



REMUNERATION AND NOMINATION COMMITTEE

Overall, the Committee has carried out work programs as detailed in the 2024 Remuneration and Nomination Committee Work Plan. Moreover, recommendations from the Committee have been endorsed by the Board of Commissioners and considered in the decision-making process regarding proposals submitted by the Board of Directors. On communication, good and consistent engagement was maintained throughout 2024, including discussions on strategic issues within Bank Mandiri and closely monitoring the progress of follow-up actions executed by the Board of Directors.

Remuneration and Nomination Committee Remuneration

The remuneration of the Remuneration and Nomination Committee for Non-Commissioner Independent parties is regulated in the Decree of the Board of Commissioners No. KEP.KOM/003/2023 dated 13 September 2023 concerning Remuneration of Supporting Organs of the Board of Commissioners of PT Bank Mandiri (Persero) Tbk and regulated in the Letter of Assignment as a member of the Committee under the Board of Commissioners issued by Bank Mandiri.

No.	Description	Non-Commissioner Committee Members
1.	Salary/Honorarium	At most 20% of President Director's Salary
2.	Post-Employment Compensation	Not provided
3.	Holiday Allowance	In accordance with Bank Mandiri employee stipulation
4.	Bonus/Tantiem	Not provided
5.	Facilities	
	- Transportation Allowance	Not provided
	- Health	Provided as per the Bank's Internal rules
	- Employment	Provided as per the Bank's Internal rules
	- Business Trips	In accordance with Bank Mandiri employee stipulation/equivalent to Group Head

BOARD OF DIRECTORS SUCCESSION POLICY

Bank Mandiri's succession policy for the Board of Directors is guided by the Minister of SOE Regulation No. PER-3/MBU/03/2023 regarding the Organs and Human Resources of State-Owned Enterprises. One of the core duties of the Remuneration and Nomination Committee is to develop a comprehensive nomination system for the selection of members of the Board of Commissioners and/or Directors. This nomination system forms an integral part of the Company's Good Corporate Governance Policy and serves as a key reference for the Board of Commissioners and the GMS in determining the appropriate

processes for the nomination and remuneration of the Board of Commissioners and/or Directors. This system aims to ensure transparency, merit-based selection, and alignment with regulatory requirements.

Basic Principles

Requirements for Board of Directors and Board of Commissioners.

1. Candidates for Directors and Commissioners must meet the requirements determined in the Company's Articles of Association and the applicable laws and regulations.
2. Candidacy and Candidate Proposal for Board of Directors and Board of Commissioners.

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- Candidates for Directors and Commissioners are proposed through a selection by taking into account the set requirements.

Succession Management

In accordance with SOE Minister Regulation No. PER-3/MBU/03/2023 Article 30, the basis for Succession Management of Directors of State-Owned Enterprises, is as follows:

- Succession management is the process of selecting SOE Directors from the Talent Pool of the Ministry of SOEs or other sources determined by the Minister.
- Succession management is carried out by the Ministry of SOEs through the Fit and Proper Test mechanism by the Succession Committee and/or considering the results of Assessments from Professional Institutions.

Procedures

In the Nomination function, the Bank Mandiri Remuneration and Nomination Committee performs the following procedures:

- Develop the composition and process of nominating the Directors and/or Commissioners.
- Formulate policies and criteria of nominating process of candidates of Directors and/or Commissioners.
- Identify candidates who meet the criteria.
- Assist the performance assessment of the Board of Directors and/or Board of Commissioners.
- Develop capacity building programs for the Directors and/or Commissioners.
- Review and propose candidates that fulfils the requirements as Commissioners and/or prospective Directors to the Board of Commissioners for submission to the GMS.
- The selection process is carried out prior to the tenure ends or is requested by the Board of Commissioners, or if there is a vacancy.

Requirements and Criteria

The requirements and criteria for candidates of Board of Directors and/or Commissioners are in accordance with the Company's Articles of Association and other applicable provisions, which are as follows:

- The person eligible as a member of the Board of Directors and/or Commissioners is an individual with legal capacity and has never been declared bankrupt or convicted which cause bankruptcy of a company, or an individual who has never been sentenced for criminal offense which harm the State treasury within 5 (five) years prior to his/her appointment, one or the other by taking into account the prevailing laws and regulations.
- Does not have family relations to third degree, both horizontally or vertically nor by marriage (in laws) with other Directors or Commissioners.
- Does not listed in the banking blacklist as determined by bank supervisory authorities.
- Has good integrity, in the sense of:
 - Having good character and morals.
 - Complying with prevailing laws and regulations.
 - Having high commitment to the development of sound bank operations.
 - Deemed fit and proper to be a member of Board of Directors and/or Commissioners.
- Integrity assessment is conducted by evaluating the candidates in the sense that they have never done any of the following:
 - Banking manipulation and practices that deviate from banking regulations.



