

Key Performance Indicator of BoD PT Bank Mandiri (Persero) Tbk.

The criteria used to assess each of the Board of Directors on an annual basis are as follows:

1. Financial and market perspectives
2. Customer focus
3. The effectiveness of products and processes
4. Labor focus
5. Leadership, governance and CSR

The results of the Board of Directors' performance assessment based on KPI in 2017, can be seen in the table below.

The performance assessment result of the Board of Directors based on KPI

Strategic Target		Weight	Size	Score
Financial And Market Perspectives		24.0%		
1.	Increasing Profitability	5,0%	EAT (Earning After Tax) is higher than last year (Rp billion)	6,50
		5,0%	ROE Ratio (Av. Equity) is better than Bank Industry	6,50
2.	Increasing Company Value	5,0%	Market Cap Growth is higher than Bank Industry (%)	4,33
3.	Maintaining Asset Quality	4,0%	NPL Ratio is better than Bank Industry (%)*)	3,34
4.	Increasing Efficiency	5,0%	Cost to Income Ratio is better than last year (%)	4,65
				25,32
Focus on Customer		22,2%		
5.	Increasing the Satisfaction of External Customers and Regulators.	11,0%	The minimum rating of the Bank is in the top 10 industries.	11,00
		11,0%	Minimum 80% PAB approved by OJK has “DONE” status.	11,14
				22,14
Effectiveness of Product And Process		20,0%		
6.	Increasing the HIMBARA (Association of State-Owned Banks) synergy	5,0%	ATM and EDC Merah Putih are implemented according to the project target (unit).	
			a. ATM Implementation of 9,900 units	2,50
			b. EDC Implementation of 50,000 units	2,56
7.	Increasing inclusion and financial literacy	5,0%	The number of branchless banking agents is achieved according to the bank target (unit).	5,32
8.	Increasing the disbursement of non-oil export credit	5,0%	The disbursed non-oil export credit is achieved according to bank target (% total credit).	6,50
9.	Increasing the profitability of subsidiaries.	5,0%	Profit of Subsidiaries (PA) (Rp billion)	4,82
				21,70

Strategic Target		Weight	Size	Score
Focus On Manpower		17,0%		
10.	Increasing Human Capital capability and competence.	9,0%	Employee productivity is better than last year (Rp million/Worker).	11,70
		8,0%	Human Capital Score is better than last year.	
			a. Attrition Rate max 2%.	2,74
			b. Talent Development Program	2,71
			c. Employee Development Coverage.	3,47
				20,62
Leadership, Governance And CSR		17.0%		
11.	Increasing excellent performance and competitiveness	6,0%	KPKU Score is better than last year.	6,19
12.	Increasing the bank's contribution to the welfare improvement of society.	5,0%	PKBL Realization of minimum 80% of RKAP budget (%)	6,50
13.	Increasing the implementation of Good Corporate Governance (GCG)	6,0%	CGPL Score is better than last year.	6,50
				18,69
Total		100,0%		108,47