

In connection with the policy direction and aspirations of the Ministry of BUMN, the support and active role of the Board of Directors and active supervision of the Board of Commissioners are needed, especially in the implementation of Coaching and Mentoring for Millennial Talent under 40's. In this case, the Coach and Mentor must provide more motivation (encouraging), explore potential, inspire (inspiring), listen instead of telling and asking and focus more on efforts to develop Employee Potential Strength rather than directing, blaming or punishing which leads to non-productive situation so that effective synergy is built in the process of developing talents. Therefore, the Company needs to increase the active role of the Board of Directors and all levels of Senior Management as a Role Model in the process of building the Company's Work Culture in line with the aspirations of Shareholders to implement the AKHLAK Core Values, especially focusing on 8 (eight) Main Behaviors namely Sales and Service Culture, Governance and Risk Culture, Performance Culture, discipline of execution and Learning Culture as part of strengthening the Employee Value Proposition (EVP) Program, as well as part of efforts to increase productivity and reduce or control fraud.

In addition, the Company also carries out a strict Talent Mapping selection process for the organization, including determining the performance appraisal for the **Good, Very Good or Special** categories and the Talent Mapping for the **Star, Potential, and Average** categories, starting with the improvement of the Performance Management System Policy, particularly regarding the Component Assessment Weight Leadership and Development that has not received serious attention as part of efforts to motivate and ensure that the supervisory function in the organization runs well as well as the development of a Meritocracy system based on consideration of employee performance and potential.

Risk Monitoring Committee

The Risk Monitoring Committee is a governance organ established by the Board of Commissioners and is responsible to the Board of Commissioners in supporting the effectiveness of the implementation of risk monitoring duties and responsibilities in accordance with the Financial Services Authority Regulation concerning Implementation of Governance for Commercial Banks and the Regulation of the State Minister for State Owned Enterprises regarding Supporting Organs. Board of Commissioners/Supervisory Board of State Owned Enterprises (BUMN).

Basis for Establishing a Risk Monitoring Committee

The Company established a Risk Monitoring Committee based on the following regulations:

1. Regulation of the Minister for State-Owned Enterprises No. PER-12/MBU/2012 concerning the Organ of the Board of Commissioners/Board of Supervisors of SOEs.
2. POJK No. 55/POJK.03/2016 dated 7 December 2016 concerning Implementation of Governance for Commercial Banks.
3. SEOJK No. 13/SEOJK.03/2017 dated 17 March 2017 concerning Implementation of Governance for Commercial Banks.
4. The Company's Articles of Association.

Risk Monitoring Committee Charter

In carrying out its duties and responsibilities, the Risk Monitoring Committee referred to the Risk Monitoring Committee Charter based on the Decree of the Board of Commissioners No. 02/DEKOM-BTN/XII/2019 dated November 19, 2019. The Risk Monitoring Committee Charter aimed to make the Committee work more optimally so that the implementation of risk control, prudential banking and corporate governance became better.

The contents of the Remuneration and Nomination Committee Charter are as follows:

Part I	General Provisions, Objectives of the Establishment of the Committee Charter
Part II	Duties, Responsibilities and Authorities of the Committee
Part III	Scope and Working Mechanism, Access to Information, Composition and Requirements of Members
Part IV	Meeting, Budgeting and Income of Committee Members
Part V	Education and Supporting Personnel
Part VI	Evaluation and Closing

Duties and Responsibility of Risk Monitoring Committee

The Risk Monitoring Committee had the duty and responsibility of assisting the Board of Commissioners in carrying out supervisory duties and providing advice to the Board of Directors by providing opinions in the form of suggestions and/or recommendations regarding but not limited to:

1. Providing evaluation on the suitability between risk management policies and the implementation of Company policies.
2. Monitoring and evaluating the implementation of duties of the Risk Management Committee and the Risk Management Work Unit.
3. Evaluating the adequacy of risk management policies at the Company.
4. Conducting studies/reviews on matters that required the approval of the Board of Commissioners in accordance with the Work Relationship Procedure for the Board of Commissioners and the Board of Directors as well as the provisions of the Regulator.

