

## Key Performance Indicator of the Board of Directors PT Bank Mandiri (Persero) Tbk.

### Performance Assessment of The Board of Directors

The Board of Commissioners' assessment of the Board of Directors' performance is observed through the achievement of the Key Performance Indicators (KPI) of the Director individually, as well as the KPI collegially assessed by the Shareholders through the General Meeting of the Shareholders' Mechanism (GMS).

The Board of Commissioners evaluates that the Board of Directors have performed their duties and responsibilities exceptionally well during 2023, as evidence by the overall performance of the Company, which has met the targets set in the Corporate Work Plan and Budget (RKAP) and other established criteria, resulting in a total score of 107.28%.

We have observed that Bank Mandiri has navigated through the challenging and uncertain landscape of 2023 while consistently delivering outstanding performance, with the majority of its indicators exceeding the banking industry. For instance, Bank Mandiri's consolidated loan balance grew by 16.29% (yoy), while the gross Non-Performing Loan (NPL) ratio was successfully kept at 1.02%. In comparison, the industry's loan growth and gross NPL ratio reached 11.38% (yoy) in December 2023 and 2.19% in November 2023, respectively.

Amidst increasing competition and declining liquidity in the third-party funds acquisition market, Bank Mandiri also exhibited growth of 5.78% (YoY) in its third-party funds, surpassing the industry's growth rate of 3.80% in 2023. Bank Mandiri's consolidated Low-Cost Funds Ratio (Current Account and Saving Account/CASA) also strengthened from 73.42% in 2022 to 74.30% in 2023.

We believe that Bank Mandiri's excellent performance in 2023 is attributable to the consistent implementation of adaptive strategies by the Directors, their astute approach in targeting potential segments, and their ability to optimize digital transformation throughout various operational phases. As a result, Bank Mandiri's efficiency level increased, driving business volume growth across all segments and enabling the Bank to close 2023 on a high note. Notably, Bank Mandiri achieved consolidated net profit of Rp55.06 trillion, representing a remarkable growth rate of 33.74% (yoy).

## Board of Directors Performance Assessment Results

No.	KPI	Weight	Indicators	Score
<b>A. Economy and Social Values for Indonesia</b>		<b>45%</b>		<b>49.03</b>
Financial				28.42
1	Pre-Provision Operating Profit (PPOP) Nominal	5%	According to RKAP	5.47
2	Pre-Provision Operating Profit (PPOP) Growth	5%	According to RKAP	5.50
3	Percentile Total Shareholder Return (TSR).	6%	According to Target	6.60
4	Market Capitalization	2%	According to Target	2.20
5	Return on Equity (ROE) Tier 1	4%	According to RKAP	4.40
6	Capital Adequacy Ratio (CAR)	4%	According to RKAP	4.24
Operational				13.00
1	Loan Risk (LaR)	3%	According to RKAP	3.30
2	CKPN to Loan at Risk (LaR Coverage)	3%	According to RKAP	3.10
3	Cost of Credit (CoC)	3%	According to RKAP	3.30
4	BOPO	3%	According to RKAP	3.30
Social				7.62
1	Disbursement of KUR.	4%	According to Government Ceilings	4.40
2	Klaim KUR Ratio	3%	According to Target	3.22
<b>B. Business Model Innovation</b>		<b>24%</b>		<b>25.46</b>
1	Average Balance of Low Cost Funds	5%	According to RKAP	4.98
2	CASA Ratio	5%	According to RKAP	5.07
3	Active User Livin'	7%	According to Target	7.70
4	Active User Kopra	7%	According to Target	7.70
<b>C. Leadership in Technology</b>		<b>11%</b>		<b>11.56</b>
1	Implementation of ATM and EDC Payment Integrations (Jalin Project)	5%	According to Milestone	5.50
2	Implementation of Roadmap Master Plan Teknologi Informasi.	3%	According to Threshold	3.06
3	Cyber Security Breach Incident (for losses >Rp 50 Bio)	3%	Total = 0	3.00
<b>D. Investment Enhancement</b>		<b>10%</b>		<b>10.93</b>
1	Environment, Social, Government (ESG) Rating	3%	Rating	3.30
2	Risk Management Maturity Index	3%	According to Threshold	3.30
3	Contribution of Subsidiary to Consolidated NPAT	4%	Improved than previous year	4.33
<b>E. Talent Development</b>		<b>10%</b>		<b>10.80</b>
1	Development & Career Path System at Holding/Cluster scopes	2%	According to Timeline	2.20
2	Risk Management Organ Qualification Fulfillment Ratio	2%	According to Target	2.00
3	Completion of the Roadmap for Restructuring Defined Benefit Pension Funds	2%	According to Target	2.20
4	Female employees under the nominated talent	2%	According to Target	2.20
5	Millennial (<=42 years old) under the nominated talent. Implementation/development of talent policies	2%	According to Target	2.20
<b>Total</b>		<b>100%</b>		<b>107.78</b>