

Company Vision, Missions, and Culture



Vision

The long term vision of Bank Mandiri in 2020 is becoming Indonesia's best, ASEAN's prominent with the main milestone of achieving Market Capitalization value amounting to Rp500 trillion in 2020, year-on-year credit growth rate of 3% above market's value, and becoming the employer of choice in Indonesia. The description of the said vision is as follows:

- a. Commits to build a long term relationship with business and individual customers based on trust. Bank Mandiri serves every customer with compliance to the international service standards through innovative financial solutions. It also strives for recognition for the best performance, human capital, and teamwork.
- b. Actively participates in driving long term growth of Indonesia and consistently provides high return for the shareholders.

Mission

To support the Vision, the Missions of Bank Mandiri have been stated as follows:

- a. Oriented towards market needs fulfillment**
 - 1) Prioritizing the interest of customers
 - 2) Providing the best service in a professional and friendly manner.
 - 3) Suggesting competitive and secured products.
- b. Developing professional human capital**
 - 1) Providing equal job opportunity for everyone.
 - 2) Recruiting, training, and developing human capital based on skills and capabilities.
 - 3) Providing reward and promotion to compensate achievement and dedication
- c. Gaining maximum benefit for the stakeholders.**
 - 1) Providing maximum benefits to all concerned parties.
 - 2) Ensuring sustainable growth and profit increase.
- d. Conducting a transparent management**
 - 1) Possessing high work commitment.
 - 2) Implementing open management and effective cooperation.
- e. Caring for social and environmental issues**

Taking into account social interests and environment in making decisions.

The Vision and Missions of the Company have been discussed and approved in the Meeting of Board of Directors on 27 September 2016 and the Meeting of Board of Commissioners on 28 February 2017.

Review on Vision and Missions by The Board of Commissioners and The Board of Directors

The Vision and Missions of Bank Mandiri is reviewed quinquennially, whereas the achievement of milestone is reviewed semi-annually for short-term and medium-term targets, i.e. by conducting Board Retreat (Mid-Year Retreat and End-of-Year Retreat) in June and December. The review of milestone achievement was executed for the last time in the event of End-of-Year Board Retreat in Bogor on 4-5 December 2017, attended by Board of Directors and Senior Executive Vice President.

Bank Mandiri involves all members of top management (Board Of Directors and Senior Executive Vice President) independent party to review the vision and mission, which has been constantly carried out to this day, and to review several primary indicators semi-annually in order to achieve Bank Mandiri's Vision of 2020 according to the predefined target.

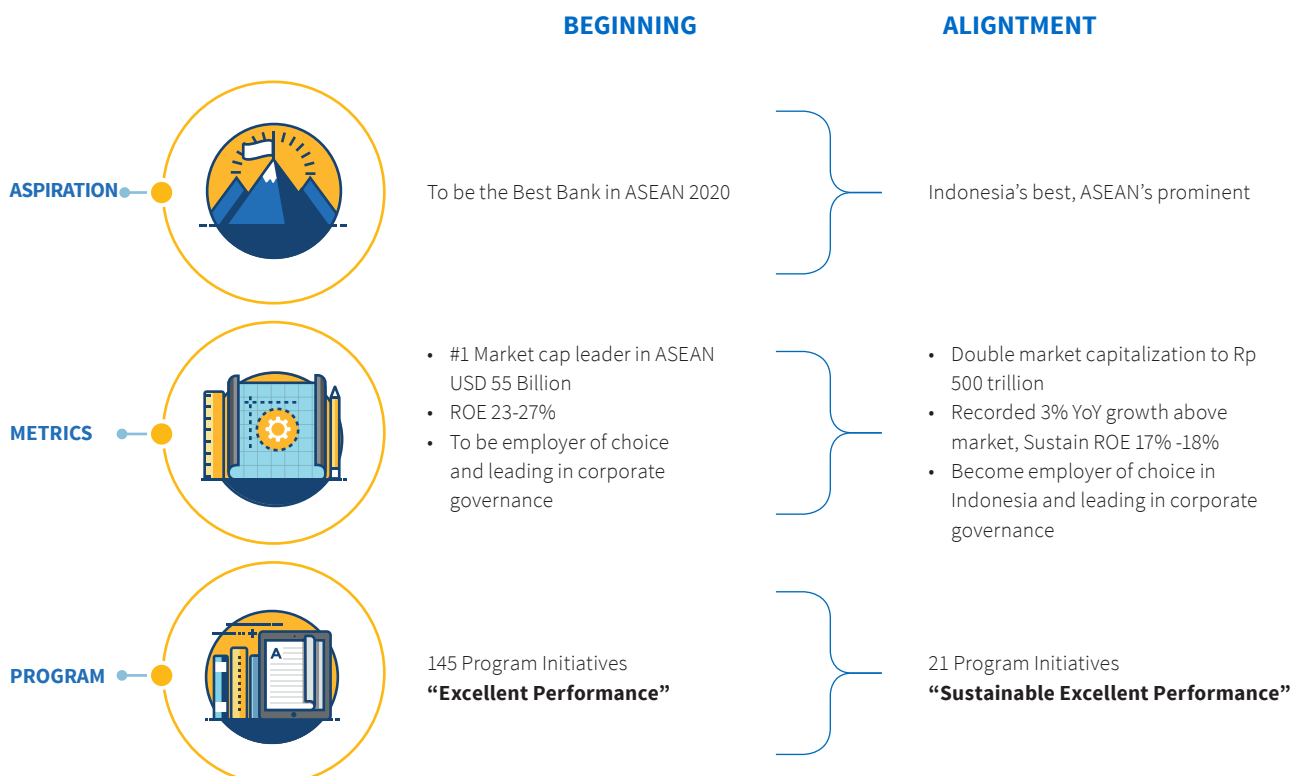
The Background of Corporate Plan 2015-2020 Alignment (Corporate Plan Restart 2016-2020)

