



Diversity on the Board of Directors PT Bank Mandiri (Persero) Tbk.

Diversity in the members of Board of Directors as specified in the Attachment of Circular Letter of Financial Services Authority No. 32/SEOJK.04/2015 regarding Public Corporate Governance has been accommodated in the Company's Article of Association. The appointment of the Board of Directors is carried out by considering the integrity, dedication, understanding on a Company management issue related to one management function, possessing knowledge and/or skill in the fields needed by the Company and being able to provide sufficient time to carry out his tasks as well as other requirements in accordance to the applicable laws and regulations.

However, the diversity policy only regulates diversity in knowledge and/or skills in accordance with the task field of the Board of Directors. Bank Mandiri has not possessed diversity policy related to age and gender because the nomination is prioritized on the Company needs.

In 2017, the diversity in the Board of Directors in education, working experience, age and gender is shown in the table below:



Table of Diversity of The Board of Directors

Name	Designation	Period	Age	Gender	Education	Working Experience	Skill
Kartika Wirjoatmodjo	President Director	17 May 2016 - 31 December 2017	44 years old	Male	Bachelor of Economics majoring accounting from Universitas Indonesia in 1996 and Master of Business Administration from Erasmus University in Rotterdam in 2001.	<p>He starts his career as a Tax and Accounting Consultant in RSM AAJ (1995- 1996), Credit Analyst in Industrial Bank of Japan (1996-1998), Senior Consultant in PwC Financial Advisory Services (1998-1999), Senior Consultant in The Boston Consulting Group (2000-2003). Then he started his career in Bank Mandiri in some important positions such as Dept. Head Strategy and Performance Management Group (2003-2005), Group Head of Strategy and Performance Management Group (2005-2008), and Managing Director in Mandiri Sekuritas (2008-2011).</p> <p>He continues his career as President Director and CEO in Indonesia Infrastructure Finance (2011-2013), Chief Executive and Member of Board of Commissioners in Deposit Insurance Agency (LPS) (2014-2015). Before his current position, he was a Director of Finance and Strategy Bank Mandiri (2015-2016).</p>	Accounting, Business and Banking
Sulaiman Arif Arianto	Vice President Director	25 June 2015 – 31 December 2017	58 years old	Male	Bachelor of Animal Husbandry of Institut Pertanian Bogor in 1981 and Master of Business Administration in Finance of University of New Orleans,	He starts his career in banking in 1991, as an Assistant Manager of Corporate Financing in BRI (1991- 1992), Vice Chairman of Corporate IV in BRI (1992-1994), Section Head of	Credit Analyst, MSME and Corporate and Special Asset



Name	Designation	Period	Age	Gender	Education	Working Experience	Skill
					USA in 1991.	Corporate Financing in BRI (1994-1999), Deputy Head of Corporate Financing Division in BRI (1999), Head of Medium Credit Division (1999-2002), Head of Agribusiness Division in BRI Head Office (2001-2002), Regional Leader of Denpasar in BRI (2002-2003), Regional Leader of Jakarta in BRI (2003-2006), Director of Micro and Small Business in BRI (2006-2009) and Director of Commercial Banking in BRI (2009-2015).	Management
Ogi Prastomiyono	Director of Operations	24 December 2008 – 31 December 2017	56 years old	Male	Bachelor of Agricultural Technology of Institut Pertanian Bogor in 1984 and Master of Business Administration of University of Notre Dame in 1994.	His banking career is started as a General Manager of Planning and Development in Indonesian Export Import Bank (Exim Bank) in 1998–1999, and his career in Bank Mandiri started since 1999 as a Head of Compliance Division in Bank Mandiri (1999–2001), Project Head of IPO Working Team Bank Mandiri (2001– 2003), Director of Compliance, Risk Management, Product Development, Planning and Development Bank Syariah Mandiri (2004–2005), Group Head Compliance in Bank Mandiri (2005–2006), Group Head Internal Audit in Bank Mandiri (2006–2008), Director of Compliance and Human Capital (2008–2014) in Bank Mandiri, Director of Risk Management & Compliance in Bank Mandiri (2014–2015), and Director of Technology and Operations (2015–2016).	Human Capital, Kredit, Planning and Strategic Management, Asset and Liability Management, IT and Operations, Internal Audit, Risk Management, Compliance, Perbankan Syariah



