. Manajemen permodalan (lanjutan)

Risiko operasional

Untuk pengelolaan risiko operasional, Bank menerapkan pendekatan standar sesuai Surat Edaran OJK No.6/SEOJK.03/2020 tanggal 29 April 2020, yang efektif berlaku sejak tanggal 1 Januari 2023. Ketentuan ini menggantikan Surat Edaran OJK No.24/SEOJK.03/2016 tentang Perhitungan Aset Tertimbang Menurut Risiko untuk Risiko Operasional dengan menggunakan Pendekatan Indikator Dasar tanggal 14 Juli 2016.

Untuk Kewajiban Penyediaan Modal Minimum (KPMM), Bank telah melakukan perhitungan sesuai Peraturan OJK No.11/POJK.03/2016 tanggal 29 Januari 2016 serta perubahannya sesuai Peraturan OJK No.27 Tahun 2022 tanggal 7 Desember 2022. Struktur permodalan Bank saat ini terdiri dari:

i. Modal inti (*tier* 1) terdiri dari komponen-komponen yang seluruhnya termasuk dalam modal inti utama (*common equity tier* 1).

   Modal inti (*tier* 1) tersebut terdiri dari modal disetor dan cadangan tambahan modal dikurangi dengan perhitungan pajak tangguhan, aset tidak berwujud dan penyertaan di Entitas Anak.

   Cadangan tambahan modal terdiri dari agio saham, cadangan umum, laba tahun-tahun lalu, laba tahun berjalan, penghasilan komprehensif lainnya, dikurangi selisih kurang antara PPA dan kerugian kredit ekspektasian atas aset produktif, dan PPA atas aset non produktif yang wajib dihitung.

ii. Modal pelengkap (*tier* 2) terdiri dari cadangan umum PPA atas aset produktif yang wajib dibentuk (maksimum 1,25% dari ATMR untuk risiko kredit) dan instrumen modal dalam bentuk pinjaman subordinasi yang memenuhi persyaratan *tier* 2.

Selain itu, sesuai dengan PBI No.17/22/PBI/2015 tanggal 23 Desember 2015 tentang Kewajiban Pembentukan *Countercyclical Buffer* dan POJK No.2/POJK.03/2018 tanggal 26 Juni 2018 tentang Penetapan *Systemically Important Bank* dan *Capital Surcharge*, Bank wajib membentuk tambahan modal sebagai penyangga (*buffer*) dan *capital surcharge* yang telah berlaku penuh sejak 1 Januari 2019.

59. ADDITIONAL INFORMATION THAT IS NOT REQUIRED BY INDONESIAN FINANCIAL ACCOUNTING STANDARDS (continued)

n. Capital management (continued)

Operational risk

For operational risk management, the Bank uses standard approach in accordance with OJK Circular Letter No.6/SEOJK.03/2020 *dated* 29 *April* 2020, *effective since 1 January 2023. This Provision replacing OJK Circular Letter No.24/SEOJK.03/2016 regarding calculation of Risk Weighted Assets for Operational Risk using basic indicator approach 14 July 2016.*

The Capital Adequacy Ratio (CAR) calculation made by the Bank is in accordance with OJK regulation No.11/POJK.03/2016 dated 29 January 2016 and its amendments in accordance with OJK regulation No.27/2022 dated 7 December 2022. The current Bank capital structure consists of:

i. Core capital (tier 1) consists of components which are included in main core capital (common equity tier 1).

   The core capital (tier 1) comprises of paid-up capital and disclosed reserves less deductions for deferred tax, intangible assets and investment in Subsidiary.

   Disclosed reserve consists of additional paid up capital, general reserves, prior year profit, current year profit, other comprehensive income less shortage in regulatory provision on allowance for impairment loss for productive assets and non-productive assets.

ii. Supplementary capital (tier 2) comprises the regulatory provision general reserve on productive assets (maximum 1.25% from RWA for credit risk) and subordinated loan which is qualified as capital instrument in tier 2.

Furthermore, according to BI Regulation No.17/22/PBI/2015 dated 23 December 2015 about Countercyclical Buffer Requirement and OJK regulation No.2/POJK.03/2018 dated 26 June 2018 about Stipulation of Systemically Important Bank and Capital Surcharge, Bank need to provide additional capital buffers and capital surcharge which fully implemented since 1 January 2019.

59. INFORMASI TAMBAHAN YANG TIDAK DIPERSYARATKAN OLEH STANDAR AKUNTANSI KEUANGAN INDONESIA (lanjutan)

59. ADDITIONAL INFORMATION THAT IS NOT REQUIRED BY INDONESIAN FINANCIAL ACCOUNTING STANDARDS (continued)

n. Manajemen permodalan (lanjutan)

n. Capital management (continued)

Risiko operasional (lanjutan)

Operational risk (continued)

Hasil penilaian menunjukkan bahwa Bank mampu memenuhi ketentuan KPMM minimum sesuai dengan profil risiko, dan mampu memenuhi ketentuan tambahan modal (*buffer*) dan *capital surcharge*, baik untuk Bank maupun konsolidasi.

The assessment result shows that the Bank has met the minimum CAR in accordance to its risk profile, and met additional capital buffers requirement and capital surcharge, both on standalone and consolidated basis.

Berikut adalah posisi modal berdasarkan peraturan BI dan OJK pada tanggal 31 Desember 2025 dan 2024:

The following is the Bank's capital position based on BI and OJK regulation as of 31 December 2025 and 2024:

	2025	2024*)	
Bank			***Bank***
Dengan memperhitungkan risiko kredit, risiko pasar dan risiko operasional			*With credit risk, market risk and operational risk*
- Aset Tertimbang Menurut Risiko	174.475.976	154.919.039	*Risk Weighted Assets* -
- Jumlah modal	41.518.095	37.777.091	*Total capital* -
- Rasio Kewajiban Penyediaan Modal Minimum	23,80%	24,38%	*Minimum Capital Adequacy Requirement Ratio* -
Bank dan Entitas Anak			***Bank and Subsidiary***
Dengan memperhitungkan risiko kredit, risiko pasar dan risiko operasional			*With credit risk, market risk and operational risk*
- Aset Tertimbang Menurut Risiko	206.001.965	185.266.704	*Risk Weighted Assets* -
- Jumlah modal	52.266.404	50.306.409	*Total capital* -
- Rasio Kewajiban Penyediaan Modal Minimum	25,37%	27,15%	*Minimum Capital Adequacy Requirement Ratio* -

Manajemen permodalan dilakukan dengan memonitor jumlah modal dan rasio modal secara berkala dengan mengikuti standar industri guna mengukur kecukupan permodalan. Pendekatan BI dan OJK atas pengukuran tersebut terutama berdasarkan pengukuran dan pemantauan atas kebutuhan modal minimum terhadap ketersediaan sumber modal.

Capital management is done through monitoring the capital base and capital ratios based on industry standards in order to measure capital adequacy. BI's and OJK's approach to such measurement is primarily based on measurement and monitoring the minimum capital requirement to the available capital resources.

Bank telah memenuhi ketentuan BI dan OJK yang berlaku tentang Kewajiban Penyediaan Modal Minimum (KPMM) dan perhitungan Aktiva Tertimbang Menurut Risiko (ATMR).

The Bank has fulfilled the BI's and OJK's regulation regarding the Minimum Capital Adequacy Requirement (CAR) and calculation of Risk Weighted Assets (RWA).

