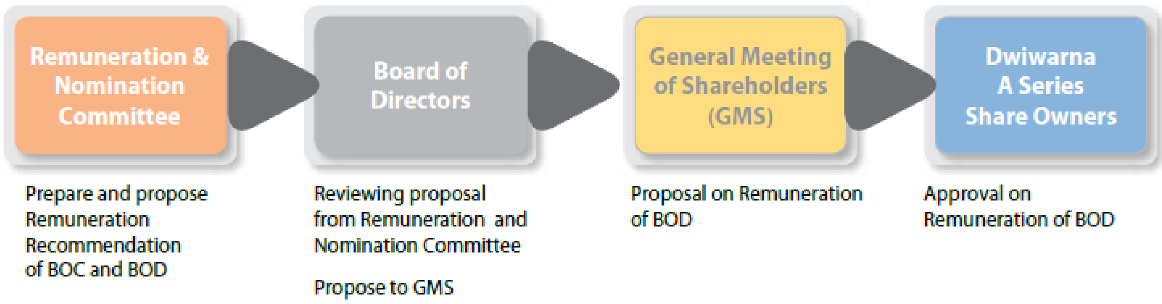
Kebijakan Remunerasi Direksi PT Bank Mandiri (Persero) Tbk.	Remuneration Policy of Board of Directors PT Bank Mandiri (Persero) Tbk.
Penetapan Remunerasi Direksi Indikator yang digunakan dalam menentukan Remunerasi Direksi agar sesuai dengan tujuan dari kebijakan remunerasi adalah sebagai berikut : 1. *Key Performance Indicator* (KPI) 2. Kinerja Perseroan *3. Business Size* 4. Hasil *benchmarking* remunerasi industri Perbankan 5. Pertimbangan sasaran dan strategi jangka panjang Bank	**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
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/ *Stakeholder* 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 *performance review*; 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.	**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.
	Director to another.
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.	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 2016

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

Following is the detail of remuneration for the Board of Directors in 2016:

Name	Salary	Routine Allowance	Tantiem	Benefits	Housing	Remuneration per Director in a Year
						Above Rp2 billion
Kartika Wirjoatmodjo	√	√	√	√	√	√
Sulaiman A. Arianto	√	√	√	√	√	√
Ogi Prastomiyono	√	√	√	√	-	√
Pahala N. Mansury	√	√	√	√	√	√
Hery Gunardi	√	√	√	√	√	√
Tardi	√	√	√	√	√	√
Ahmad Siddik Badruddin	√	√	√	√	√	√
Kartini Sally	√	√	√	√	-	√
Royke Tumilaar	√	√	√	√	-	√
Rico Usthavia Frans	√	√	√	√	√	√
Budi Gunadi Sadikin	√	-	√	√	-	√
Sentot A. Sentausa	√	√	√	√	√	√
Riswinandi	-	-	√	-	-	√
Abdul Rachman	-	-	√	-	-	√
Sunarso	-	-	√	-	-	√
Fransisca N. Mok	-	-	√	-	-	√
Kresno Sediarsi	-	-	√	-	-	√
Total (in million Rp)	**Rp39.062**	**Rp7.804**	**Rp212.039**	**Rp2.965**	**Rp337**	-

Note: Scale and business complexity in every company are different, therefore Bank Mandiri still considers to disclose the remuneration of the Board of Commissioners and the Board of Directors in total amount and has not yet disclosed the remuneration of each individual.

2015 Tantiem was given to the Board of Directors who served until the closing of 2015 Annual GMS, namely: Kartika Wirjoatmodjo, Sulaiman A. Arianto, Ogi Prastomiyono, Pahala N. Mansury, Hery Gunardi, Tardi, Ahmad Siddik Badruddin, Kartini Sally, Royke Tumilaar, Rico Usthavia Frans, Budi Gunadi Sadikin, Sentot A. Sentausa, Riswinandi, Abdul Rachman, Sunarso, Fransisca N. Mok, Kresno Sediarsi.