Name	Designation	Period	Age	Gender	Education	Working Experience	Skill
Pahala N. Mansury	Director of Finance and Treasury	16 July 2010-12 April 2017	46 years old	Male	Bachelor of Economics majoring Accounting from Universitas Indonesia in 1994 and Master of Business Administration from in Finance from Stern School of Business, New York University, USA in 1999. He is a CFA Charter holder from CFA Institute since 2003.	He starts his career as a consultant including Financial Advisory Services in PwC (1994), Consultant of Change Management in Anderson Consulting Indonesia (1994-1997), Senior Consultant in Booz Allen Hamilton (1999-2000) and Project Leader in The Boston Consulting Group (2002-2003). Then he starts his career in Bank Mandiri since 2003 with some positions such as SVP of Economic and Financial Research (2003-2005), SVP of Accounting as well SVP of Change Management Office Bank Mandiri (2005), SVP of Corporate Development Bank Mandiri (2005-2006), EVP Coordinator of Finance and Strategy Bank Mandiri (2006-2010). Prior to serving in this position, he was entrusted with the position of Director of Finance and Strategy (2010-2015) and Director Treasury and Markets (2015-2016).	Banking, Finance, Treasury
Royke Tumilaar	Director Wholesale Banking	25 July 2011 – 31 December 2017	53 years old	Male	Bachelor of Economics in Management of Universitas Trisakti in 1987 and Master of Business in Finance of University of Technology, Sydney in 1999.	He started his banking career in 1998 as a Credit Analyst in Supervision and Research of Credits in BDN. Then he started his career in Bank Mandiri since 2005 with various positions such as Dept. Head Corporate Banking in Bank Mandiri (2005), Credit Authority Holders (Group Head Level) Commercial Banking (2006), Group Head Regional Commercial Sales of Bank Mandiri	Treasury & International Banking, Procurement, Special Asset Management, Commercial Banking, Corporate Banking



Name	Designation	Period	Age	Gender	Education	Working Experience	Skill
						<p>(January 2007), Group Head Regional Commercial Sales I of Bank Mandiri (November 2007). He was also in a position of President Commissioner in PT Staco Jasapratama (General Insurance (2008) and Commissioner in Mandiri Sekuritas (2009). Before he was in this position, he was entrusted with the position of Director of Treasury, Finance Institutions and Special Asset Management Bank Mandiri (2011-2015).</p>	
Hery Gunardi	Director Distributions	4 July 2013 – 31 December 2017	55 years old	Male	Bachelor of Business Administration Universitas 17 August 1945 (1987) and Master of Business Administration in Finance and Accounting of University of Oregon, USA in 1991.	<p>He started his banking career in 1993 as a Non-Performing Loan Analyst in Special Debtor Affairs at Bapindo (1993 - 1996), Head of Sub Section of Treasury Syndication at Bapindo (1996-1998). After that he began his career at Bank Mandiri since 1998 with various positions such as Member of Bank Mandiri Merger Team (1998-1999), Regional Marketing Manager of Bank Mandiri Area Jakarta Kota (1999-2002), Area Manager of Bank Mandiri Daan Mogot (2002) , Dept. Head of Bank Assurance and Director of Project for Establishment of Joint Insurance Company with AXA (2002-2003), Director of PT AXA Mandiri Financial Services (2003-2006), Group Head Wealth Management Mandiri as well as President Commissioner of PT AXA Mandiri Financial Services (2006-2009) Head of Jakarta</p>	<p>Micro & Retail Banking, Consumer Banking, Micro & Business Banking, Distributions, Credit Risk Management, Special Asset Management, Branding & Strategic Marketing</p>