*) Disajikan kembali

*) *As restated*

59. INFORMASI TAMBAHAN YANG TIDAK DIPERSYARATKAN OLEH STANDAR AKUNTANSI KEUANGAN INDONESIA (lanjutan)

n. Manajemen permodalan (lanjutan)

Risiko operasional (lanjutan)

Bank juga telah menerapkan mekanisme *Internal Capital Adequacy Assessment Process* (ICAAP) yaitu merupakan proses penilaian sendiri oleh Bank dimana tidak hanya meliputi kecukupan modal dari risiko-risiko dasar dalam Pilar I (Risiko Kredit, Pasar dan Operasional) tetapi juga mempertimbangkan kecukupan modal untuk risiko-risiko lainnya (Risiko Konsentrasi Kredit, Risiko Suku Bunga Buku Bank, Risiko Likuiditas dan Dampak dari *Stress Test*) seperti disebutkan dalam Pilar 2 Basel dan sesuai ketentuan OJK.

Sebagai bagian dari Pilar 3 Basel, Keterbukaan dan Disiplin Pasar juga diterapkan oleh Bank mulai dari tahun 2012 melalui publikasi Laporan Tahunan sesuai ketentuan OJK.

Pengungkapan lebih lanjut manajemen permodalan diungkapkan pada Catatan 54.

59. ADDITIONAL INFORMATION THAT IS NOT REQUIRED BY INDONESIAN FINANCIAL ACCOUNTING STANDARDS (continued)

n. Capital management (continued)

Operational risk (continued)

The Bank has also implemented Internal Capital Adequacy Assessment Process (ICAAP) mechanism, which is self assessment process by Bank where it does not only cover capital adequacy from basic risks under Pillar I (Credit, Market and Operational Risk) but also take into consideration capital adequacy of other risks (Credit Concentration Risk, Banking Book Interest Risk, Liquidity Risk and Stress Test Impact) as specified in Pillar 2 Basel & according to OJK's regulation.

As part of Pillar 3 Basel, Disclosure and Market Discipline is also implemented by the Bank starting 2012 through its Annual Report publication as per OJK regulation.

The further disclosures on capital management are presented in Note 54.

60. PENYAJIAN KEMBALI AKUN LAPORAN KEUANGAN KONSOLIDASIAN

Laporan keuangan konsolidasian pada tanggal 31 Desember 2024 telah disajikan kembali untuk mencerminkan dampak penggabungan usaha antara ADMF dengan MFIN sesuai dengan informasi yang telah disebutkan pada catatan 1c, dengan metode penyatuan kepemilikan, dimana laporan keuangan untuk periode komparatif disajikan kembali secara retrospektif seolah-olah penggabungan usaha telah terjadi sejak tanggal MFIN berada dalam satu pengendalian dengan ADMF, yaitu sejak 1 April 2024.

Penyajian kembali atas laporan keuangan konsolidasian untuk tahun yang berakhir pada tanggal 31 Desember 2024 adalah sebagai berikut:

60. RESTATEMENT ACCOUNTS OF THE CONSOLIDATED FINANCIAL STATEMENTS

The consolidated financial statements as of 31 December 2024 have been restated to reflect the merger of ADMF and MFIN as discussed in notes 1c, under pooling of interest method, for which the financial statement for the comparative period are restated retrospectively as if the merger had occurred from the date MFIN became under common control with ADMF, since 1 April 2024.

The restatement of the consolidated financial statements for the year ended 31 December 2024 is as follows:

	2024			
	Dilaporkan sebelumnya/ *As previously reported*	**Penyesuaian /*Adjustments***	**Disajikan kembali/ *As restated***	
Aset				***Asset***
Kas	2.467.706	34.512	2.502.218	*Cash*
Giro pada Bank Indonesia	6.382.075	-	6.382.075	*Current accounts with Bank Indonesia*
Dipindahkan	8.849.781	34.512	8.884.293	*Carried forward*

60. PENYAJIAN KEMBALI AKUN LAPORAN KEUANGAN KONSOLIDASIAN (lanjutan)

60. RESTATEMENT ACCOUNTS OF THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

	2024			
	Dilaporkan sebelumnya/ *As previously reported*	**Penyesuaian/ *Adjustments***	**Disajikan kembali/ *As restated***	
Aset (lanjutan)				***Asset (continued)***
Pindahan	8.849.781	34.512	8.884.293	*Carried forward*
Giro pada bank lain	1.670.476	269.108	1.939.584	*Current accounts with other banks*
Penempatan pada bank lain dan Bank Indonesia	4.417.045	-	4.417.045	*Placements with other banks and Bank Indonesia*
Efek-efek	12.693.456	-	12.693.456	*Marketable securities*
Obligasi Pemerintah	21.379.405	-	21.379.405	*Government Bonds*
Efek yang dibeli dengan janji dijual kembali	2.017.413	-	2.017.413	*Securities purchased under resale agreements*
Tagihan derivatif	435.636	8.263	443.899	*Derivative receivables*
Pinjaman yang diberikan	148.746.742	(50.000)	148.696.742	*Loans*
Piutang pembiayaan konsumen	25.702.048	5.889.681	31.591.729	*Consumer financing receivables*
Piutang sewa pembiayaan	2.235.399	-	2.235.399	*Finance lease receivables*
Tagihan akseptasi	1.129.530	-	1.129.530	*Acceptance receivables*
Pajak dibayar dimuka	2.141.388	-	2.141.388	*Prepaid taxes*
Investasi dalam saham	476.683	-	476.683	*Investments in shares*
Investasi pada entitas asosiasi	1.869.813	901.143	968.670	*Investment in associate*
Aktiva tidak berwujud	1.960.549	50.275	2.010.824	*Intangible assets*
Aktiva tetap dan Aset hak guna	2.482.645	207.917	2.690.562	*Fixed asset and Right-of-use assets*
Aset pajak tangguhan	1.974.677	81.566	2.056.243	*Deferred tax assets*
Beban dibayar dimuka dan asset lain-lain	5.063.450	42.673	5.106.123	*Prepayments and other assets*
Jumlah Aset	**242.334.540**	**5.632.852**	**247.967.392**	***Total Asset***
Liabilitas				***Liabilities***
Simpanan nasabah	150.569.469	(101.742)	150.467.727	*Deposits from customers*
Simpanan dari bank lain	4.204.749	-	4.204.749	*Deposits from other banks*
Utang akseptasi	1.136.000	-	1.136.000	*Acceptance payables*
Efek yang dijual dengan janji dibeli kembali	4.718.889	-	4.718.889	*Securities sold under repurchase agreements*
Utang obligasi	6.307.230	-	6.307.230	*Bonds payable*
Sukuk mudharabah	831.830	396.500	1.228.330	*Mudharabah bonds*
Pinjaman yang diterima	10.450.188	1.922.756	12.372.944	*Borrowings*
Utang pajak	259.450	108.938	368.388	*Tax payable*
Liabilitas derivatif	676.369	-	676.369	*Derivative liabilities*
Pinjaman subordinasi	25.000	-	25.000	*Subordinated loan*
Beban yang masih harus dibayar dan liabilitas lain-lain	11.329.809	313.114	11.642.922	*Accrual and other liabilities*
Jumlah Liabilitas	**190.508.983**	**2.639.566**	**193.148.548**	***Total Liabilities***

