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No.	Type of Income	Regulation
3	Employees Strategic Plan	
	Company Car	Transportation allowance 20% of honorarium
	Medical Facility	Medical reimbursement according 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

Following is the detail of remuneration for the Board of Commissioners

Name	Salary	Routine Allowance	Tantiem	Benefits	Total Remuneration per Commissioner in a Year	
					Above Rp2 Billion	Above Rp1 billion to Rp2 billion
Wimboh Santoso	√	√	√	√	√	-
Imam Apriyanto Putro	√	√	√	√	√	-
Aviliani	√	√	√	√	√	-
Goei Siau Hong	√	√	√	√	√	-
Bangun S. Kusmulyono	√	√	√	√	√	-
Abdul Aziz	√	√	√	√	√	-
Askolani	√	√	√	√	√	-
Suwono	√	√	√	√	√	-
Ardan Adiperdana	√	√	-	√	√	-
Darmin Nasution	-	-	√	-	√	-
Mahmudin Yasin	-	-	√	-	-	√
Pradjoto	-	-	√	-	-	√
Krisna Wijaya	-	-	√	-	-	√
Anton H. Gunawan	-	-	√	-	-	√
TOTAL (in million Rp)	Rp15,977	Rp4,670	Rp65,783	Rp2,965	-	-

2015 Tantiem was given to the Board of Commissioners who served until the closing of 2015 Annual GMS, namely: Wimboh Santoso, Imam Apriyanto Putro, Aviliani, Goei Siau Hong, Bangun S. Kusmulyono, Abdul Aziz, Askolani, Suwono, Darmin Nasution, Mahmudin Yasin, Pradjoto, Krisna Wijaya, Anton H. Gunawan.

Determination of the Board of Directors' Remuneration

The indicators used for determining remuneration in order to comply with the objective of the remuneration policy 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

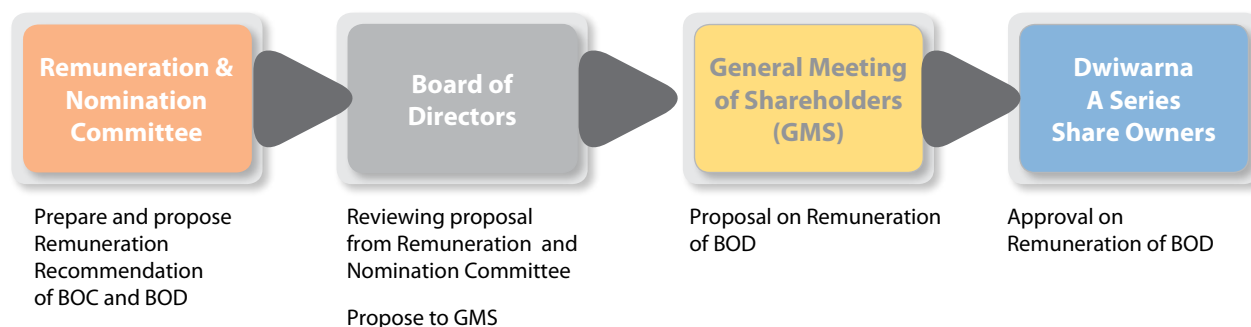
Procedure for Determination of the Board of Directors' Remuneration

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 Director to another.

01	02	03	04	05
Main Highlights	Management Report	Company at a Glance	Management Discussion and Analysis on Company's Performance	Review of Business Support Function

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

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

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	√	-	√	√	-	√

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Name	Salary	Routine Allowance	Tantiem	Benefits	Housing	Remuneration per Director in a Year
						Above Rp2 billion
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.

Remuneration Policy Based on OJK Regulation No.45/POJK.03/2015 on Implementation of Governance in Providing Remuneration for Commercial Banks

The remuneration policy of Bank Mandiri is on progress for improvements to meet the OJK regulation concerning the remuneration, which is tailored to the complexity of Bank Mandiri organization. There are certain parts in drawing up the remuneration policy with due observance of inputs from independent consultant such as Willis Towers Watson.

Policy on Resignation of the Board of Commissioners and the Board of Directors if Involved in Financial Crime

The Articles of Association of Bank Mandiri has regulated the policy on resignation of the Board of Commissioners and the Board of Directors if involved in financial crime. When the members of the Board of Commissioners are no longer fulfilled the legislation requirements including involved in financial crime, therefore the term of office of the Board of Commissioners will be automatically ended.

Working Relationship of the Board of Commissioners and the Board of Directors

As stipulated in the GCG Charter, the working relationship of the Board of Commissioners and the Board of Directors is the relationship of checks and balances with the principle that the two organs have equal footing, but both have duties, responsibilities and authority which differ according to the Articles of Association of the Company. The main duty of the Board of Commissioners at its core is exercising oversight and advisory, while the main duty of the Board of Directors is to manage the Company, maintain and take care of the company assets with due observance of GMS resolutions and guidance from the Board of Commissioners. However, they continue to coordinate and work together to achieve the goals and the company's sustainability in the long term.

The Board of Commissioners and the Board of Directors in accordance with their respective functions responsible for the long-term continuity of the Bank's business. This is reflected in:

1. The Bank's health with regard to the prudential principles and criteria specified by the Banking Authorities is preserved.
2. Well implementation of risk management as well as internal control system.
3. Achievement of fair return for the stakeholder;
4. Fair protection to interest of the stakeholder;
5. Fulfillment of implementation of GCG;
6. Succession and management continuity in all organization lines are implemented.

In order to meet the responsibility and performing check and balances, the Board of Commissioners and the Board of Directors have agreed on the followings:

1. Vision, mission and Corporate Values;
2. Business target, strategic, long term plan as well as working plan and annual budget;
3. Policies for fulfillment of regulation, Article of Association of Bank and prudential banking practices including commitment for avoidance of all types of conflict of interest;
4. Policy and methods of performance appraisal of bank, work units within Bank and their personnels.
5. Structure of organization at executive level which has capability of supporting the achievement of business target of Bank.