Name	Designation	Period	Age	Gender	Education	Working Experience	Skill
						<p>Network at Bank Mandiri (2009-2011) as well as President Commissioner of PT Mandiri Manajemen Investasi (2009-2013), Group Head Distribution Network 1 at Bank Mandiri (2011-2013), EVP Coordinator Consumer Finance (2013). Prior to his position as Director of Distribution, he was appointed as Director of Micro and Retail Banking of Bank Mandiri (2013-2015), Director of Micro and Business Banking of Bank Mandiri (2015) and Director of Consumer Banking of Bank Mandiri (2015-2016).</p>	
Tardi	Director of Retail Banking	22 September 2015 – 31 December 2017	53 years old	Male	Bachelor of Agronomy of Universitas 11 Maret in 1987 and a Master in Finance of Universitas Padjajaran 1999.	<p>Special Debtor in Bapindo (1993 – 1996), Head of Sub Section of IOU Syndication in Treasury in Bapindo (1996-1998). Then he started his career in Bank Mandiri since 1998 in various positions such as a Merger Team Member of Bank Mandiri (1998-1999), Regional Marketing Manager of Bank Mandiri Regional Jakarta City (1999-2002), Area Manager of Bank Mandiri Daan Mogot (2002), Dept. Head Bank Assurance and Director of Joint Insurance Company Establishment Project with AXA (2002-2003), Director of PT AXA Mandiri Financial Services (2003-2006), Group Head Wealth Management Mandiri as well as President Commissioner PT AXA Mandiri Financial Services (2006-2009), Group Head of</p>	<p>Corporate Banking (Forestry Sector, Trade and Industry Plantation, Business Development and Recovery Management, Retail Banking Segment, Micro Segment, Medium Business Segment (UMKM))</p>



Name	Designation	Period	Age	Gender	Education	Working Experience	Skill
						<p>Jakarta Network in Bank Mandiri (2009-2011) as well as President Commissioner PT Mandiri Manajemen Investasi (2009-2013), Group Head Distribution Network 1 in Bank Mandiri (2011-2013), EVP Coordinator Consumer Finance (2013). Before he was in the position of Director of Distribution, he was once appointed as Director of Micro and Retail Banking Bank Mandiri (2013-2015), Director of Micro and Business Banking Bank Mandiri (2015) and Director of Consumer Banking Bank Mandiri (2015-2016).</p>	
Ahmad Siddik Badruddin	Director of Risk Management & Compliance	25 June 2015 – 31 December 2017	52 years old	Male	Bachelor of Chemical Engineering in 1988 and a Master of Business Administration in management of information system in 1990, of Universitas of Texas, Austin, USA.	<p>He began his career in banking since 1990 as a Management Associate at Citibank (1990-1995), Regional Risk Officer of Global Consumer Bank (AVP) at Citibank, Singapore (1995-1997), Retail Bank Risk Director of Global Consumer Bank (VP) at Citibank, Jakarta (1997-1998), Head of Risk Management at ABN AMRO Bank, Hong Kong (1999-2001), Country Risk Director at Citibank (2001-2004), Country Risk Director and Deputy Country Risk Director at Citibank, Germany (2004-2008), Regional Senior Credit Officer for Central & Eastern Europe and Middle East Africa Region at Citibank, London (2008-2011), Global Unsecured Product Risk Management in Citibank, New York (2011-2014). Prior to his</p>	<p>Credit risk management, risk management strategy, risk analysis, collection management and strategy, fraud risk management, acquisition and closure / sale of business and portfolio, scorecard portfolio</p>