60. PENYAJIAN KEMBALI AKUN LAPORAN KEUANGAN KONSOLIDASIAN (lanjutan)

60. RESTATEMENT ACCOUNTS OF THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

	2024			
	Dilaporkan sebelumnya/ *As previously reported*	**Penyesuaian/ *Adjustments***	**Disajikan kembali/ *As restated***	
Ekuitas				***Equity***
Modal Saham - Modal ditempatkan dan disetor penuh	5.995.577	-	5.995.577	*Share capital - Issued and fully paid*
Tambahan modal disetor	7.985.971	-	7.985.971	*Additional paid-up capital*
Modal disetor lainnya	189	-	189	*Other paid-up capital*
Komponen ekuitas lainnya	(114.504)	-	(114.504)	*Other equity components*
Ekuitas *merging entity*	-	2.247.958	2.247.958	*Merging entity equity*
Saldo Laba				*Retained earnings*
- Sudah ditentukan penggunaannya	563.887	-	563.887	*Appropriated -*
- Belum ditentukan penggunaannya	36.636.512	-	36.636.512	*Unappropriated -*
Jumlah saldo laba	37.200.399	-	37.200.399	*Total retained earnings*
Kepentingan non-pengendali	757.925	745.329	1.503.254	*Non-controlling interests*
Jumlah Ekuitas	**51.825.557**	**2.993.287**	**54.818.844**	***Total Equity***
Jumlah Liabilitas dan Ekuitas	**242.334.540**	**5.632.853**	**247.967.392**	***Total Liabilities and Equity***
Laporan laba rugi dan penghasilan komprehensif				***Statement Of Profit Or Loss and Other Comprehensive Income***
PENDAPATAN DAN BEBAN OPERASIONAL				***OPERATING INCOME AND EXPENSES***
Pendapatan bunga	22.788.935	1.708.588	24.497.523	*Interest income*
Beban bunga	(7.184.116)	(157.487)	(7.341.603)	*Interest expense*
Pendapatan bunga neto	15.604.819	1.551.101	17.155.920	*Pendapatan bunga neto*
PENDAPATAN OPERASIONAL LAINNYA				***OTHER OPERATING INCOME***
Pendapatan provisi dan komisi	1.443.765	57.867	1.501.632	*Fees and commission income*
Imbalan jasa	2.487.474	561	2.488.035	*Other fees*
Kerugian dari perubahan nilai wajar atas instrumen keuangan yang diukur pada nilai wajar melalui laba rugi - neto	(19.821)	-	(19.821)	*Losses from changes in fair value of financial instruments at fair value through profit or loss - net*
Kerugian yang telah direalisasi atas instrumen derivatif - neto	(44.690)	-	(44.690)	*Realized losses from derivative instruments - net*
Keuntungan atas transaksi dalam mata uang asing - neto	381.441	-	381.441	*Gains from foreign exchange transactions - net*
Pendapatan dividen	4.294	-	4.294	*Dividend income*
Bagian laba bersih entitas asosiasi	52.796	(20.110)	32.686	*Share in net income of associate*

60. PENYAJIAN KEMBALI AKUN LAPORAN KEUANGAN KONSOLIDASIAN (lanjutan)

60. RESTATEMENT ACCOUNTS OF THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

	2024			
	Dilaporkan sebelumnya/ *As previously reported*	**Penyesuaian/ *Adjustments***	**Disajikan kembali/ *As restated***	
Laporan laba rugi dan penghasilan komprehensif (lanjutan)				***Statement Of Profit Or Loss and Other Comprehensive Income (continued)***
PENDAPATAN OPERASIONAL LAINNYA (lanjutan)				***OTHER OPERATING INCOME (continued)***
Keuntungan penjualan efek-efek dan Obligasi Pemerintah - neto	321.312	-	321.312	*Gains on sale of marketable securities and Government Bonds - net*
	4.626.571	38.318	4.664.889	
BEBAN OPERASIONAL LAINNYA				***OTHER OPERATING EXPENSES***
Beban provisi dan komisi lain	(387.289)	(6.998)	(394.287)	*Other fees and commissions expenses*
Beban umum dan administrasi	(4.690.276)	(274.826)	(4.965.102)	*General and administrative expenses*
Beban tenaga kerja dan tunjangan	(6.400.012)	(422.409)	(6.822.421)	*Salaries and employee benefits*
Kerugian penurunan nilai pada aset keuangan neto	(4.490.981)	(363.877)	(4.854.858)	*Net Impairment losses on financial assets*
Beban Operasional lainnya - lainnya	(22.523)	1.119	(21.324)	*Other operational expense - others*
	(15.991.081)	(1.066.911)	(17.057.992)	
PENDAPATAN OPERASIONAL NETO	**4.240.309**	**522.508**	**4.762.817**	***NET OPERATING INCOME***
PENDAPATAN DAN BEBAN BUKAN OPERASIONAL				***NON-OPERATING INCOME AND EXPENSES***
Pendapatan bukan operasional	97.359	21.317	118.676	*Non-operating income*
Beban bukan operasional	(154.085)	(9.769)	(163.854)	*Non-operating expenses*
BEBAN BUKAN OPERASIONAL NETO	**(56.726)**	**11.548**	**(45.178)**	***NET NON-OPERATING EXPENSES***
LABA SEBELUM PAJAK PENGHASILAN	**4.183.583**	**534.056**	**4.717.639**	***INCOME BEFORE INCOME TAX***
Beban pajak penghasilan	(892.698)	(129.937)	(1.022.635)	*Income tax expenses*
LABA BERSIH	**3.290.885**	**404.119**	**3.695.004**	***NET INCOME***

60. PENYAJIAN KEMBALI AKUN LAPORAN KEUANGAN KONSOLIDASIAN (lanjutan)

60. RESTATEMENT ACCOUNTS OF THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

	2024			
	Dilaporkan sebelumnya/ *As previously reported*	**Penyesuaian/ *Adjustments***	**Disajikan kembali/ *As restated***	
Laporan laba rugi dan penghasilan komprehensif (lanjutan)				***Statement Of Profit Or Loss and Other Comprehensive Income (continued)***
PENGHASILAN KOMPREHENSIF LAIN				***OTHER COMPREHENSIVE INCOME***
Pos-pos yang tidak akan direklasifikasi ke laba rugi				***Items that will not be reclassified to profit or loss***
Pengukuran Kembali atas liabilitas imbalan pasca kerja	14.824	(22.646)	(7.822)	*Remeasurement of post employee benefit tobligation*
Pajak penghasilan terkait dengan pengukuran kembali atas liabilitas imbalan pasca kerja	(3.261)	4.982	1.721	*Income tax related to remeasurement of post employment benefit obligation*
Pengukuran kembali atas liabilitas imbalan pasca kerja dari entitas asosiasi - neto	231	-	231	*Remeasurement of post employment benefit obligation from associate - net*
Perubahan nilai wajar pada investasi dalam saham yang diukur pada FVOCI - neto	(10.721)	-	(10.721)	*Changes in fair value of investment in shares measured at FVOCI - net*
Pos-pos yang akan direklasifikasi ke laba rugi				***Items that will be reclassified to profit or loss***
Aset keuangan diukur pada nilai wajar melalui penghasilan komprehensif lain: Perubahan nilai wajar pada tahun berjalan	(121.563)	-	(121.563)	*Financial assets measured at fair value through other comprehensive income: Changes in fair value in current year*
Kerugian penurunan nilai	(6)	-	(6)	*Impairment losses*
Jumlah yang ditransfer ke laba rugi sehubungan dengan perubahan nilai wajar	(12.013)	-	(12.013)	*Amount transferred to profit or loss in respect of fair value changes*
Perubahan nilai wajar pada lindung nilai arus kas	(13.618)	-	(13.618)	*Changes in fair value of cashflow hedge*
Pajak penghasilan terkait dengan penghasilan komprehensif lain	32.383	-	32.383	*Income tax related to other comprehensive income*
Aset keuangan diukur pada nilai wajar melalui penghasilan komprehensif lain dari entitas asosiasi - neto	(7.487)	-	(7.487)	*Financial assets measured at fair value through other comprehensive income from associate - net*
	(121.231)	**(17.664)**	**(138.895)**	
JUMLAH LABA KOMPREHENSIF	**3.169.654**	**386.455**	**3.556.109**	***TOTAL COMPREHENSIVE INCOME***