5. Reviewing the implementation of risk management which consists of: Risk Profile Report, Bank Soundness Level Report, Governance, Capital Level.
6. Monitoring the adequacy of the identification, measurement, monitoring, control and risk management information system processes.
7. Developing Committee Work Guidelines and Procedures and conducting reviews as needed at least every 2 (two) years.
8. Performing other duties from the Board of Commissioners in accordance with the risk management duties.
9. Preparing periodic reports on the activities of the Risk Monitoring Committee as well as matters that are deemed necessary for the attention of the Board of Commissioners.
10. Preparing an annual work plan and budget for the Board of Commissioners.
11. Making Self-Assessment regarding the effectiveness of the Risk Monitoring Committee's activities.

Authority of Risk Monitoring Committee

The Risk Monitoring Committee was authorized by the Board of Commissioners to:

1. Reviewing, examining, analyzing and providing opinions and recommendations within the scope of their duties.
2. Requesting the Company to conduct surveys and/or benchmarking studies according to the needs of the Committee.
3. Requesting, seeking and obtaining necessary information from internal and external parties of the Company in carrying out their duties.

Structure, Membership and Expertise of The Risk Monitoring Committee

The Risk Monitoring Committee consisted of at least:

1. one) Independent Commissioner.
2. 1 one) Independent Party with expertise in finance.
3. 2 two) Independent Party with expertise in risk management.

Membership of the Risk Monitoring Committee consists of 2 (two) members of the Board of Commissioners chaired by an Independent Commissioner, whose members consist of 1 (one) Commissioner and 2 (two) Independent Parties with expertise in risk management and banking.

The structure, membership and expertise of the Risk Monitoring Committee could be seen in the table below.

Table of Structure, Membership and Expertise of the Risk Monitoring Committee

Name	Position	Information	Expertise
Armand B. Arief	Chairman	Independent Commissioner	Banking, Risk Management, Business Management
Eko D. Haripoerwanto	Member	Commissioner	Macroeconomics, Housing, Urban and Regional Planning
Heru Ratna Azimada	Member	Independent Party	Risk Management and Banking
Yuki Noviani Kohar	Member	Independent Party	Banking and Credit

Risk Monitoring Committee Profile

The profile of the Risk Monitoring Committee as of December 31, 2020 is as follows.



Armand B. Arief

Chairman of Risk Monitoring Committee

Period I (May 14, 2020-May 13, 2023)



His profile can be seen in the Board of Commissioners Profile section



Eko D. Haripoerwanto

Member of Risk Monitoring Committee

Period I (December 20, 2019-December 19, 2022)



His profile can be seen in the Board of Commissioners Profile section



Heru Ratna Azimada

Member of Risk Monitoring Committee



Domicile

Jakarta



Date of birth

Magelang, December 7, 1949



Age

71 years old



Citizenship

Indonesia



Educational background

Bachelor of Economics, Gadjah Mada University, Yogyakarta (1975)



Position History

- Executive Vice President/Expert Staff of the Board of Directors for Human Resources at PT Bank Mandiri (Persero) Tbk (2003).
- Executive Vice President Training Group at PT Bank Mandiri (Persero) Tbk (2001-2003).
- Executive Vice President Coordinator (SEVP) for Corporate, Government, Commercial and Restructuring at PT Bank Mandiri (Persero) Tbk (2000-2001).
- Executive Vice President of Corporate Banking at PT Bank Mandiri (Persero) Tbk (1999).
- Director at PT Bank Export Import Indonesia (Persero) (1998-1999).



Certification

Certification in Audit Committee Practices (CACP) from IKAI.



Basic Appointment

Excerpt of Decree of the Board of Directors of PT Bank Tabungan Negara (Persero) Tbk. No. 1304/DIR/2020 concerning Changes in the Composition of the Risk Monitoring Committee of PT Bank Tabungan Negara (Persero) Tbk.



