

Table of the Board of Directors' Decisions

No.	Date of Meeting	Subject
1.	2 January 2017	Designation of members of Audit Service Procurement Team for Consolidated Financial Statements of PT Bank Mandiri (Persero) Tbk and Subsidiary Entities along with the Financial Statement for Partnership and Environmental Development Program of PT Bank Mandiri (Persero) Tbk, and ended on 31 December 2017.
2.	13 February 17	The establishment of Management team and Executive team for the General Meeting of Shareholders fiscal year 2016 PT Bank Mandiri (Persero) Tbk.
3.	1 March 2017	The approval of Implementation for IT and Non IT Initiatives of 2017.
4.	21 March 2017	The establishment of Committee Structure for the Procurement of Public Auction for the Construction of Mandiri University Type A building in Wijayakusuma Jakarta Area.
5.	21 March 2017	Alteration in Organizational Structure
6.	21 March 2017	Appointment and Designation of Senior Executive Vice President PT Bank Mandiri (Persero) Tbk.
7.	10 April 2017	Job Description for the Board of Directors.
8.	26 May 2017	The establishment of Establishment team for the Bank Mandiri's Subsidiary in Malaysia.
9.	26 May 2017	Audit Committee Members Designation
10.	26 May 2017	Risk Monitoring Membership Designation
11.	26 May 2017	Remuneration and Nomination Committee Membership Designation
12.	15 June 2017	Integrated Governance Committee Membership Designation
13.	23 August 2017	Guidelines and Procedures for the Board of Directors's Performance
14.	13 September 2017	Designation as The Treasury Executive Officer
15.	13 September 2017	Organizational Structure
16.	13 September 2017	Duties and Authorities Descriptions for the Board of Director's members as well as the substitute Director and SEVP Designation.
17.	11 October 2017	Director of Regional Builder Designation as well as the Duties and Authorities
18.	11 October 2017	Audit Committee Membership Designation
19.	11 October 2017	Risk Monitoring Committee Membership Designation
20.	11 October 2017	Remuneration and Nomination Committee Membership Designation
21.	1 November 2017	Integrated Governance Committee Membership Designation
22.	13 November 2017	Government Project Assignment
23.	21 November 2017	Executive Committee
24.	21 November 2017	Business Committee
25.	21 November 2017	Capital & Subsidiaries Committee
26.	21 November 2017	Human Capital Policy Committee
27.	21 November 2017	Integrated Risk Committee
28.	21 November 2017	Information & Technology Committee
29.	21 November 2017	Policy & Procedure Committee
30.	21 November 2017	Risk Management Committee

### Review of Company Annual Strategy

The Board of Directors sought to encourage the Company's performance for the following year by reviewing the Company's annual strategy conducted at the end of the current year. In 2017, the review of the Company's annual strategy was conducted through the Board of Directors' meeting.

### Evaluation of Company Strategy

Evaluation of the Company's strategy in line with the Company's Vision and Mission as well as current business environment was constantly conducted periodically and involved all Directors and executive officials at Bank Mandiri in the annual Corporate Work Plan and Budget (RKAP) discussion forum and the Company's Long-Term Plan (RJPP) to find out the achievement level and business direction.

In the process of preparing the Annual Work Plan and Corporate Budget (RKAP) each year referring to RJPP, it must be submitted to the Board of Commissioners for approval.

### Performance Assessment of Board of Directors

Performance Assessment of the Board of Directors was conducted in several procedures, among others:

#### Performance Assessment of the Board of Directors by the GMS

The process of assessing the performance of the Board of Directors by the Shareholders was conducted through the General Meeting of Shareholders (GMS) by referring to Key Performance Indicators (KPI) previously agreed by the Shareholders, Board of Commissioners and Board of Directors.

#### Procedure of Performance Assessment of the Board of Directors

Performance of the Board of Directors is reported to the Shareholders in the GMS.

#### Performance Evaluation Criteria of the Board of Directors

Performance evaluation criteria of the Board of Directors based on Key Performance Indicator (KPI), namely:

1. Financial and market perspectives
2. Focus on Customers
3. Effectiveness of products and processes
4. Focus on Manpower
5. Leadership, governance and CSR

#### Party Performing Assessment

Parties performing performance assessment of the Board of Directors were the Board of Commissioners and GMS. In assessing the performance of the Board of Directors, the Board of Commissioners referred to the KPI indicators. Subsequently, the Board of Commissioners and Board of Directors would be responsible for the achievement of their performance in the period of 2017, including the implementation of the duties and responsibilities of the Board of Commissioners and Board of Directors in the GMS to be held in 2018.

#### Performance Assessment Result of the Board of Directors

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

STRATEGIC TARGET		Weight	Size	Score
Financial And Market Perspectives		24%		
1.	Increasing Profitability	5,0%	EAT (Earning After Tax) is higher than last year (Rp billion)	6,50
		5,0%	ROE Ratio (Av. Equity) is better than Bank Industry	6,50
2.	Increasing Company Value	5,0%	Market Cap Growth is higher than Bank Industry (%)	4,33
3.	Maintaining Asset Quality	4,0%	NPL Ratio is better than Bank Industry (%)*)	3,34
4.	Increasing Efficiency	5,0%	Cost to Income Ratio is better than last year (%)	4,65
				25,32
Focus on Customer		22,0%		
5.	Increasing the Satisfaction of External Customers and Regulators.	11,0%	The minimum rating of the Bank is in the top 10 industries.	11,00
		11,0%	Minimum 80% PAB approved by OJK has "DONE" status.	11,14
				22,14
Effectiveness of Product And Process		20,0%		
6.	Increasing the HIMBARA (Association of State-Owned Banks) synergy	5,0%	ATM and EDC Merah Putih are implemented according to the project target (unit).	
			a. ATM Implementation of 9,900 units	2,50
			b. EDC Implementation of 50,000 units	2,56
7.	Increasing inclusion and financial literacy	5,0%	The number of branchless banking agents is achieved according to the bank target (unit).	5,32
8.	Increasing the disbursement of non-oil export credit	5,0%	The disbursed non-oil export credit is achieved according to bank target (% total credit).	6,50
9.	Increasing the profitability of subsidiaries.	5,0%	Profit of Subsidiaries (PA) (Rp billion)	4,82
				21,70
Focus On Manpower		17,0%		