60. PENYAJIAN KEMBALI AKUN LAPORAN KEUANGAN KONSOLIDASIAN (lanjutan)

60. RESTATEMENT ACCOUNTS OF THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

	2024			
	Dilaporkan sebelumnya/ *As previously reported*	**Penyesuaian/ *Adjustments***	**Disajikan kembali/ *As restated***	
Laporan laba rugi dan penghasilan komprehensif (lanjutan)				***Statement Of Profit Or Loss and Other Comprehensive Income (continued)***
Laba bersih yang dapat diatribusikan kepada:				***Net income attributable to:***
Laba bersih yang dapat diatribusikan kepada pemilik entitas induk	3.179.335	303.493	3.482.828	*Net income attributable to equity holders of the parent entity*
Laba bersih yang dapat diatribusikan kepada Kepentingan non-pengendali	111.550	100.626	212.176	*Net income attributable to non-controlling interests*
	3.290.885	**404.119**	**3.695.004**	
Jumlah laba komprehensif yang dapat diatribusikan kepada:				***Total comprehensive income attributable to:***
Laba komprehesif yang dapat diatribusikan kepada pemilik entitas induk	3.057.400	482.682	3.540.082	*Comprehensive income attributable to equity holders of the parent entity*
Laba komprehesif yang dapat diatribusikan kepada kepentingan non-pengendali	112.254	(96.227)	16.027	*Comprehensive income attributable to non-controlling interest*
	3.169.654	**386.455**	**3.556.109**	

61. PERISTIWA SETELAH TANGGAL NERACA

Pada tanggal 27 Januari 2026, ADMF menyelenggarakan Rapat Umum Pemegang Saham Luar Biasa ("RUPSLB") untuk menetapkan dan menyetujui beberapa hal diantaranya sebagai berikut:

- Penyesuaian Pasal 3 Anggaran Dasar ADMF dalam rangka penyelarasan dan pemenuhan ketentuan Peraturan Badan Pusat Statistik Nomor 7 Tahun 2025 tentang Klasifikasi Baku Lapangan Usaha Indonesia.
- Pengunduran diri Harry Latif selaku Direktur ADMF.

ADMF akan melaksanakan penawaran umum dan penerbitan Obligasi Berkelanjutan VII Adira Finance Tahap III Tahun 2026 dan Sukuk Mudharabah Berkelanjutan VI Adira Finance Tahap III Tahun 2026 dengan jumlah pokok masing-masing sebesar Rp2.000.000.000.000 dan Rp500.000.000.000 (nilai penuh), yang diperkirakan akan diselesaikan pada akhir Februari 2026.

61. SUBSEQUENT EVENT

On 27 January 2026, ADMF held an Extraordinary General Meeting of Shareholders ("EGMS") to decide and approve, among others, the following matters:

- *Amendment to Article 3 of ADMF's Articles of Association to align with and comply with Regulation of the Central Statistics Agency No. 7 Year 2025 concerning the Indonesian Standard Industrial Classification.*
- *Resignation of Harry Latif as Director of ADMF.*

ADMF plans to conduct a public offering and issuance of Adira Finance Continuing Bonds VII Phase III Year 2026 and Adira Finance Continuing Mudharabah Bonds VI Phase III Year 2026, with principal amounts of Rp2,000,000,000,000 and Rp500,000,000,000 (full amount), respectively, which are expected to be completed by the end of February 2026.

62. INFORMASI KEUANGAN TAMBAHAN

Informasi yang disajikan pada lampiran 6/1-6/9 merupakan informasi keuangan tambahan PT Bank Danamon Indonesia Tbk (Entitas Induk) dan merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian PT Bank Danamon Indonesia Tbk dan Entitas Anak.

62. SUPPLEMENTARY FINANCIAL INFORMATION

Information presented in schedule 6/1-6/9 are additional financial informations of PT Bank Danamon Indonesia Tbk (Parent Company) and are an integral part of the consolidated financial statements of PT Bank Danamon Indonesia Tbk and Subsidiary.

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Informasi keuangan Entitas Induk berikut ini, dimana tidak termasuk saldo dari Entitas Anak, telah disajikan sesuai dengan kebijakan akuntansi yang konsisten dengan yang digunakan pada laporan keuangan konsolidasian Bank, kecuali untuk investasi pada Entitas Anak, yang disajikan berdasarkan metode harga perolehan. Pada tahun berakhir 31 Desember 2025, Bank merubah kebijakan Akuntansi untuk investasi pada Entitas Anak dari metode ekuitas ke metode harga perolehan, sehubungan dengan penunjukan Bank sebagai Perusahaan Induk Konglomerasi Keuangan (PIKK) Operasional Grup MUFG di Indonesia. Dampak perubahan pencatatan investasi pada Entitas Anak dari metode ekuitas ke metode harga perolehan dicatat sebagai bagian dari saldo laba secara retrospektif. Informasi mengenai Entitas Anak diungkapkan pada Catatan 1c atas laporan keuangan konsolidasian Bank.

The following Parent Company-only financial information, which exclude the balances of Subsidiary, have been prepared using the accounting policies that are consistent with those applied to the Bank's consolidated financial statements, except for investments in shares of Subsidiary, which are presented using the cost method. During the year ended 31 December 2025, the Bank changed its accounting policy for investments in shares of Subsidiary from equity method to cost method, in connection with the appointment of the Bank as the Operational Financial Conglomerate Holding Company (PIKK) for MUFG group in Indonesia. The impact of changes in accounting policy for investments in shares of Subsidiary from equity method to cost method was booked as part of retained earnings retrospectively. Information pertaining to Subsidiary is disclosed in Note 1c to the Bank's consolidated financial statements.