Name	Designation	Period	Age	Gender	Education	Working Experience	Skill
						position as Director of Risk Management & Compliance, he served as SEVP Bank Mandiri Retail Chief Officer (2014-2015).	management, operational risk management, self-assessment process for risk control, external collection agency management, and various training programs related to risk management.
Kartini Sally	Director of Institutional	10 June 2015 – 31 December 2017	52 years old	Female	Bachelor of Dentistry of Universitas Indonesia in 1988, Magister Program of “Wijawiyata Management” of IPPM Jakarta in 1990 and Magister Management program of Universitas Jayabaya, Jakarta in 1998.	She started his banking career in 1990 as Loan Officer Corporate Banking at Bank Ekspor Impor Indonesia (Bank Exim) (1990-1997) and Head of Corporate Banking Section at Bank Exim (1997-1999). Then she started his career in Bank Mandiri since 1999 and has held several positions such as Senior Relationship Manager Corporate Banking (1999-2002), Dept.Head Corporate Banking (2003-2006), Authorized Holder of Bank Mandiri Commercial and Business Banking February 2006 - September 2006), Group Head Commercial Risk (2006-2012), Group Head Corporate Banking (2012-2015) and Members of the Board of Commissioners at Mandiri Sekuritas (2012-2015).	Corporate Banking, Commercial Banking, Risk Management, Investment Banking, Sharia Banking, Financing, financial transaction solutions for Ministries / Agencies and employees, implementation



Name	Designation	Period	Age	Gender	Education	Working Experience	Skill
							of financial inclusion through Government Assistance Project
Rico Usthavia Frans	Director of Digital Banking & Technology	20 July 2016 – 31 December 2017	47 years old	Male	Bachelor of Electrical Engineering of Institut Teknologi Bandung in 1992.	He started his career as Field Manager at Schlumberger (1993-1995). Career in the banking world began in 1995 as Management Associate at Citibank NA (1995-1997), e-Trade Head Asset Based Finance Head at Citibank NA (1997-2001), e-Business Head at Citibank NA (2001-2006) and Group Head Electronic Banking in Citibank NA (2006-2010). Joining Bank Mandiri since 2010, before serving as Director of Digital Banking & Technology, He holds several positions such as Group Head Electronic Banking (2010-2013) and SEVP Transaction Banking Bank Mandiri (2013-2015).	Digital Banking & Technology, Transaction Banking/Payment System/Financial Technology, Information Technology, Data Analytics/Enterprise Data Management
Darmawan Junaidi*	Director of Treasury	21 August 2017 – 31 December 2017	51 years old	Male	He got his Bachelor of Law of Universitas Sriwijaya, Palembang in 1990.	He began his banking career in PT Bank Bumi Daya (Persero) since 1992 as Head Office Administration (1992-1994), Credit Recovery Officer (1994-1996), Internal Audit Staff Professional (1996-1997), Treasury Affairs Professional Staff (1997-1999). Subsequently started his career at Bank Mandiri as Treasury Manager of Cayman Islands Branch (1999-	Treasury





Name	Designation	Period	Age	Gender	Education	Working Experience	Skill
						2005), Senior Manager - Professional Staff of Treasury Marketing, Treasury Group (2005-2007), Assistant Vice President - Chief Dealer of Marketing II, Treasury Group (2007 -2009), Vice President - Department Head of Marketing West, Treasury Group (2009-2011), Vice President -Department Head of Banking Book Management, Treasury Group (2011-2012), Senior Vice President - Deputy Group Head of Treasury (Official Executive of Funding and Lending) (2012-2015), Senior Vice President - Regional CEO of Bali and Nusa Tenggara (Executive Officer in Funding and Lending) (2015-2016) and Senior Vice President - Group Head of Treasury (Executive Officer in Funding and Lending) (January-May 2016). Subsequently he worked at PT Semen Indonesia (Persero) Tbk with the position as Finance Director and as President Commissioner of PT Semen Kupang Indonesia (2016- August 2017), then in May 2017-August 2017 he was appointed as the Managing Director of PT Semen Indonesia (Persero) Tbk.	

*Effective since 12 January 2018 after gaining approval from the Financial Services Authority for the Fit and Proper Test.

