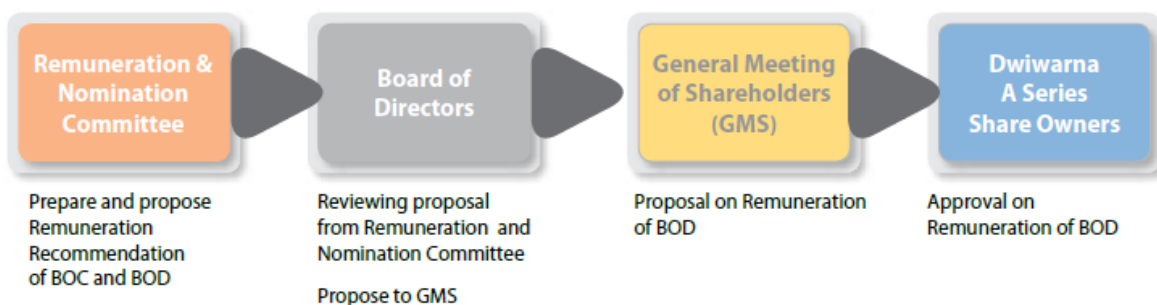


Kebijakan Remunerasi Direksi PT Bank Mandiri (Persero) Tbk.	Remuneration Policy of Board of Directors PT Bank Mandiri (Persero) Tbk.
Penetapan Remunerasi Direksi Indikator yang digunakan dalam menentukan Remunerasi Direksi agar sesuai dengan tujuan dari kebijakan remunerasi adalah sebagai berikut : 1. <i>Key Performance Indicator</i> (KPI) 2. Kinerja Perseroan 3. <i>Business Size</i> 4. Hasil <i>benchmarking</i> remunerasi industri Perbankan 5. Pertimbangan sasaran dan strategi jangka panjang Bank Prosedur Penetapan Remunerasi Direksi Selain tercermin dalam realisasi Rencana Kerja Anggaran Perusahaan (RKAP), penetapan remunerasi Direksi juga membutuhkan pengkajian yang diusulkan berdasarkan hal-hal sebagai berikut: 1. Penyampaian Rencana Bisnis Bank (RBB) kepada ke Pemangku Kepentingan/<i>Stakeholder</i> dan regulator yang dilakukan pada akhir tahun; 2. Penyusunan Indikator Kinerja Utama (IKU) Direktur Utama yang disetujui oleh Dewan Komisaris dan ditandatangani oleh Direktur Utama dan Komisaris Utama; 3. Penyusunan IKU Wakil Direktur Utama dan Direktur Bidang untuk meng-cover IKU Direktur Utama; 4. Secara berkala dilakukan evaluasi kinerja masing-masing bisnis unit dan target utama dievaluasi secara bulanan melalui <i>performance review</i>; 5. Pada akhir tahun dilakukan penilaian secara komprehensif yang dibahas dalam rapat Direksi; 6. Hasil penilaian dilaporkan kepada Dewan Komisaris dan setelah RUPS dilakukan pembagian tantiem kepada Direksi yang didasarkan pada penilaian tersebut, sehingga tantiem 1 orang Direktur dapat berbeda dengan direktur lainnya.	Determination of the Board of Commissioners' Remuneration The indicators used for determining remuneration of members of the Board of Commissioners are as follows: 1. Key Performance Indicator (KPI) 2. Performance of the Company 3. Business Size 4. Remuneration benchmarking of Banking Industry 5. Long-term goals and strategies of the Bank Procedure for Determination of the Board of Directors' Remuneration Other than as reflected in the Bank Mandiri Business and Budget Plan (CBP), the determination of the Board of Directors' remuneration is also studied and proposed by virtue of the following procedures: 1. Submission of Bank Business Plan (RBB) to stakeholders and regulators at the end of the year; 2. Defining Key Performance Indicators (KPI) for the President Director which is approved by the Board of Commissioners, and signed by the President Director and the President Commissioner; 3. Defining KPI for the Vice President Director and individual Directors to cover the President Director's KPI; 4. Performance of each business unit is regularly evaluated and the key targets are evaluated on a monthly basis through performance reviews; 5. At the end of the year, a comprehensive assessment is conducted which is then discussed at the meeting of the Board of Directors; 6. The assessment results are reported to the Board of Commissioners and the tantiem will be distributed to the Board Directors based on the assessment following the GMS, so that the tantiem may differ from one