	31 Desember/ *December* 2025	31 Desember/ *December* 2024*)	1 Januari/ *January* 2024/ 31 Desember/ *December* 2023*)	
ASET				***ASSETS***
Kas	2.869.077	2.286.078	2.233.846	*Cash*
Giro pada Bank Indonesia	7.690.446	6.382.075	5.034.595	*Current accounts with Bank Indonesia*
Giro pada bank lain, setelah dikurangi kerugian kredit ekspektasian sebesar Rp273 pada tanggal 31 Desember 2025 (31 Desember 2024 dan 1 Januari 2024: Rp116 dan Rp155)				*Current accounts with other banks, net of expected credit losses of Rp273 as of 31 December 2025 (31 December 2024 and 1 January 2024: Rp116 and Rp155)*
- Pihak berelasi	101.886	52.089	178.861	*Related parties -*
- Pihak ketiga	2.094.202	1.072.627	1.359.829	*Third parties -*
Penempatan pada bank lain dan Bank Indonesia, setelah dikurangi kerugian kredit ekspektasian sebesar Rp23 pada tanggal 31 Desember 2025 (31 Desember 2024 dan 1 Januari 2024: RpNihil dan RpNihil)	2.379.001	4.417.045	9.031.700	*Placements with other banks and Bank Indonesia, net of expected credit losses of Rp23 as of 31 December 2025 (31 December 2024 and 1 January 2024: RpNil and RpNil)*
Efek-efek, setelah dikurangi kerugian kredit ekspektasian sebesar Rp107.188 pada tanggal 31 Desember 2025 (31 Desember 2024 dan 1 Januari 2024: Rp225.130 dan Rp354.649)				*Marketable securities, net of expected credit losses of Rp107,188 as of 31 December 2025 (31 December 2024 and 1 January 2024: Rp225,130 and Rp354,649)*
- Pihak berelasi	149.166	217.268	179.553	*Related parties -*
- Pihak ketiga	19.254.067	12.545.156	3.130.050	*Third parties -*
Obligasi Pemerintah	21.379.405	18.699.423	16.318.408	*Government Bonds*
Efek yang dibeli dengan janji dijual kembali	2.017.413	1.785.799	2.384.446	*Securities purchased under resale agreements*
Tagihan derivatif				*Derivative receivables*
- Pihak berelasi	9.237	9.665	7.937	*Related parties -*
- Pihak ketiga	280.288	363.165	263.023	*Third parties -*
Dipindahkan	58.224.188	47.830.390	40.122.248	*Carried forward*

*) Disajikan kembali

*) *As restated*

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	31 Desember/ *December* 2025	31 Desember/ *December* 2024*)	1 Januari/ *January* 2024/ 31 Desember/ *December* 2023*)	
Pindahan	58.224.188	47.830.390	40.122.248	*Carried forward*
Pinjaman yang diberikan, setelah dikurangi kerugian kredit ekspektasian sebesar Rp7.383.046 pada tanggal 31 Desember 2025 (31 Desember 2024 dan 1 Januari 2024: Rp7.514.253 dan Rp7.337.274)				*Loans, net of expected credit losses of Rp7,383,046 as of 31 December 2025 (31 December 2024 and 1 January 2024: Rp7,514,253 and Rp7,337,274)*
- Pihak berelasi	1.588.883	1.500.594	1.789.982	*Related parties -*
- Pihak ketiga	165.805.269	147.461.426	135.515.708	*Third parties -*
Tagihan akseptasi setelah dikurangi kerugian kredit ekspektasian sebesar Rp2.939 pada tanggal 31 Desember 2025 (31 Desember 2024 dan 1 Januari 2024: Rp6.470 dan Rp2.859)				*Acceptance receivables net of expected credit losses of Rp2,939 as of 31 December 2025 (31 December 2024 and 1 January 2024: Rp6,470 and Rp2,859)*
- Pihak berelasi	76.089	170.308	175.573	*Related parties -*
- Pihak ketiga	1.002.125	959.222	1.362.190	*Third parties -*
Pajak dibayar dimuka	1.876.652	2.067.579	1.496.054	*Prepaid tax*
Investasi dalam saham	2.427.774	2.455.117	2.456.358	*Investments in shares*
Investasi pada entitas asosiasi	999.691	968.670	957.158	*Investment in associate*
Aset takberwujud, setelah dikurangi akumulasi amortisasi sebesar Rp2.022.502 pada tanggal 31 Desember 2025 (31 Desember 2024 dan 1 Januari 2024: Rp2.154.280 dan Rp1.936.101)	490.917	590.970	619.294	*Intangible assets, net of accumulated amortization of Rp2,022,502 as of 31 December 2025 (31 December 2024 and 1 January 2024: Rp2,154,280 and Rp1,936,101)*
Aset tetap dan Aset hak guna, setelah dikurangi akumulasi penyusutan sebesar Rp2.614.476 pada tanggal 31 Desember 2025 (31 Desember 2024 dan 1 Januari 2024: Rp2.430.112 dan Rp2.693.278)	1.993.227	1.941.348	1.677.851	*Fixed assets and Right-of-use assets, net of accumulated depreciation of Rp2,614,476 of 31 December 2025 (31 December 2024 and 1 January 2024: Rp2,430,112 and Rp2,693,278)*
Aset pajak tangguhan - neto	826.350	1.577.132	2.089.078	*Deferred tax asset - net*
Beban dibayar dimuka dan aset lain-lain, setelah dikurangi kerugian kredit ekspektasian sebesar Rp28.630 pada tanggal 31 Desember 2025 (31 Desember 2024 dan 1 Januari 2024: Rp33.959 dan Rp29.668)				*Prepayments and other assets, net of expected credit losses of Rp28,630 as of 31 December 2025 (31 December 2024 and 1 January 2024: Rp33,959 and Rp29,668)*
- Pihak berelasi	5.854	7.741	7.590	*Related parties -*
- Pihak ketiga	4.979.922	4.749.232	5.225.795	*Third parties -*
JUMLAH ASET	**240.296.941**	**212.279.729**	**193.494.879**	***TOTAL ASSETS***

*) Disajikan kembali

*) *As restated*

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	31 Desember/ *December* 2025	31 Desember/ *December* 2024*)	1 Januari/ *January* 2024/ 31 Desember/ *December* 2023*)	
LIABILITAS DAN EKUITAS				***LIABILITIES AND EQUITY***
LIABILITAS				***LIABILITIES***
Simpanan nasabah				*Deposits from customers*
- Pihak berelasi	1.112.775	1.612.062	1.563.436	*Related parties -*
- Pihak ketiga	173.601.390	149.856.607	137.659.040	*Third parties -*
Simpanan dari bank lain				*Deposits from other banks*
- Pihak berelasi	100.297	98.299	869.675	*Related parties -*
- Pihak ketiga	8.021.472	4.106.450	2.162.015	*Third parties -*
Efek yang dijual dengan janji dibeli kembali	2.283.430	4.718.889	-	*Securities sold under repurchase agreements*
Utang akseptasi				*Acceptance payables*
- Pihak berelasi	24.981	41.069	61.875	*Related parties -*
- Pihak ketiga	1.056.172	1.094.931	1.478.747	*Third parties -*
Pinjaman yang diterima	333.500	-	-	*Borrowing*
Utang pajak	82.810	123.298	118.150	*Taxes payable*
Liabilitas derivatif				*Derivative liabilities*
- Pihak berelasi	52.014	11.941	4.321	*Related parties -*
- Pihak ketiga	980.755	589.012	321.635	*Third parties -*
Pinjaman subordinasi	25.000	25.000	25.000	*Subordinated loan*
Beban yang masih harus dibayar dan liabilitas lain-lain				*Accruals and other liabilities*
- Pihak berelasi	516.284	550.458	589.233	*Related parties -*
- Pihak ketiga	7.811.038	7.868.512	8.481.182	*Third parties -*
JUMLAH LIABILITAS	**196.001.918**	**170.696.528**	**153.334.309**	***TOTAL LIABILITIES***
EKUITAS				***EQUITY***
Modal saham - nilai nominal sebesar Rp50.000 (nilai penuh) per saham untuk seri A dan Rp500 (nilai penuh) per saham untuk seri B				*Share capital - par value per share of Rp50,000 (full amount) for A series shares and Rp500 (full amount)for B series shares*
Modal dasar - 22.400.000 saham seri A dan 17.760.000.000 saham seri B				*Authorized - 22,400,000 A series shares and 17,760,000,000 B series shares*
Modal ditempatkan dan disetor penuh - 22.400.000 saham seri A dan 9.751.152.870 saham seri B	5.995.577	5.995.577	5.995.577	*Issued and fully paid - 22,400,000 A series shares and 9,751,152,870 B series shares*
Tambahan modal disetor	7.985.971	7.985.971	7.985.971	*Additional paid-up capital*
Modal disetor lainnya	189	189	189	*Other paid-up capital*
Komponen ekuitas lainnya	451.100	(112.863)	19.128	*Other equity components*
Saldo laba				*Retained earnings*
- Sudah ditentukan penggunaannya	595.680	563.887	528.848	*Appropriated -*
- Belum ditentukan penggunaannya	29.266.506	27.150.440	25.630.857	*Unappropriated -*
Jumlah saldo laba	29.862.186	27.714.327	26.159.705	*Total retained earnings*
JUMLAH EKUITAS	**44.295.023**	**41.583.201**	**40.160.570**	***TOTAL EQUITY***
JUMLAH LIABILITAS DAN EKUITAS	**240.296.941**	**212.279.729**	**193.494.879**	***TOTAL LIABILITIES AND EQUITY***