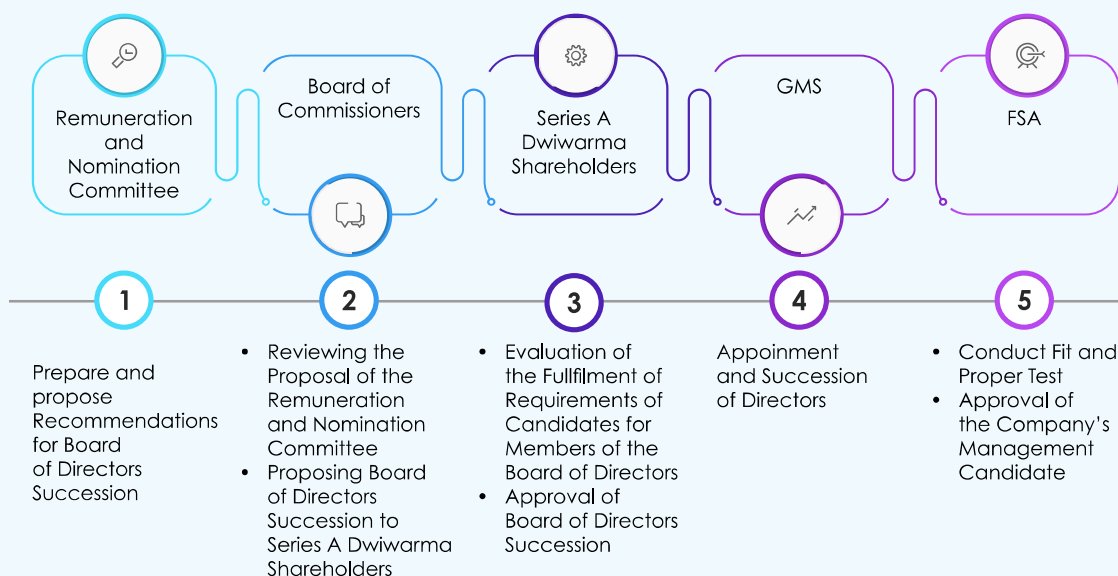
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- b. Actions categorized as non-fulfilment of commitments to Bank Indonesia or Government.
 - c. Actions categorized as beneficial to Owner, Management, Employees, and or other parties that may detrimental or reduce bank's profit.
 - d. Actions categorized as violation of the provisions related to banking prudential principles.
 - e. Actions by Management and Executives categorized as not independent.
6. Fulfil the competence criteria, in the sense of having:
- a. Adequate knowledge in Banking.
 - b. Experience and expertise in Banking and or Financial Institution.
 - c. Ability to perform strategic management for the development of sound Banks.
 - d. The ability to perform strategic management to develop a sound Bank
7. Other than the above criteria, the following additional criteria are also required:
- a. Having leadership skill supported by knowledge in economics, accounting and law.
 - b. For the Board of Commissioners, require having experience in banking or other financial institution supervisory.
 - c. For the Board of Directors, require having at least 3 (three) years' experience as Senior Management in banking or other financial institutions.

The candidates for the Board of Directors may be proposed by the Board of Commissioners following a thorough assessment, and if deemed eligible, the candidates can be recommended to the Minister of SOEs. Nominees for the position of Director must fulfill both formal and additional requirements as stipulated by PER-3/MBU/03/2023 on the Organs and Human Resources of State-Owned Enterprises, and OJK Regulation No. 33/POJK.04/2014 regarding the Board of Directors and Board of Commissioners of Issuers or Public Companies. Moreover, all candidates must successfully pass the Fit and Proper Test conducted by the OJK.

Since 2021, Bank Mandiri submitted a list of top talent employees at the BoD-1 level to the Ministry of SOEs. The Ministry of SOEs will then evaluate the list and assign an accredited institution to conduct the talent assessment for prospective Directors. Candidates who receive a positive recommendation from the Assessor Service Company are reported by the Remuneration and Nomination Committee to the Board of Commissioners for consideration as nominees for submission to the GMS.

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Remuneration and Nomination Committee Activities in 2024

In line with the duties and functions outlined in the Bank Mandiri Remuneration and Nomination Committee Charter, in 2024 the Remuneration and Nomination Committee has provided recommendations and proposals for candidates who meet the qualifications as Members of the Board of Commissioners and Directors to the Board of Commissioners for submission to the GMS. These recommendations were developed through a comprehensive process that involved the formulation of policies, criteria, and qualifications necessary for the nomination of prospective members of the Board of Commissioners and Directors, aligning with the strategic direction of the Company. The Committee also supported the Board of Commissioners by gathering and analyzing data on potential candidates from the pool of top executive talent one level below the Board of Directors, as well as identifying qualified individuals for the Board of Commissioners.

Apart from the nomination process, the Remuneration and Nomination Committee has also provided support to the Board of Commissioners in developing an appropriate remuneration system for the Board of Directors and the Board

of Commissioners. This includes the design of salary/honorarium structures, benefit packages, and a bonus (tantien) system for 2024, ensuring competitive and fair compensation aligned with industry standards and the Company's performance goals.

2025 Work Plans of the Remuneration and Nomination Committee

At the end of 2024, the Remuneration and Nomination Committee has prepared a 2025 work plan and has obtained approval from the Board of Commissioners. The work plan of the Remuneration and Nomination Committee in 2025 is divided into several activities, namely activities related to the functions of Nomination, Remuneration, discussion of certain issues and internal activities of the Remuneration and Nomination Committee. The work plan is one of the KPIs that is the basis for assessing the effectiveness of the Remuneration and Nomination Committee's performance during 2025.