An alignment was carried out for Corporate Plan 2015-2020 in the Meeting of Board of Directors on 27 September 2016. This was conducted since Bank Mandiri deemed the established Corporate Plan was considered inappropriate with the circumstance of the Company at that moment. In 2016, there was deceleration of macro economy indicated by the significant increase of non-performing loan in Bank Mandiri. Such increase occurred specifically on the credit quality of a segment that dominates the credit growth of Bank Mandiri to date, yet not the early core competency of the Company.

In such condition, without any intention to widen the gap of market capitalization, Bank Mandiri felt the urge to adjust the aspiration and vision of itself and Corporate Plan 2020, and return to Corporate Banking that serves as its early Core Competence.

As for the result of alignment of the aspiration and visions of Bank Mandiri 2020 and of the Corporate Plan 2020 to support sustainable growth is as follows:

The Alignment of Aspiration and Vision of Bank Mandiri 2020



Alignment of Corporate Plan 2020



Indonesia's Best, ASEAN's Prominent

Accelerate
the Growth
Segment

Top of mind in Consumer banking

Triple growth in micro-KSM

Prudent growth in SME & micro-KUM

Integrate
the Group

Strong presence in ASEAN:
4% contribution to Revenues

Improving distribution network:
20% growth in branch Revenues

Tapping synergy potentials to drive
Subsidiaries performance:
20% contribution to Revenues

Deepen Client
Relationship

Number 1 corporate banking

Growing with the market
in Commercial Banking

Focusing products and solutions
development for 3-4 sectors

DIGITAL: SERVICE MODEL TRANSFORMATION

PROCESS: SAFE, FAST, PRODUCTIVE

ONE HEART, ONE MANDIRI: HUMAN CAPITAL AND CORPORATE CULTURE

Company Strategy

3 main focus to support the achievement of aspiration of Bank Mandiri are listed as follows.



Indonesia's Best, ASEAN's Prominent

Implementasi Top 21 BoD Initiatives

Business
Refocusing

"The Core" Corporate Banking

"The New Core" Consumer Banking
(KTA, KPR, Credit Card, Autoloan & payroll,
Mikro KSM).

"Tactical Segment": Commercial and SME
Fokus pada perbaikan kualitas.

Cross Selling
Bank@Work, Retail Ready Branch.

Execution and replication of wholesale
transactions and deepening of the Top
Anchor Client B business

Fixing the
Fundamental

Improved Asset Quality,
Collection and Recovery

Implementasi Dynamic Credit Portfolio
Management

Adjustment of Distribution Organization

Digital Banking and Data Analytic

Efficiency and Productivity

Strengthen
Enablers

Information & Technology:
Stability and Strengthening of
Infrastructure

Human Capital: Talent Management and
Competency Development

Culture: TIPCE with emphasis to:
One Heart One Mandiri,
Mandiri Grow Healthy & Spirit of
prosperity the country