

Performance Assessment of the Board of Directors and The Board of Commissioners

In order to improve work performance and responsibility, the Board of Commissioners and the Board of Directors are committed to implementing policy and conducting performance assessment for the Board of Commissioners and Directors. The Board of Commissioners has its Self-Assessment Policy to assess the Board of Commissioners' performance, while the performance assessment of the Board of Directors is carried out through the achievement of KPIs which refer to the results of measurements carried out by external auditors who audit the company's annual financial reports.

Performance Assessment of the Board of Directors

The performance assessment of the Company's Directors, including the President Director, both collegial and individual, is carried out once a year and has been implemented in 2023.

PROCEDURE OF PERFORMANCE ASSESSMENT OF THE BOARD OF DIRECTORS

The procedure for determining and assessing the performance of the Board of Directors refers to the Regulation of the Minister of BUMN number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises and the Decree of the Minister of BUMN Number SK-306/ MBU/11/2023 concerning Instructions Technical Preparation of Key Performance Indicators for BUMN. BUMN Directors are required to sign an Annual Management Contract which contains the KPI targets for Directors collectively and the KPI Directors individually.

The KPI of the Directors collectively and the KPI of the Directors individually are effective measuring tools in monitoring the performance and implementation of the duties of the Company Management carried out by the Directors. The procedures for determining and assessing KPIs are regulated in articles 104 and 105 of the Minister of State-Owned Enterprises Regulation PER-2/MBU/03/2023 as follows:

1. The Board of Directors submits the Board of Directors' KPI proposals collegially to the GMS/Minister to be determined simultaneously with the determination of the Company's Budget Work Plan.
2. Before ratifying the Company's Budget Work Plan, the Board of Commissioners must first consult with state shareholders to determine the KPI for the Board of Directors.
3. Directors are required to translate the KPIs of the Directors collectively into the KPIs of the Directors individually and submit them to the Board of Commissioners for approval.
4. The Board of Directors' KPI achievements are collectively reported in quarterly reports and annual reports.
5. The calculation of the Directors' KPI achievements is reviewed collegially and individually by a public accounting firm that audits the company's financial statements.

CRITERIA OF PERFORMANCE ASSESSMENT OF THE BOARD OF DIRECTORS

Performance Assessment of Collegial Directors

The KPI used to measure and assess the performance of the Board of Directors collegially in managing the company consists of 5 (five) perspectives, namely as follows:

1. Economic and social values for Indonesia;
2. Business model innovation;
3. Technology leadership;
4. Investment improvement; and
5. Talent Improvement.

Performance Assessment of Individual Directors

The Board of Directors' KPI is collegially the Main Director's KPI. Meanwhile, the KPI of the Directors individually is a cascading of the KPI of the Main Director based on the duties, functions and responsibilities of each Directorate.

No	Indicator	President Director	Vice President Director	Consumer	Distribution & Funding	Institutional Banking	Assets Management	IT & Digital	Finance	Risk Management	HCLL	SEVP WB	SEVP Ops
A. Economic and Social Value for Indonesia													
A. 1. Financial Aspect													
1	PPOP	√	√	√	√	√	√	√	√	√	√	√	√
2	PPOP Growth	√	√	√	√	√	√	√	√	√	√		
3	Total Shareholder Return	√	√						√				
4	Market Cap	√	√						√			√	√
5	ROE Tier 1 Capital	√	√	√	√	√	√	√	√	√	√	√	√
6	CAR	√	√	√	√	√	√	√	√	√	√		
A. 2. Operational Aspects													
7	LaR	√	√	√			√			√		√	
8	CKPN to LaR	√	√	√			√		√	√		√	
9	Cost of Credit (CoC)	√	√	√			√			√		√	√
10	BOPO	√	√	√	√	√	√	√	√	√	√		
A. 3. Social Aspects													
11	Realization of Subsidized KPR Distribution	√	√	√									
B. Business Model Innovation													
12	Average Balance of Low Cost Fund	√	√										
13	CASA Ratio	√	√					√					
14	Number of Housing Units Funded by KPR Program Rumah Millennial	√	√	√									
15	Improving the Digital Mortgage Ecosystem Proposition	√	√					√		√			

C. Technology Leadership													
16	Implementation of ATM Integration (Project Jalin) and EDC Payment	√	√						√				
17	Cyber Security Breach (Zero Incident)	√	√						√				
18	IT Maturity Level	√	√						√				
D. Investment Development													
19	Environment, Social, Governance (ESG) Rating	√	√	√	√	√	√	√	√	√	√	√	√
20	Risk Management Maturity Index	√	√							√			
21	Number of Retail Customers Using Digital Mortgage Ecosystem Facilities	√	√						√				
22	Achievement Level of PMN KPI	√	√										
E. Talent Development													
23	Implementation/Preparation of Policies Regarding Talent Development & Career Path System in the Holding/Cluster Scope	√	√									√	
24	Risk Management Organ Qualification Fulfillment Ratio	√	√									√	
25	Completion of the Preparation of the Benefit Pension Fund Road Map	√	√						√			√	
26	Female Nominated Talent Ratio	√	√									√	
27	Young Top Talent (≤ 42 Years) in Nominated Talent Ratio	√	√									√	