*) Disajikan kembali

*) *As restated*

PT BANK DANAMON INDONESIA Tbk
ENTITAS INDUK
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN
Untuk Tahun-tahun yang Berakhir pada Tanggal 31 Desember 2025 dan 2024
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK DANAMON INDONESIA Tbk
PARENT COMPANY
STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
For the Year Ended 31 December 2025 and 2024
(Expressed in millions of Rupiah, unless otherwise stated)

	2025	2024*)	
PENDAPATAN DAN BEBAN OPERASIONAL			***OPERATING INCOME AND EXPENSES***
Pendapatan bunga	15.878.012	14.735.118	*Interest income*
Beban bunga	(6.657.304)	(5.899.579)	*Interest expense*
Pendapatan bunga neto	**9.220.708**	**8.835.539**	***Net interest income***
PENDAPATAN OPERASIONAL LAINNYA			***OTHER OPERATING INCOME***
Pendapatan provisi dan komisi	890.462	840.356	*Fees and commission income*
Imbalan jasa lain	1.387.036	1.476.985	*Other fees*
(Kerugian)/keuntungan dari perubahan nilai wajar atas instrumen keuangan yang diukur pada nilai wajar melalui laba rugi - neto	(7.106)	(19.821)	*(Losses)/gains from changes in fair value of financial instruments at fair value through profit or loss - net*
Perubahan nilai wajar pada lindung nilai arus kas	15.449	(44.690)	*Changes in value of cashflow hedge*
Keuntungan atas transaksi dalam mata uang asing - neto	328.105	381.441	*Gains from foreign exchange transactions - net*
Keuntungan penjualan efek-efek dan Obligasi Pemerintah - neto	717.577	321.312	*Gains on sale of marketable securities and Government Bonds - net*
Pendapatan dividen	649.142	899.214	*Dividend income*
Bagian laba bersih entitas asosiasi	35.003	32.686	*Share in net income of associate*
	4.015.668	3.887.483	
BEBAN OPERASIONAL LAINNYA			***OTHER OPERATING EXPENSES***
Beban provisi dan komisi lain	(437.932)	(367.592)	*Fees and commissions expenses*
Beban umum dan administrasi	(2.532.353)	(2.376.365)	*General and administrative expenses*
Beban tenaga kerja dan tunjangan	(3.954.649)	(3.914.392)	*Salaries and employee benefits*
Kerugian penurunan nilai	(1.986.816)	(2.473.551)	*Impairment losses*
Lain-lain	(203.883)	(169.188)	*Others*
	(9.115.633)	(9.301.088)	
PENDAPATAN OPERASIONAL NETO	**4.120.743**	**3.421.934**	***NET OPERATING INCOME***
PENDAPATAN DAN BEBAN BUKAN OPERASIONAL			***NON-OPERATING INCOME AND EXPENSES***
Pendapatan bukan operasional	26.322	45.408	*Non-operating income*
Beban bukan operasional	(102.003)	(141.155)	*Non-operating expenses*
BEBAN BUKAN OPERASIONAL – NETO	**(75.681)**	**(95.747)**	***NON-OPERATING EXPENSE – NET***
LABA SEBELUM PAJAK PENGHASILAN	**4.045.062**	**3.326.187**	***INCOME BEFORE INCOME TAX***
BEBAN PAJAK PENGHASILAN	(748.510)	(547.064)	***INCOME TAX EXPENSE***
LABA BERSIH	**3.296.552**	**2.779.123**	***NET INCOME***

*) Disajikan kembali

*) *As restated*

LAMPIRAN – 6/4 – SCHEDULE

PT BANK DANAMON INDONESIA Tbk
ENTITAS INDUK
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN
Untuk Tahun-tahun yang Berakhir pada Tanggal 31 Desember 2025 dan 2024
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK DANAMON INDONESIA Tbk
PARENT COMPANY
STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
For the Year Ended 31 December 2025 and 2024
(Expressed in millions of Rupiah, unless otherwise stated)

	2025	2024*)	
PENGHASILAN KOMPREHENSIF LAIN			***OTHER COMPREHENSIVE INCOME***
Pos-pos yang tidak akan direklasifikasi ke laba-rugi			***Items that will not be reclassified to profit or loss***
Keuntungan aktuarial program imbalan pasti, setelah pajak dari entitas asosiasi	(1.107)	231	*Actuarial gains on post employment benefit, net of tax from associate*
Keuntungan aktuarial program imbalan pasti, setelah pajak	(34.867)	1.653	*Actuarial gains on post employment benefit, net of tax*
Perubahan nilai wajar pada investasi dalam saham melalui penghasilan komprehensif lain - neto	(18.281)	(20.309)	*Changes in fair value of investment in shares through other comprehensive income - net*
Pos-pos yang akan direklasifikasi ke laba-rugi			***Items that will be reclassified to profit or loss***
Aset keuangan diukur pada nilai wajar melalui penghasilan komprehensif lain:			*Financial assets measured at fair value through other comprehensive income:*
Perubahan nilai wajar yang berakhir pada tahun berjalan	876.817	(121.563)	*Changes in fair value in current year*
Kerugian penurunan nilai	102	(6)	*Impairment losses*
Jumlah yang ditransfer ke laba rugi sehubungan dengan perubahan nilai wajar	(167.023)	(12.013)	*Amount transferred to profit or loss in respect of fair value changes*
Aset keuangan diukur pada nilai wajar melalui penghasilan komprehensif lain dari entitas asosiasi - neto	28.503	(7.487)	*Financial assets measured at fair value through other comprehensive income from associate - net*
Pajak penghasilan terkait dengan penghasilan komprehensif lain	(156.155)	29.387	*Income tax related to other comprehensive income*
Penghasilan komprehensif lain, setelah pajak	527.989	(130.107)	*Other comprehensive income, net of tax*
JUMLAH LABA KOMPREHENSIF	**3.824.541**	**2.649.016**	***TOTAL COMPREHENSIVE INCOME***
LABA BERSIH PER SAHAM DASAR (NILAI PENUH)	**337,29**	**284,35**	***BASIC EARNINGS PER SHARE (FULL AMOUNT)***

