

### THE BOARD OF COMMISSIONERS' AND THE BOARD OF DIRECTORS' INDICATORS FOR DETERMINING REMUNERATION

In setting the indicator, the Board of Commissioners and the Board of Directors refer to the State Ministry for State-Owned Enterprises Regulation Number: PER-01/MBU/06/2017 regarding the Second Amendment to the Minister of State-Owned Enterprises Regulation No. PER-04/MBU/2014 regarding the Guidelines for Stipulation of the Board of Directors, Board of Commissioners, and Board of Trustees of State-Owned Enterprises. The Salary/Honorarium of members of the Board of Directors, Board of Commissioners, and Board of Trustees shall be determined based on the following factors:

1. Business scale factor;
2. Business complexity factor;
3. Inflation rate;

4. The Company's financial condition and capability;
5. Other relevant factors, which must not conflict with any laws and regulations;
6. The composition of Salary/Honorarium of the Board of Directors and the Board of Commissioners is stipulated as follows:
  - The salary of the President Director is determined through using internal guidance stipulated by the Minister;
  - Salaries of the other members of the Board of Directors is 85% of the President Director's salary;
  - The President Commissioner's Honorarium is 45% of the President Director's salary;
  - The members of the Board of Commissioners' honorarium is 40.5% of the President Commissioner.

### THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS REMUNERATION STRUCTURE FOR 2018

The components of the remuneration of the Board of Commissioners and the Board of Directors are as follows:

#### Total Compensation



Based on the Board of Directors' Circular Letter No. 57/DIR/HCD/2016 concerning the Implementation of Governance in the Provision of Remuneration, there are fixed and variable remuneration components of the Board of Commissioners and the Board of Directors, which are as follows:

1. Fixed Remuneration is provided in the form of cash, which may be accompanied with the provision of a non-cash benefit.
2. Variable Remuneration is provided in the form of cash or shares or share-based instruments issued by the Company.

Written approval from the Bicolor Series A Shareholder determined the tantiem for the 2017 Fiscal Year, and the salary/honorarium, allowances, and facilities for the Board of Directors and the Board of Commissioners in 2018. The description regarding the types and facilities received by the Board of Commissioners and the Board of Directors throughout 2018 are as follows:

#### Board of Commissioners' Remuneration

Type of Remuneration and Other Amenities	2018 (Amount received in 1 year)	
	Board of Commissioners	
	Person	Amount (in million Rupiah)
1. Remunerasi	9**)	
Honorarium		11,220
Regular Benefits *)		7,636
Tantiem		17,816



### Board of Commissioners' Remuneration

Type of Remuneration and Other Amenities	2018 (Amount received in 1 year)	
	Board of Commissioners	
	Person	Amount (in million Rupiah)
2. Other Benefits in nature	9**)	
a. Retained		-
b. Not Retained		-
<b>Total</b>		<b>36,672</b>

Remarks:

\*) Leave allowance, Income Tax Allowance, Clothing Money, Holiday Allowance and Full Compensation Premium;

\*\*\*) The total members of the existing Board of Commissioners are 9 (nine), 1 (one) member of the Board of Commissioners was newly appointed at the 2018 Annual GMS on March 23, 2018.

### Board of Directors' Remuneration

Type of Remuneration and Other Benefits	2018 (Amount received in 1 year)	
	Board of Directors	
	Person	Amount (in million Rupiah)
1. Remunerasi	14***)	
Honorarium		25,109
Regular Benefits *)		17,790
Tantiem		42,390
2. Other Benefits in nature **) yang:	14***)	
a. Retained		5,283
b. Not Retained		4,210
<b>Total</b>		<b>94,782</b>

Remarks:

\*) Leave allowance, Income Tax Allowance, Clothing Money, Holidays Allowance and Full Position Compensation Premium;

\*\*\*) The Board of Directors receive Transportation, Communication and Housing Facilities

\*\*\*\*) 14 (fourteen) members of the Board of Directors, which consists of:

- 9 (nine) members of the Board of Directors, 2 (two) of them are including the newly appointed members at the 2018 Annual GMS on March 23, 2018;
- 5 (five) members of the Board of Directors who have not served but still obtained the remuneration rights in 2018 in the form of Tantiem, and 1 (one) member of the Board of Directors including their Term of Office at the Annual GMS on March 23, 2018.

The Board of Directors, The Board of Commissioners, and Employees who received Variable Remuneration for 1 (one) year and the nominal rate is stated in the table below:

Variable Remuneration (Total)	Amount Received in 2018					
	Board of Directors		Board of Commissioners		Employees*	
	Person	In Million Rupiah	Person	In Million Rupiah	Person	In Million Rupiah
	12	42,389	8	17,816	10,478	407,616
Variable Remuneration (Total)	Amount Received in 2017					
	Board of Directors		Board of Commissioners		Employees*	
	Person	In Million Rupiah	Person	In Million Rupiah	Person	In Million Rupiah
	14	32,553	10	14,331	9,516	323,230

Note: \*) composed of employees who received the Production and Individual Incentives

## REMUNERATION GOVERNANCE

### Total Remuneration of the Board of Directors and the Board of Commissioners Per Person in 1 Year

Remuneration per Person in 1 year *)	2017		2018	
	Total Members of the Board of Directors	Total Members of the Board of Commissioners	Total Members of the Board of Directors	Total Members of the Board of Commissioners
> Rp2 billion	8	7	11	8
> Rp. 1 billion to Rp. 2 billion	4	0	3	1
> Rp. 500 million to Rp1 billion	1	2	0	0
<Rp. 500 million	0	1	0	0

Remarks: \*) received in cash

### SHARE OPTIONS IN POSSESSION BY MEMBERS OF THE BOARD OF DIRECTORS, BOARD OF COMMISSIONERS, EXECUTIVE OFFICERS AND EMPLOYEES

The Extraordinary General Meeting of Shareholders (EGMS) held on October 6, 2009 approved the issuance of new shares in the portfolio of PT Bank Tabungan Negara (Persero) Tbk as much as 30% (thirty percent) or totaling 2,723,142,857 shares of the total shares that were issued and fully paid after the issuance of new shares so that the ownership of the Republic of Indonesia changed to 70% (seventy percent) or 6,354,000,000 shares of the total shares issued and fully paid after the issuance of the new shares. The issuance of the new shares in the portfolio referred to as offered to the public through an IPO (Initial Public Offering), which included all shares including Management and Employee Stock Allocation/MESA and the Management and Employee Stock Options Plan/MESOP.

#### Requirements for Eligible Employees and/or Management

Participants of the MESA and MESOP programs are employees who were registered as of September 30, 2009, and the members of the Board of Directors', Board of Commissioners', Sharia Supervisory Board, Secretary of the Board of Commissioners, and Audit Committee members.