Period of Service

Period II (30 November 2019 - 29 November 2021)



Yuki Noviani Kohar

Member of Risk Monitoring Committee



Domicile

Jakarta



Date of birth

Bandung, November 28, 1961



Age

59 years old



Citizenship

Indonesia



Educational background

Bachelor of Economics in Accounting, Padjadjaran University, Bandung (1986)



Position History

- Vice President - Deputy GM Commercial Credit Division of PT Bank BNI (Persero) Tbk (2010-2015).
- Vice President, Group Head of Commercial Business Development Bank Niaga (2007-2009).
- Special Assignment as Merger Team for CIMB Niaga Representative Commercial Banking (2007-2009).



Certification

Certification Risk Governance from ERMA.



Basic Appointment

Excerpt of Decree of the Board of Directors of PT Bank Tabungan Negara (Persero) Tbk. No. 1304/DIR/2020 concerning Changes in the Composition of the Risk Monitoring Committee of PT Bank Tabungan Negara (Persero) Tbk.



Period of Service

Period II (7 November 2019 - 6 November 2021)

Education Qualifications and Work Experience of The Risk Monitoring Committee

Committee membership requirements are as follows:

1. Having high integrity, good character and morals, as well as adequate ability, knowledge and experience in accordance with their educational background and able to communicate well.
2. Having no personal interest/relationship that could cause a negative impact and conflict of interest on the BUMN concerned.
3. Being able to work together and communicate effectively.
4. Representing sufficient knowledge to read and understand financial reports, the Company business activities, risk management and laws and regulations in the capital market, banking and other laws and regulations.
5. Complying with the Code of Ethics established by the Company.
6. Being able to act independently, namely being able to carry out tasks comprehensively without conflict of interest and influence/pressure from any party that is not in accordance with the prevailing laws and regulations and sound corporate principles.
7. Having expertise in finance, risk management, macroeconomics, management strategy, banking and credit.

The educational qualifications and work experience of each member of the Risk Monitoring Committee are as follows.

Table of Educational Qualifications and Work Experience of the Risk Monitoring Committee

Name	Position	Education	Work experience
Armand B. Arief	Chairman	<ul style="list-style-type: none"> • S1, Business Administration • S2, Business Administration 	Having work experience in banking.
Eko D. Heripoerwanto	Member	<ul style="list-style-type: none"> • S1, Planologi • S2, City Planning • S3, Natural Resources and Environment Management 	Having work experience at the Ministry of Public Works and Public Housing
Heru Ratna Azimada	Member	Bachelor of Economic	Having work experience in banking
Yuki Noviani Kohar	Member	Bachelor of Economics in Accounting	Having work experience in banking

Independence of The Risk Monitoring Committee

Members of the Risk Monitoring Committee had met all the criteria for independence and were able to carry out their duties independently, uphold the interests of the Bank and cannot be influenced by any party. The number of Independent Commissioners and Independent Parties who became members of the Risk Monitoring Committee was more than 51% of the total members of the Risk Monitoring Committee, so that this number had met the independence requirements in accordance with the provisions in POJK No.55/POJK.03/2016 concerning Implementation of Good Corporate Governance for Banks. Article 42 paragraph 4.

Independence of the Risk Monitoring Committee Table

Independency Aspect	Armand B. Arief	Eko D. Heripoerwanto	Heru Ratna Azimada	Yuki Noviani Kohar
Having no financial relationship with the Board of Commissioners and Directors	✓	✓	✓	✓
Having no management relationship in the company, subsidiary or affiliated company	✓	✓	✓	✓
Having no share ownership relationship in the company	✓	✓	✓	✓
Having no family relationship with the Board of Commissioners, Board of Directors, and/ or fellow members of The Risk Monitoring Committee	✓	✓	✓	✓
Did not serve as administrators of political parties, officials and government	✓	✓	✓	✓