*) Disajikan kembali

*) *As restated*

PT BANK DANAMON INDONESIA Tbk
ENTITAS INDUK
LAPORAN PERUBAHAN EKUITAS
Untuk Tahun-tahun yang Berakhir pada
Tanggal 31 Desember 2025 dan 2024
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK DANAMON INDONESIA Tbk
PARENT COMPANY
STATEMENTS OF CHANGES IN EQUITY
For the Year Ended
31 December 2025 and 2024
(Expressed in millions of Rupiah, unless otherwise stated)

	Atribusi kepada pemilik entitas induk/*Attributable to equity holders of the parent entity*									
	Komponen ekuitas lainnya/ *Other equity components*						Saldo laba/ *Retained earnings*			
	Modal saham/ *Share capital*	Tambahan modal disetor/ *Additional paid-up capital*	Modal disetor lainnya/ *Other paid-up capital*	Perubahan ekuitas entitas asosiasi/ *Changes of associate equity*	Perubahan nilai wajar atas Efek-efek, Obligasi Pemerintah, dan Investasi dalam saham yang diukur pada nilai wajar melalui penghasilan komprehensif lain-neto/*Changes in fair value on Marketable securities, Government Bonds, and Investments in shares measured at fair value through other comprehensive income-net*	Perubahan nilai wajar atas lindung nilai arus kas-neto/ *Changes in fair value of cashflow hedge-net*	Sudah ditentukan penggunaannya/ *Appropriated*	Belum ditentukan penggunaan-nya/ *Unappropriated*[*)]	Jumlah ekuitas/ *Total equity*	
Saldo pada tanggal 1 Januari 2025[**)]	5.995.577	7.985.971	189	8.242	(121.105)	-	563.887	27.150.440	41.583.201	*Balance as of 1January 2025*[**)]
Laba bersih tahun berjalan	-	-	-	-	-	-	-	3.296.552	3.296.552	*Net income for the year*
Penghasilan komprehensif lain, setelah pajak										***Other comprehensive income, net of tax***
Perubahan nilai wajar atas lindung nilai arus kas-neto	-	-	-	-	-	-	-	-	-	*Changes in fair value of cashflow hedge-net*
Pengukuran kembali liabilitas imbalan pasca kerja	-	-	-	-	-	-	-	(35.974)	(35.974)	*Remeasurement of obligation for post-employment benefits*
Pengukuran kembali atas kontrak asuransi PSAK 117	-	-	-	(490)	-	-	-	-	(490)	*Remeasurement of insurance contract under PSAK 117*
Perubahan nilai wajar atas Efek-efek, Obligasi Pemerintah dan Investasi dalam saham yang diukur pada nilai wajar melalui penghasilan komprehensif lain - neto	-	-	-	-	564.453	-	-	-	564.453	*Changes in fair value on Marketable securities, Government Bonds and Investments in shares measured at fair value through other comprehensive income-net*
Jumlah penghasilan komprehensif lain	**-**	**-**	**-**	**(490)**	**564.453**	**-**	**-**	**(35.974)**	**527.989**	***Total other comprehensive income***
Jumlah laba komprehensif tahun berjalan	**-**	**-**	**-**	**(490)**	**564.453**	**-**	**-**	**3.260.578**	**3.824.541**	***Total comprehensive income for the year***
Pembentukan cadangan umum dan wajib	-	-	-	-	-	-	31.793	(31.793)	-	*Appropriation for general and legal reserve*
Pembagian dividen tunai	-	-	-	-	-	-	-	(1.112.719)	(1.112.719)	*Distribution of cash dividends*
Saldo pada tanggal 31 Desember 2025	**5.995.577**	**7.985.971**	**189**	**7.752**	**443.348**	**-**	**595.680**	**29.266.506**	**44.295.023**	***Balance as of 31 December 2025***

*) Saldo laba yang tidak ditentukan penggunaannya termasuk pengukuran kembali atas liabilitas imbalan pasca kerja

*) *Unappropriated retained earnings include remeasurement of obligation for post-employment benefits*

**) Disajikan kembali

**)*As restated*

The original supplementary financial information included herein is in the Indonesian language.

INFORMASI KEUANGAN TAMBAHAN/*SUPPLEMENTARY FINANCIAL INFORMATION*

PT BANK DANAMON INDONESIA Tbk
ENTITAS INDUK
LAPORAN PERUBAHAN EKUITAS
Untuk Tahun-tahun yang Berakhir pada
Tanggal 31 Desember 2025 dan 2024
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK DANAMON INDONESIA Tbk
PARENT COMPANY
STATEMENTS OF CHANGES IN EQUITY
For the Year Ended
31 December 2025 and 2024
(Expressed in millions of Rupiah, unless otherwise stated)

	Atribusi kepada pemilik entitas induk/*Attributable to equity holders of the parent entity*									
	Komponen ekuitas lainnya/ *Other equity components*						Saldo laba/ *Retained earnings*			
	Modal saham/ *Share capital*	Tambahan modal disetor/ *Additional paid-up capital*	Modal disetor lainnya/ *Other paid-up capital*	Perubahan ekuitas entitas asosiasi/ *Changes of associate equity*	Perubahan nilai wajar atas Efek-efek, Obligasi Pemerintah, dan Investasi dalam saham yang diukur pada nilai wajar melalui penghasilan komprehensif lain-neto/*Changes in fair value on Marketable securities, Government Bonds, and Investments in shares measured at fair value through other comprehensive income-net*	Perubahan nilai wajar atas lindung nilai arus kas-neto/ *Changes in fair value of cashflow hedge-net*	Sudah ditentukan penggunaannya/ *Appropriated*	Belum ditentukan penggunaan-nya/ *Unappropriated**)	Jumlah ekuitas/ *Total equity*	
Saldo pada tanggal 1 Januari 2024	5.995.577	7.985.971	189	8.242	10.886	(689)	528.848	34.707.593	49.236.617	*Balance as of 1January 2024*
Dampak perubahan metode pencatatan investasi pada Entitas Anak	-	-	-	-	-	689	-	(9.076.736)	(9.076.047)	*Impact of changes in accounting treatment of Investment in Subsidiary*
Saldo pada tanggal 1 January 2024 setelah penyajian kembali	5.995.577	7.985.971	189	8.242	10.886	-	528.848	25.630.857	40.160.570	*Balance as of 1 January 2024 after restatement*
Laba bersih tahun berjalan	-	-	-	-	-	-	-	2.779.123	2.779.123	*Net income for the year*
Penghasilan komprehensif lain, setelah pajak										***Other comprehensive income, net of tax***
Perubahan nilai wajar atas lindung nilai arus kas-neto	-	-	-	-	-	-	-	-	-	*Changes in fair value of cashflow hedge-net*
Pengukuran kembali liabilitas imbalan pasca kerja	-	-	-	-	-	-	-	1.884	1.884	*Remeasurement of obligation for post-employment benefits*
Perubahan nilai wajar atas Efek-efek, Obligasi Pemerintah, dan Investasi dalam saham yang diukur pada nilai wajar melalui penghasilan komprehensif lain - neto	-	-	-	-	(131.991)	-	-	-	(131.991)	*Changes in fair value on Marketable securities, Government Bonds, and Investments in shares measured at fair value through other comprehensive income-net*
Jumlah penghasilan komprehensif lain	-	-	-	-	**(131.991)**	-	-	**1.884**	**(130.107)**	***Total other comprehensive income***
Jumlah laba komprehensif tahun berjalan	-	-	-	-	**(131.991)**	-	-	**2.781.007**	**2.649.016**	***Total comprehensive income for the year***
Pembentukan cadangan umum dan wajib	-	-	-	-	-	-	35.039	(35.039)	-	*Appropriation for general and legal reserve*
Pembagian dividen tunai	-	-	-	-	-	-	-	(1.226.385)	(1.226.385)	*Distribution of cash dividends*
Saldo pada tanggal 31 Desember 2024**)	**5.995.577**	**7.985.971**	**189**	**8.242**	**(121.105)**	**-**	**563.887**	**27.150.440**	**41.583.201**	***Balance as of 31 December 2024*****)

