



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

The criteria of performance evaluation of the Board of Directors based on the Key Performance Indicators (KPI) are :

1. Financial and market perspectives
2. Focus on customers
3. Effectiveness of products and processes
4. Focus on manpower
5. Leadership, governance, and CSR
6. Agent of development

Parties Performing Assessment

The parties making assessment of the Board of Directors' performance are the Board of Commissioners and the GMS. In evaluating the performance of the Board of Directors, the Board of Commissioners refers to the KPI. The Board of Commissioners and Directors will then account for their performance achievements in the 2018 period, including the implementation of their duties and responsibilities in the GMS to be held in 2019.

Results of Performance Assessment of The Board of Directors

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

Strategic Targets		Percentage	Indicators	Score
FINANCIAL AND MARKET PERSPECTIVES		24.0%		
1.	Increasing profitability	6.0%	Earning after Tax (EAT) in 2018 is higher than the realization in 2017 (in billion IDR)	7,22
2.	Improving Company Values	6.0%	Market Cap growth is higher than that of the Indonesian Banking Industry	3,47
3.	Maintaining the Quality of Assets	6.0%	NPL ratio is better than that of the Banking Industry	5,72
4.	Increasing efficiency	6.0%	Cost to Income Ratio is better than it was last year	6,20
			Sub Total	22,61
FOCUS ON CUSTOMERS		22.0%		
5.	Increasing Satisfaction of External Customers and Regulators.	11.0%	The Bank's rank in a survey by independent surveyors is better than it was last year	14,30
		11.0%	At least 80% of Bank Operations Activities (PAB) that have been approved by OJK are "DONE".	11,66
			Sub Total	25,96
EFFECTIVENESS OF PRODUCTS AND PROCESSES		20.0%		
6.	Increasing banking digitalization	7.0%	The percentage of banking transactions that have been digitalized in 2018 is higher than in 2017.	7,10





Strategic Targets		Percentage	Indicators	Score
7.	Increase financial inclusion and literacy	7.0%	The number of branchless banking agents has increased compared to that in 2017:	
			a. Digital Financial Services (LKD)	4,40
			b. Officeless Financial Services to Promote Inclusive Finance (LAKU Pandai)	4,55
			Total	9,01
8.	Improving the effectiveness of micro credit program (KUR) management	6.0%	The online subrogation system for KUR can operate 100%	7,00
			Sub Total	23,05
FOCUS ON MANPOWER		17.0%		
9.	Improving Human Resources capabilities and competencies.	9.0%	Employee productivity is better than last year (million rupiah/ worker).	10,63
		8.0%	Bankwide's Employee Engagement Score in 2018 is better than that in 2017.	8,91
			Sub Total	19,54
LEADERSHIP, GOVERNANCE, AND CSR		17.0%		
10.	Improving superior performance and competitiveness	6.0%	The Superior Performance Assessment Criteria (KPKU) score is better than in 2017.	6,19
11.	Increasing bank contributions to improving community welfare.	5.0%	The realization of the partnerships and community development program (PKBL) is at least 80% of the budget stated in the Work Plan and Company Budget (RKAP). a. Partnership Program (No Distribution) b. Community Development	6,50
12.	Increasing the application of Good Corporate Governance (GCG)	6.0%	The Corporate Governance Perception Index (CGPI) score is better than in 2017.	6,03
			Sub Total	18,73
AGENT OF DEVELOPMENT		20.0%		
13.	Realizing Synergy among SOEs	2.0%	The percentage of interest income from SOEs to the total interest income is higher than in 2017.	2,30
		2.0%	The percentage of third-party funds (DPK) from SOEs to the total DPK is higher than in 2017.	2,18
		2.0%	Merah Putih ATM and EDC are implemented according to the target project (units).	
			a. ATM Implementation	1,00
			b. EDC Implementation	1,00
14.	Increasing Downstreaming and Local Contents	2.0%	Realization of Fee Based Income (excluding Recovery and Dividend) is higher than it was in 2017.	2,35
		2.0%	Realization of Non-Interest Income is higher than in 2017	2,31
2.0%	The number of Creative Houses successfully built until 2018 is higher than in 2017.			
	2.0%		The number of village-owned enterprises (BUMdes) successfully established until 2018 is higher than in 2017.	2,56
			a. Accounts	1,26
		b. Agents	1,30	
16.	Enhancing Financial Independence and Value Creation	2.0%	Bank Mandiri's financing of the infrastructure sector is higher than that in 2017. (IDR billion)	2,58





Strategic Targets		Percentage	Indicators	Score
17.	Implementing Government Assignments to SOEs to be Present for the Country	2.0%	Distribution of social assistance and farmer cards is 100% achieved	2,00
		2.0%	Penyaluran Bansos dan Kartu Tani 100% sesuai.	
			a. Social assistance (bansos)	
			• Non-Cash Food Aid/BPNT (Beneficiary Families/KPM)	
			a. Wallet Distribution	0,28
			b. Disbursement to KPM's Accounts	0,27
			• Family Hope Program/PKH (persons)	
			a. Transfer to Savings Account	0,28
			b. Disbursement of KPM Funds	0,29
			c. Farmer Cards	1,00
Sub Total			22,39	
Total		120.0%		132,28

Based on the above data, it can be concluded that the 2018 KPI of the Directors has been reached and exceeded the set targets.