



BUSINESS MODEL INNOVATION		25.0%		
4.	Improve the positioning of the bank in the industry through innovation.	5.0%	The implementation of the Business Model Im-provement strategic initiative was achieved ac-cording to the milestone.	5.00
			- Wholesale Banking: New Trade Finance.	
			- SME: Implementation of NICE (New Integrated Credit Engine)	
			- Digital Bank: Implementation of Project Everest.	
5.	Modern Digital Retail Bank.	7.5%	Active User Mandiri Online (# of User) was better than 2019.	9.72
		7.5%	Ending Balance Total Credit at least according to Revised RKAP 2020.	7.02
			Net Promoter Score (NPS) was better than in 2019.	6.50
Sub Total				28.23
LEADERSHIP OF TECHNOLOGY		10.0%		
6.	Leader in IT Banking.	5.0%	No Cybersecurity Breach Incidents.	-
		5.0%	IT Maturity Level should reach at least level 3.	5.65
Sub Total				5.65
INCREASED INVESTMENT		10.0%		
7.	Islamic banking merger.	5.0%	The implementation of the merger of BSM, BRIS, and BNIS was achieved according to the milestone.	5.00
8.	Improved corporate governance and strategic partner cooperation.	5.0%	The score for the Corporate Governance Percep-tion Index (CGPI) was better than in 2019.	5.00
Sub Total				10.00
DEVELOPMENT OF TALENT		15.0%		
9.	High performing corporate culture.	5.0%	The Employee Development Index included:	
			- % of employees who carried out training min. 3x minimum of 80%.	5.99
		5.0%	- % of employees who completed the Individual Development Plan (IDP) at least 80%.	6.24
			Preparation of a talent development program in accordance with the direction of the Ministry of SOEs.	
		2.5%	- Ratification of the SOEs Institute cluster/sub-cluster formation.	2.50
		2.5%	- Approval from the Ministry of SOEs for the Tal-ent Development Program in the scope of Clus-ters/Sub Clusters, including the succession pro-gram for the Board of Directors and the devel-opment of young top talent (<= 40 years)	2.50
Sub Total				17.23
		100.0%		107.73

### 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 & Digital Banking Committee (ITDC)
6. Integrated Risk Committee (IRC)
7. Policy and Procedure Committee (PPC)
8. Risk Management and Credit Policy Committee (RMPC)
9. Credit Committee/Rapat Komite Kredit (RKK)

The Board of Directors considered that during 2020 the committees it supervised had carried out their duties and responsibilities properly.

The Assets and Liabilities Committee (ALCO) is a committee formed to assist the Board of Directors in carrying out the functions of determining the strategy of managing assets and liabilities, setting interest rates and liquidity, as well as other matters related to managing the Company's assets and liabilities, as well as monitoring and implementing the Recovery Plan when the Company is in a condition of financial pressure/crisis. During 2020, the basis for the assessment was that ALCO had conducted 8 (eight) meetings and had carried out its duties properly.

Business Committee (BC) is a committee formed to assist the Board of Directors in determining the Company's integrated business



management strategy, managing the Company's products and/or activities as well as determining the strategy and effectiveness of marketing communication in the field of wholesale banking and retail banking. During 2020, the basis for the assessment is that BC has conducted 10 (ten) meetings and has carried out its duties properly.

The Capital and Subsidiaries Committee (CSC) is a committee formed to assist the Board of Directors in managing the Subsidiary, among others determining the management strategy of the Subsidiary, capital participation, release of capital, determining the members of the Board of Directors and/or members of the Board of Commissioners of the Subsidiary and remuneration for Members of the Directors and/or a member of the Board of Commissioners of a Subsidiary. During 2020, the basis for the assessment was that the CSC had conducted 21 (twenty-one) meetings and carried out their duties properly.

The Human Capital Policy Committee (HCPC) is a committee formed to assist the Board of Directors in determining the Company's Human Capital management strategy, establishing and developing the organization, and setting the strategic direction for developing the Human Capital Information System. During 2020, the basis of the assessment is that HCPC has held 1 (one) meetings and carried out their duties properly.

The Information Technology & Digital Banking Committee (ITDC) is a committee formed to assist the Board of Directors in determining IT strategic plans and IT budgeting, determining strategic IT projects and IT security. During 2020, the basis of the assessment is that the ITDC has conducted 7 (seven) meetings and has carried out its duties properly.

The Integrated Risk Committee (IRC) is a committee that is tasked with assisting the Board of Directors in the formulation of, among others, Integrated Risk Management policy and improvement or improvement of the Integrated Risk Management policy based on the results of the implementation evaluation. During 2020, the basis for the assessment was that the IRC had conducted 7 (seven) meetings and had carried out its duties properly.

The Policy and Procedure Committee (PPC) is a committee formed to discuss and recommend to the Directors in the preparation and/or adjustment/refinement of Company policies and establish Company procedures including Human Capital policies and procedures and to discuss and decide upon the granting of authority to company officials (ex-officio). During 2020, the basis for the assessment was that the PPC had held 29 (twenty-nine) meetings and had carried out their duties properly.

The Risk Management & Credit Policy Committee (RMPC) is a committee divided into two categories A and Category B with the task of Category A, which is to identify, measure and monitor risks, determine risk management policies and strategies and Category B

has the task of formulating credit policies, oversee implementation credit policy, monitor the development and condition of the loan portfolio and provide recommendations for corrective measures. During 2020, the basis for the assessment was that the RMPC had conducted 16 (sixteen) meetings and had carried out its duties properly

Credit Committee/Credit Committee Meeting (RKK) is a committee that is tasked with assisting the Board of Directors in deciding credit disbursements (new, additional, decreasing, and/or extending) managed by the Business Unit in accordance with the authority limit, including the determination/change of the credit structure. Throughout 2020, the Credit Committee cut 2,241 credit decisions, consisting of the Corporate segment for 536 decisions, the Commercial segment for 1,585 decisions, the Financial Institution segment for 90 decisions, and 30 for the institutional segment.

### **Resignation and Dismissal Mechanism for the Board of Directors**

Resignation and dismissal mechanism for the Board of Directors is regulated by the Articles of Association are as follows:

1. The GMS may dismiss the Board of Director's members at any time by stating its arguments.
2. The dismissal of a member of Board of Directors is called for if, based on the factual circumstance, the said members:
  - a. is unable/inadequate to fulfill the obligations as agreed in the management contract;
  - b. is unable to perform duties appropriately;
  - c. violates the provisions of the Articles of Association and/or the applicable laws;
  - d. engages in actions that harm the Company and/ or country;
  - e. conduct actions that violate ethics and/or propriety that should be valued as the member;
  - f. is declared guilty by the Court's decision that has permanent legal force;
  - g. resigns;
  - h. other reasons deemed appropriate by the GMS for the interests and objectives of the company.
3. The dismissal by the reasons aforementioned is conducted after the person(s) concerned in the event of dismissal is given the opportunity to raise defense, excluding the dismissal specified in the provisions of point (2) letter f and g.
4. The dismissal due to reasons as referred to in point letter d and f are considered dishonorable discharge.
5. Among the Board of Director's members and between the Board of Directors' members and the Board of Commissioners' members, there shall not be any blood relationship of three generations, either vertical or horizontal in the family tree, including the familial relationship arising from marriage.
6. In the event that such condition prevails, the GMS has the authority to dismiss one of the members.