THE PARTY OUT THE ASSESSMENT

The performance of the Directors is assessed based on the calculation of the Directors' KPI achievements collegially and individually referring to the results of measurements carried out by external auditors who audit the company's annual financial reports. Furthermore, the Board of Commissioners submits the results of the performance assessment of the Board of Directors to be reported to shareholders. Referring to article 105

paragraph (1) PER-2/MBU/03/2023, the achievements of the Board of Directors' KPI are collectively reported in quarterly reports and annual reports.

RESULTS OF THE SCPD BOARD OF DIRECTORS' PERFORMANCE ASSESSMENT

The Director's performance assessment has been carried out during 2023 with the following assessment results:

Collegial KPI 2023 Audited PT Bank Tabungan Negara (Persero) Tbk

No	Indicator	Unit	Weight	Target	Realization	Achievement	Score
A. Economic and Social Value for Indonesia							
A. 1. Financial Aspect							
1	PPOP	IDR trillion	6,00%	8,00	8,24	102,91%	6,17%
2	PPOP Growth	%	3,00%	0,36	3,28	110,00%	3,30%
3	Total Shareholder Return	%	3,00%	10,59	4,02	37,96%	1,14%
4	Market Cap	IDR trillion	3,00%	20,34	17,54	86,23%	2,59%
5	ROE Tier 1 Capital	%	3,00%	12,16	13,86	110,00%	3,30%
6	CAR	%	4,00%	19,30	20,07	104,01%	4,16%
A. 2. Operational Aspects							
7	LaR	%	3,00%	20,99	21,10	99,49%	2,98%
8	CKPN to LaR	%	3,00%	23,40	22,15	94,64%	2,84%
9	Cost of Credit (CoC)	%	3,00%	1,28	1,19	107,01%	3,21%
10	BOPO	%	3,00%	87,04	86,10	101,08%	3,03%
A. 3. Social Aspects							
11	Realization of Subsidized KPR Distribution	IDR trillion	6,00%	25,68	26,29	102,39%	6,14%
B. Business Model Innovation							
12	Average Balance of Low Cost Fund	IDR trillion	4,00%	167,89	159,29	94,87%	3,79%
13	CASA Ratio	%	4,00%	53,15	53,73	101,08%	4,04%
14	Number of Housing Units Funded by KPR Program Rumah Millennial	Unit	5,00%	28.600	31.355	109,63%	5,48%
15	Improving the Digital Mortgage Ecosystem Proposition	%	5,00%	100,00	110,00	110,00%	5,50%
C. Technology Leadership							
16	Implementation of ATM Integration (Project Jalin) and EDC Payment	Time	5,00%	100,00	108,62	108,62%	5,43%
17	Cyber Security Breach (Zero Incident)	Unit	3,00%	0,00	0,00	100,00%	3,00%
18	IT Maturity Level	Level	3,00%	3,30	3,40	103,03%	3,09%
D. Investment Development							
19	Environment, Social, Governance (ESG) Rating	Rating	4,00%	Medium Risk	Medium Risk	100,00%	4,00%
20	Risk Management Maturity Index	Index	3,00%	3,25	3,40	104,62%	3,14%
21	Number of Retail Customers Using Digital Mortgage Ecosystem Facilities	Customer	5,00%	180.000	209.218	110,00%	5,50%
22	Achievement Level of PMN KPI	%	9,00%	100,00	103,47	103,47%	9,31%

E. Talent Development							
23	Implementation/Preparation of Policies Regarding Talent Development & Career Path System in the Holding/Cluster Scope	%	2,00%	100,00	110,00	110,00%	2,20%
24	Risk Management Organ Qualification Fulfillment Ratio	%	2,00%	100,00	100,00	100,00%	2,00%
25	Completion of the Preparation of the Benefit Pension Fund Road Map	%	2,00%	100,00	110,00	110,00%	2,20%
26	Female Nominated Talent Ratio	%	2,00%	18,50	20,51	110,00%	2,20%
27	Young Top Talent (≤ 42 Years) in Nominated Talent Ratio	%	2,00%	22,75	30,38	110,00%	2,20%
Total							101,96%

Performance Assessment of The Board of Commissioners

The performance assessment of the Board of Commissioners, both collegial and individual, is carried out once a year and has been implemented in 2023.