*) Saldo laba yang tidak ditentukan penggunaannya termasuk pengukuran kembali atas liabilitas imbalan pasca kerja

*) *Unappropriated retained earnings include remeasurement of obligation for post-employment benefits*

**) Disajikan kembali

**)*As restated*

PT BANK DANAMON INDONESIA Tbk
ENTITAS INDUK
LAPORAN ARUS KAS
Untuk Tahun-tahun yang Berakhir pada
Tanggal 31 Desember 2025 dan 2024
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK DANAMON INDONESIA Tbk
PARENT COMPANY
STATEMENTS OF CASH FLOWS
For the Year Ended
31 December 2025 and 2024
(Expressed in millions of Rupiah, unless otherwise stated)

	2025	2024	
Arus kas dari kegiatan operasi:			***Cash flows from operating activities:***
Pendapatan bunga, provisi, dan komisi	16.015.200	15.050.399	*Interest income, fees, and commissions*
Pembayaran bunga, provisi, dan komisi	(7.069.112)	(6.141.770)	*Payments of interest, fees, and commissions*
Pendapatan operasional lainnya	2.612.745	1.914.101	*Other operating income*
Keuntungan atas transaksi mata uang asing - neto	531.441	414.320	*Gains from foreign exchange transactions - net*
Beban operasional lainnya	(5.184.256)	(4.934.692)	*Other operating expenses*
Beban bukan operasional - neto	(87.618)	(105.391)	*Non-operating expenses - net*
Arus kas sebelum perubahan dalam aset dan liabilitas operasi	6.818.400	6.196.967	*Cash flows before changes in operating assets and liabilities*
Perubahan dalam aset dan liabilitas operasi:			*Changes in operating assets and liabilities:*
Penurunan/(kenaikan) aset operasi:			*Decrease/(increase) in operating assets:*
Efek-efek dan Obligasi Pemerintah - Diperdagangkan	(903.851)	(3.005.813)	*Marketable securities and Government Bonds - trading*
Efek yang dibeli dengan janji dijual kembali	(231.614)	598.647	*Securities purchased under resale agreements*
Pinjaman yang diberikan	(20.976.946)	(14.707.852)	*Loans*
Beban dibayar dimuka dan aset lain-lain	470.384	45.242	*Prepayments and other assets*
Kenaikan/(penurunan) liabilitas operasi:			*Increase/(decrease) in operating liabilities:*
Simpanan nasabah:			*Deposits from customers*:
- Giro	7.201.710	(7.571.499)	*Current accounts -*
- Tabungan	3.341.937	(2.072.786)	*Savings -*
- Deposito berjangka	11.863.254	21.318.950	*Time deposits -*
Simpanan dari bank lain	3.902.696	907.050	*Deposits from other banks*
Beban yang masih harus dibayar dan liabilitas lain-lain	(47.406)	(771.955)	*Accruals and other liabilities*
Pembayaran pajak penghasilan selama tahun berjalan	(280.326)	(534.878)	*Income tax paid during the year*
Kas neto diperoleh dari kegiatan operasi	**11.158.238**	**402.073**	***Net cash provided from operating activities***
Arus kas dari kegiatan investasi:			***Cash flows from investing activities:***
Penerimaan dari efek-efek dan Obligasi Pemerintah yang dijual dan telah jatuh tempo - biaya perolehan diamortisasi dan nilai wajar melalui penghasilan komprehensif lain	46.200.665	24.627.142	*Proceeds from sales of and matured marketable securities and Government Bonds - amortized cost and fair value through other comprehensive income*
Pembelian efek-efek dan Obligasi Pemerintah - biaya perolehan diamortisasi dan nilai wajar melalui penghasilan komprehensif lain	(53.351.200)	(32.378.923)	*Acquisition of marketable securities and Government Bonds - amortized cost and fair value through other comprehensive income*
Pembelian aset tetap	(511.809)	(583.033)	*Acquisition of fixed assets*
Hasil penjualan aset tetap	17.437	34.558	*Proceeds from sale of fixed assets*
Penerimaan hasil investasi	695.421	907.723	*Receipt from investment*
Pembelian investasi dalam saham	-	(20.000)	*Acquisition of investment in shares*
Penerimaan dividen kas	1.890	4.294	*Receipt of cash dividends*
Kas neto digunakan untuk kegiatan investasi	**(6.947.596)**	**(7.408.239)**	***Net cash used by investing activities***

PT BANK DANAMON INDONESIA Tbk
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PT BANK DANAMON INDONESIA Tbk
PARENT COMPANY
STATEMENTS OF CASH FLOWS
For the Year Ended
31 December 2025 and 2024
(Expressed in millions of Rupiah, unless otherwise stated)

	2025	2024	
Arus kas dari kegiatan pendanaan:			***Cash flows from financing activities:***
Pembayaran dividen tunai	(1.112.774)	(1.226.379)	*Payments of cash dividends*
Pembayaran pokok efek yang dijual dengan janji dibeli kembali	(324.800.958)	(102.858.211)	*Payments of principal on securities sold under repurchase agreements*
Penerimaan dari efek yang dijual dengan janji dibeli kembali	322.365.499	107.577.100	*Proceeds from securities sold under repurchase agreements*
Penerimaan pinjaman	333.500	-	*Proceeds from borrowings*
Penurunan pokok liabilitas sewa	(137.334)	(126.098)	*Decrease of principal of lease liabilities*
Kas neto (digunakan untuk)/diperoleh dari kegiatan pendanaan	**(3.352.067)**	**3.366.412**	***Net cash (used by)/provided from financing activities***
Kenaikan/(penurunan) kas dan setara kas - neto	**858.575**	**(3.639.754)**	***Increase/(decrease) in cash and cash equivalents***
Dampak neto perubahan nilai tukar atas kas dan setara kas	66.364	10.798	*Net effect on changes in exchange rates on cash and cash equivalents*
Kas dan setara kas pada awal tahun	14.210.030	17.838.986	*Cash and cash equivalents at beginning of the tahun*
Kas dan setara kas pada akhir tahun	**15.134.969**	**14.210.030**	***Cash and cash equivalents at end of the year***
Kas dan setara kas terdiri dari:			***Cash and cash equivalents consist of:***
Kas	2.869.077	2.286.078	*Cash*
Giro pada Bank Indonesia	7.690.446	6.382.075	*Current accounts with Bank Indonesia*
Giro pada bank lain	2.196.422	1.124.832	*Current accounts with other banks*
Penempatan pada bank lain dan Bank Indonesia - jatuh tempo sampai dengan 3 bulan sejak tanggal perolehan	2.379.024	4.417.045	*Placements with other banks and Bank Indonesia - maturing within 3 months from the date of acquisition*
Jumlah kas dan setara kas	**15.134.969**	**14.210.030**	***Total cash and cash equivalents***

2025 ANNUAL REPORT

Satu Tekad, Satu Tujuan

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