

Name	Position	Number of Meetings	Number of Attendance	Percentage
Kartika Wirjoatmodjo	President Director	12	9	75%
Sulaiman Arif Arianto	Deputy President Director	12	9	75%
Royke Tumilaar	Director of Corporate Banking	12	8	75%
Hery Gunardi	Director of Small Business & Network	12	10	83%
Ahmad Siddik Badruddin	Director of Risk Management	12	9	75%
Rico Usthavia Frans	Director of Information Technology & Operation	12	9	75%
Darmawan Junaidi	Director of Treasury & International Banking	12	9	75%
Alexandra Askandar ^{*)}	Director of Institutional Relationship	4	4	100%
Agus Dwi Handaya ^{*)}	Director of Compliance	4	3	75%
Panji Irawan ^{**)}	Director of Finance	4	4	100%
Donsuwan Simatupang ^{**)}	Director of Retail Banking	4	3	75%
Ogi Prastomiyono ^{***)}	Director of Operations	2	2	100%
Tardi ^{***)}	Director of Retail Banking	2	2	100%
Kartini Sally ^{***)}	Director of Kelembagaan	2	2	100%

^{*)} The appointment concerned as Director is declared effective as of September 12, 2018.

^{**)} The appointment concerned as Director is declared effective as of September 4, 2018.

^{***)} The term of office ends on March 21, 2018.

Remuneration Policy For The Board of Commissioners

In providing remuneration for the board of commissioners, Bank Mandiri upholds the principle of prudential as well as commits to the prevailing regulations of law. Currently, the Company has implemented a good governance in terms of remuneration provision to the Board of Commissioners. This manner aims to promote prudent risk-taking to maintain the corporate sustainability.

The good governance implementation of remuneration provision is conducted by formulating policies that have been authorized under the Joint Decree of Board of Commissioners and Board of Directors on Remuneration Policy of PT Bank Mandiri (Persero) Tbk. dated March 20, 2008. The determination of remuneration for the Board of Commissioners refers to:

1. SOE Minister Regulation No. PER-06/MBU/06/2018 dated June 4, 2018 concerning Change Third, the Regulation of the Minister of State Owned Enterprises No. PER-04/MBU/2014 concerning Determination Guidelines Earnings of Directors, Board of Commissioners.
2. SOE Minister Regulation No. PER-01/MBU/2011 concerning Implementation of Governance Good Corporate Governance the SOE has been amended last by Regulation Minister of State Enterprises No. PER-09/MBU/2012 concerning Amendments to SOE Minister Regulation No. PER-01/MBU/2011 about Implementation of Good Corporate Governance (Good Corporate Governance) in SOE.

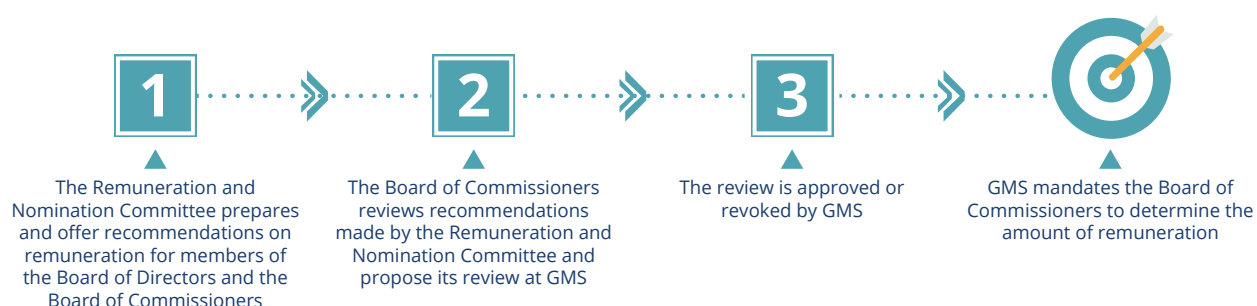
3. Financial Services Authority Regulation No. 55/POJK.03/2016 dated December 9, 2016 concerning the Implementation of Governance for Commercial Banks.
4. Financial Services Authority Regulation No. 45/POJK.03/2015 dated December 23, 2015 concerning the Implementation of Governance concerning Remuneration for Commercial Banks.
5. The Company's Articles of Association.

In accordance with Financial Services Authority Regulation No. 45/POJK.03/2015 concerning the Implementation of Governance concerning Remuneration Provision for Commercial Banks, Bank Mandiri has performed a good governance in such a provision as stated in the Joint Decree of Board of Commissioners and Board of Directors dated March 20, 2018 that has taken into account various aspects, including financial stability of the bank, risk management, short-term and long-term liquidity requirements, and potential future revenue. The Company may operate malus and clawback of variable remuneration for the bank officials who are under the category of Material Risk Taker (MRT), with the following provisions:

1. The company will have malus and or clawback applied in exceptional circumstances in the practice of variable remuneration, by taking into account some factors as follows:
 - The financial or non financial loss of the Company.
 - The direct or indirect involvement of the official in question in the loss.

2. Variable remuneration must be deferred amounting a percentage specified by the company.
3. This policy applies for MRT officials under the following criteria:
 - Causing financial or non financial loss to the Company.
 - Conducting frauds, breaking the law, behaving in an unethical manner, and/or falsifying records.
 - Intentionally violating bank's policy, rules, and procedures.
 - Inducing significant negative impacts towards bank capital due to a non economic or industrial climate change
4. In implementing remuneration for MRT officials, Bank Mandiri acts under the provisions from Financial Service Authority, Regulations of the Ministry of SOEs, and the Company's remuneration policy.

Proposal and Determination of Remuneration Procedures



The determination of remuneration for the Board of Commissioners is carried out with the following procedures:

1. Remuneration and Nomination Committee holds a review on remuneration for the Board of Commissioners.
2. The Committee coordinates with Human Capital Director and Officials as well as related work unit to arrange the proposal of remuneration.
3. In establishing policies on variable remuneration, the Committee coordinates with the Risk Management Work Unit
4. Based on the review, the Committee draws up recommendation on remuneration to be submitted to the Board of Commissioners.
5. The Board of Commissioners presents the proposal and recommendation under the basis of the review at the General Meeting of Shareholders to obtain approval.
6. The proposal and recommendation of the Board of Commissioners may come as:
 - a. Approval on the form and amount of the remuneration; or
 - b. Approval of authority for the Board of Commissioners to determine the form and amount of the remuneration.

Remuneration Structure of Members of The Board of Commissioners

By taking into account the prevailing provisions on remuneration, remuneration for the Board of Commissioners is provided in the form of:

1. Fixed remuneration: remunerations provided independent from performance and risk, such as salary/honorarium, facilities, housing allowance, health allowance, education allowance, festive allowance, and post-employment benefit.

Salary/honorarium, facilities, allowances, and post-employment benefit are provided in cash.

2. Variable remuneration: Remunerations provided in connection with performance and risks, such as bonuses, tantiem/performance incentives, or those of any other equal forms.

Bonuses, tantiem, and incentives may be provided in cash, shares, or stock-based instruments issued by the Company, and cash only for the Board of Commissioners to avoid conflict of interest in their supervisory tasks.