PROCEDURE OF PERFORMANCE ASSESSMENT OF THE BOARD OF COMMISSIONERS

The Performance Assessment Procedure for the Board of Commissioners is carried out by means of an independent assessment based on the Regulation of the Minister of State-Owned Enterprises number PER-3/MBU/03/2023 dated March 24, 2023 concerning Organs and Human Resources of State-Owned Enterprises and Decree of the Secretary of the Ministry of State-Owned Enterprises No. SK-16/S.MBU/2012 dated June 6, 2012 concerning Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in BUMN.

CRITERIA OF PERFORMANCE ASSESSMENT OF THE BOARD OF COMMISSIONERS

Collegial Performance Evaluation Criteria for the Board of Commissioners

The performance assessment criteria must be in accordance with the functions of the Board of Commissioners in supervising and providing advice to the Board of Directors, for the interests of the Company and shareholders in particular and stakeholders in general. The primary criteria of the Performance Assessment for the Board of Commissioners include:

1. Planning, supervision and direction/advisory aspects;
2. Reporting Aspect;
3. Company Performance Aspects;
4. Other aspects, if needed.

Individual Performance Assessment Criteria for the Board of Commissioners

The main criteria for evaluating the performance of the Board of Commissioners individually include:

1. Work performance
2. Work behavior
3. Additional/Ad hoc tasks

THE PARTY CONDUCTING THE ASSESSMENT

The performance assessment of the Board of Commissioners is carried out using a self-assessment mechanism and is reported or submitted periodically to shareholders.

RESULTS OF THE BOARD OF COMMISSIONERS' PERFORMANCE ASSESSMENT

Results of Collegial Performance Assessment of the Board of Commissioners

The results of the achievement of the performance of the Board of Commissioners in 2023 towards the Key Performance Indicators (KPI) targets determined in the work program are presented as follows:

No	Work Plan	Weight (%)	Realization	Target	Penc. (%)	Value
I	Planning, Supervision and Direction/Advisory aspects	65				89,44
1	Monitoring and Evaluation of the implementation of the Bank's Annual RBB and RKAP	10	12	6	200,00	20,00
2	Monitoring, Evaluation and Response to the Implementation of Work Culture and Governance (GCG) for Bank Management.	15	12	12	100,00	15,00
3	Monitoring and Evaluation of Follow-up to Bank Internal/External Audit Results/Findings.	5	20	12	166,67	8,33
4	Providing Approval, Advisory and Consultation to the Board of Directors	10	12	12	100,00	10,00
5	Organizing Board of Commissioners Meetings and/or Joint Board of Directors Meetings.	10	64	36	177,78	17,78
6	Monthly Performance Analysis and Risk Management (According to KBUMN Format)	10	10	12	83,33	8,33
7	Talent Pool Mapping (track record) BOD-1 (based on integrity and performance)	5	2	1	200,00	10,00
II	Reporting Aspects	15		37,50		37,50
8	Submitting the Bank's Annual Work Program and RBB Report to the GMS	5	4	1	400,00	20,00
9	Submitting Reports/Opinions Regarding Supervisory Duties to Controlling Shareholders – Ministry of BUMN and OJK.	10	7	4	175,00	17,50
III	Aspects of Company Performance	15		25,83		25,83
10	Monitoring and Evaluation of Performance Achievement and Bank Health Level, including: Risk Profile, Governance (GCG), Profitability and Bank Capital.	10	12	6	200,00	20,00
11	Monitoring and Evaluation of Talent Development Strategies and High Performing Company Culture.	5	7	6	116,67	5,83
IV	Dynamic/Other Aspects	5		17,50		17,50
12	Increased Competency related to Supervisory duties and responsibilities.	5	7	2	350,00	17,50
TOTAL		100		170,28		170,28

9.	Submitting Reports/ Opinions Regarding Supervisory Duties to Controlling Shareholders – Ministry of BUMN and OJK.								
10.	Monitoring and Evaluation of Performance Achievement and Bank Health Level, including: Risk Profile, Governance (GCG), Profitability and Bank Capital.								
11.	Monitoring and Evaluation of Talent Development Strategies and High Performing Company Culture.								
12.	Increased Competency related to Supervisory duties and responsibilities.								

Work Behavior

	AKHLAK	18,80	18,65	18,60	19,40	18,60	18,60	18,00	18,00
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Additional/Ad hoc tasks

1.	Chairman of the Remuneration and Nomination Committee and Member of the CTC of the Ministry of BUMN	1,00	-	-	-	-	-	-	-
2.	Chairman of the Audit Committee	-	1,00	-	-	-	-	-	-
3.	Chairman of the Risk Monitoring Committee	-	-	1,00	-	-	-	-	-
Total Achievement of Key Performance Indicators (KPI)		99,80	99,65	99,60	99,40	98,60	98,60	98,00	98,00
Predicate		Very good	Very good	Very good	Very good	Very good	Very good	Very good	Very good

Information:

Mark	Predicate	Mark	Predicate	Mark	Predicate
<60	Not good	<80	Good Enough	<100	Very good
<70	Not good	<90	Good	100	Special