



Name	Position	Bonus share
Kartika Wirjoatmodjo	President Director	269,100 shares
Sulaiman A. Arianto	Deputy President Director:	255,600 shares
Royke Tumilaar	Director of Corporate Banking	242,200 shares
Hery Gunardi	Director of Small Business and Network	242,200 shares
Ahmad Siddik Badruddin	Director of Risk Management	242,200 shares
Rico Usthavia Frans	Director of Information Technology & Operation	242,200 shares
Darmawan Junaidi	Director of Treasury & International Banking	87,600 shares

## Performance Assessment of The Board of Directors

Under Law No. 40 of 2007 concerning Limited Liability Companies is regulated that in the case of the Board of Directors consisting of 2 (two) members of the Board of Directors or more, the responsibility of the Board of Directors applies jointly and severally. Departing from this understanding, the Key Performance Indicator (KPI) of Directors is arranged collegially with assessment indicators

### Individual Directors Performance Assessment

#### President Director

- Achievement of collegial Directors' Performance.
- Fulfillment of the implementation of Internal control in each line of defense.
- Implementation of compliance as an Open Company.

- Achieving a funding increase/Fee Based Income for the Retail Banking segment.
- Achieved an increase in the volume of digital transactions in the Retail Banking segment.
- Maintaining Asset Quality/Performing Loans.

#### Deputy President Director

- Achievement of collegial Directors' Performance.
- Achieved the target of managing Special Assets Management.

#### Director of Institutional Relations

- Achieved an increase in business volume for the Institutional Relations segment.
- Achieving funding increase/Fee Based Income for the Institutional Relations segment.
- Achieving an increase in the volume of digital transactions in the Institutional Relations segment.
- Maintain asset quality/performing loans.

#### Director of Corporate Banking

- Achieving an increase in business volume for the Corporate Banking segment.
- Achieving funding increase/Fee Based Income for the Corporate Banking segment.
- Achieving an increase in the volume of digital transactions in the Corporate Banking segment.
- Maintaining Asset Quality/Performing Loans.

#### Director of Risk Management

- Achievement of the implementation of established risk management.
- Implementation of a risk management culture at all levels of the organization.

#### Director of Small Business & Network

- Achieved an increase in business volume in the region.
- Achieving funding increase/Fee Based Income in the region.
- Achieving an increase in the volume of digital transactions in the region.
- Maintaining Asset Quality/Performing Loans.

#### Director of Technology & Information

- Achievement of Fee Based Income.
- Achieving an increase in business transactions.
- Effective implementation of technology and information governance.

#### Director of Retail Banking

- Achieved an increase in business volume for the Retail Banking segment.

#### Director of Treasury & International Banking

- Achieving liquidity management as specified.
- Achieved the target of managing the Subsidiary.
- The fulfillment of Bank Mandiri's operational procurement needs.

**Director of Finance**

- Availability of RKAP and RBB at the stipulated time.
- The fulfillment of business realization monitoring in accordance with the RKAP and RBB.
- Achieving set financial targets.

- Achieving a reduction in the ratio of the number of penalties imposed by regulators.
- Achievement of the percentage determined regarding settlement of cases better than the previous year.
- Achieving strategies and targets for management of Human Capital.

**Director of Compliance (including Human Capital)**

- Achieved implementation of compliance at Bank Mandiri.

**Procedure of Performance Assessment of The Board of Directors**

The performance of the Board of Directors is reported to the shareholders in the GMS.

**Criteria of Performance Evaluation of The Board of Directors**

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
			<b>Sub Total</b>	<b>22,61</b>



Strategic Targets		Percentage	Indicators	Score
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
			<b>Sub Total</b>	<b>25,96</b>
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
7.	Increase financial inclusion and literacy	7.0%	The number of branchless banking agents has increased compared to that in 2017:	4,40
			a. Digital Financial Services (LKD)	4,55
			b. Officeless Financial Services to Promote Inclusive Finance (LAKU Pandai)	9,01
			Total	
8.	Improving the effectiveness of micro credit program (KUR) management	6.0%	The online subrogation system for KUR can operate 100%	7,00
			<b>Sub Total</b>	<b>23,05</b>
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
			<b>Sub Total</b>	<b>19,54</b>
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).	6,50
			a. Partnership Program (No Distribution) b. Community Development	
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
			<b>Sub Total</b>	<b>18,73</b>
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 b. EDC Implementation	1,00 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
			Realization of Non-Interest Income is higher than in 2017	2,31

Strategic Targets		Percentage	Indicators	Score
15.	Accelerating Integrated Regional Economic Development	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
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			
<b>Sub Total</b>			<b>22,39</b>	
<b>Total</b>		<b>120.0%</b>		<b>132,28</b>

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

## Performance Assessment of The Committee Under The Board of Directors and The Basis of The Assessment

In carrying out its management duties, the Board of Directors is also assisted by 9 (nine) Committees under the Board of Directors called the Executive Committees, namely:

1. Assets and Liabilities Committee (ALCO)
2. Business Committee (BC)
3. Capital And Subsidiaries Committee (CSC)
4. Human Capital Policy Committee (HCPC)
5. Information Technology Committee (ITC)
6. Integrated Risk Committee (IRC)
7. Policy and Procedure Committee (PPC)
8. Risk Management and Credit Policy Committee (RMPC)
9. Credit Committee (RKK)

The Board of Directors considered that during 2018 the committees it supervised had carried out their duties and responsibilities properly.

Assets and Liabilities Committee (ALCO) is a committee established to assist the Board of Directors in carrying out its functions in determining the management of assets and liabilities, setting the interest rates and liquidity, and other functions related to the management of the Company's assets and liabilities, as well as monitoring and implementing the Recovery Plans whenever the Company is under pressure/facing financial crisis. ALCO had held 9 (nine) meetings and carried out its duties well during 2018.

Business Committee (BC) is a committee established to assist the Board of Directors in determining the Company's integrated business management strategy, product arrangement and/or activity of the Company, as well as determining the marketing communication strategy and effectiveness in the field of wholesale banking and retail banking. During 2018, BC had held 19 (nineteen) meetings and carried out its duties well.