Kebijakan Remunerasi Direksi PT Bank Mandiri (Persero) Tbk.	Remuneration Policy of Board of Directors PT Bank Mandiri (Persero) Tbk.
RUPS memutuskan penetapan remunerasi bagi Direksi dimana mekanisme basis formula yang telah ditetapkan oleh RUPS terlebih dahulu dikaji dan diusulkan besaran remunerasi oleh Dewan Komisaris dengan melibatkan Komite Remunerasi dan Nominasi untuk melakukan pendalaman. Dalam hal penetapan tunjangan dan fasilitas lainnya serta santuna purna jabatan bagi Direksi, Komite Remunerasi dan Nominasi berkonsultasi dengan Menteri Negara BUMN selaku Pemegang Saham Seri A Dwiwarna.	Director to another. The GMS determines the remuneration the Board of Directors based on a formula set by GMS is being reviewed at the first place. The Board of Commissioners will propose the remuneration with the involvement of Nomination and Remuneration Committee for further review. In terms of allowances and other facilities as well as post-service allowance for the Board of Directors, the Nomination and Remuneration Committee will consult with the Minister of SOEs, as the holder of the Series A Dwiwarna share.



Remuneration and Facilities Structure of BOD 2017

No.	Type of Income	Regulation
1	Honorarium	Amount of Position Factor President Director 100% Vice President Director 95% Director 90%
2	Allowance	Religious Allowance 1 time of honorarium Communication Allowance At cost Post Employment Benefit Insurance Premium not exceeded 25% of honorarium/year Housing Allowance Rp27,500,000 per month including utility cost, if did not utilize the company house Annual Leave Allowance Not eligible (12 days annual leave, not included collective leave) Suit Allowance Eligible for any special occasion that need special suit
3	Facility	Company Car Provided 1 rental car, vehicle specification based on internal policy KEP.KOM/003/2014 Medical Facility Medical reimbursement based on internal policy KEP. KOM/003/2014 Professional facility collector Maximum two membership for registration and annual fee Legal council facility As needed, according to KEP.KOM/003/2014 Housing Facility Directors are not eligible for company housing facility nevertheless provided housing allowance included utility allowance Directors that appointed before the Regulation of State Owned Enterprises No. PER-04/MBU/2014 and stayed at the company housing, were eligible to utilize the facility prior to the end of his/her tenure

Total Nominal/ Component of Remuneration for the Board of Directors

The disclosure of remuneration component of the BOC and the BOD is pursuant to the Financial Service Authority Circular Letter No.40/SEOJK.03/2016 regarding the Implementation of Corporate Governance in terms of Remuneration of Commercial Bank.

Total of Remuneration and Others Facilities	Total received in 1 year	
	Employee	Million of Rupiah
Remuneration		
Salary	11	41.399
Residence Allowance	8	2.184
Transportation Allowance	-	-
Religious Holiday Allowance	9	3.241
Tentem	12	156.892
Other in-kind facilities		
Residence (can not be owned)	3	-
Transportation (cannot be possessed)	10	-
Post employment insurance (can be owned)	10	6.945
Medical (cannot be owned)	10	1.137

Remarks: Including the members of Board of Directors whose term of office expires in 2017

The following table provides the remuneration in one year categorized by income rate.

Table of Total Remuneration Category

Total Remuneration	Total Employee
Above Rp 2 Billion	12
Above Rp 1 Billion - Rp 2 Billion	1
Above Rp 500 Billion - Rp 1 Billion	-
Rp 500 Million below	-

