

No.	Name	Position	Total Shares	Shareholding (%)
BOARD OF COMMISSIONERS				
1.	Zulkifli Zaini	President Commissioner/ Independent	0	0.0000000
2.	Rudy Salahuddin Ramto	Vice President Commissioner/ Independent	0	0.0000000
3.	Mia Amiati	Independent Commissioner	0	0.0000000
4.	Bintoro K. Pardewo	Commissioner	0	0.0000000
5.	Muhammad Yusuf Ateh	Commissioner	0	0.0000000
6.	Luky Alfirman	Commissioner	0	0.0000000
7.	Yuliot	Independent Commissioner	0	0.0000000
BOARD OF DIRECTORS				
1.	Riduan	President Director	0	0.0000000
2.	Henry Panjaitan	Vice President Director	0	0.0000000
3.	Danis Subyantoro	Risk Management Director	0	0.0000000
4.	Ari Rizaldi	Treasury and International Banking Director	0	0.0000000
5.	Mochamad Rizaldi	Corporate Banking Director	0	0.0000000
6.	Saptari	Consumer Banking Director	0	0.0000000
7.	Novita Widya Anggraini	Finance and Strategy Director	0	0.0000000
8.	Timothy Utama	Operations Director	0	0.0000000
9.	Eka Fitria	Human Capital and Compliance Director	0	0.0000000
10.	Totok Priyambodo	Commercial Banking Director	0	0.0000000
11.	Jan Winston Tambunan	Network and Retail Funding Director	0	0.0000000
12.	Sunarto	Information Technology Director	0	0.0000000
Total			0	0.0000000

VARIABLE REMUNERATION FOR THE BOARD OF COMMISSIONERS, BOARD OF DIRECTORS, AND EMPLOYEES

In addition, the Bank provides variable compensation including location allowances, certain position allowances, performance allowances for frontliners, overtime compensation, performance achievement bonuses, sales incentives, retention programs and the Long-Term Incentive program in the form of shares. Specifically for members of the Independent Board of Commissioners get remuneration in cash in accordance with the provisions of POJK No. 45/POJK.03/2015.

To support official service, Bank Mandiri provides facilities such as official housing, reimbursement of utility costs, telephone credit, and rental official vehicles. Meanwhile, to support the needs of employees in ownership of houses, vehicles and other needs, Bank Mandiri provides Employee Welfare Credit facilities.

Variable Remuneration to Directors, Board of Commissioners and Employees

The number of Directors, Commissioners and Employees who received variable remuneration for 1 (one) year and total nominal are as follows.

Variable Remuneration to Directors and Board of Commissioners

Variable Remunerations	Amount received in 1 (one) Year			
	Board of Directors		Board of Commissioners	
	Persons	Rp Million	Persons	Rp Million
Total	12	335,246	7	144,470

Number of Recipients and Total Variable Remuneration

During 2025, no number of recipients and the total number of Variable Remunerations that were guaranteed unconditionally to be given by Bank Mandiri to candidates for the Board of Directors, candidates for the Board of Commissioners, and/or prospective employees during the first 1 (one) year of work as referred to in Article 21 OJK Regulation No. 45/POJK.03/2015.

Total Amount of Deferred Variable Remuneration

Until the end of 2025, the amount of variable remuneration that was still deferred in the form of Bank Mandiri shares or time deposits is as follows:

1. Shares, with a total of 100,031,000 shares.
2. Cash, with a total of Rp111,570,681,508.

Quantitative Information

Quantitative information regarding:

1. Total remaining deferred Remuneration, whether exposed to implicit or explicit adjustments.
2. Total reduction in remuneration due to explicit adjustments during the reporting period.
3. Total reduction in remuneration due to implicit adjustments during the reporting period.

As in the following table:

Types of Variable Remuneration	Remaining Deferred	Total Deductions Over the Period		
		Caused an Explicit Adjustment (A)	Caused an Explicit Adjustment (B)	Total (A) + (B)
Cash (Rp in million rupiah)	111,570,681,508	-	-	-
Shares/share-based instruments issued by the Bank. (In shares and a million-rupiah nominal value which is a conversion of the said share sheet)	100,031,000 shares	-	-	-

SHARES OPTION PROGRAMS FOR DIRECTORS, COMMISSIONERS, AND EMPLOYEES

Bank Mandiri did not issue share option programs for Directors, Board of Commissioners, and employees throughout 2025.

HIGHEST AND LOWEST SALARIES RATIO

Bank Mandiri adheres to all applicable regulations regarding employee remuneration. The amount of remuneration provided is adjusted to comply with current prevailing regulations and is set above the Minimum Wage level applicable in the Bank Mandiri operational areas. In implementing its remuneration governance, Bank Mandiri aims to minimize the salary gap among all employees, ensuring that the difference between the highest and lowest salaries remains reasonable.

The following is the Bank's highest and lowest salaries ratio:

Salary Ratio	2024	2025
Highest and Lowest Employee Salaries	39.26 : 1	31.94 : 1
Highest and Lowest Director Salaries	1.18 : 1	1.18 : 1
Highest and Lowest Commissioner Salaries	1.11 : 1	1.11 : 1
Highest Director Salary and Highest Employee Salary	2.15 : 1	2.54 : 1

NUMBER OF EMPLOYEES AFFECTED BY EMPLOYMENT TERMINATION AND TOTAL SEVERANCE PAYMENTS MADE

In 2025, several employees concluded their employment due to reaching retirement age or opting for early retirement at their own request. Accordingly, the Bank fulfilled its severance payment obligations in accordance with applicable laws and regulations, as outlined below:

No.	Total Nominal of Severance Pay Made per Person in 1 (one) Year	Total Employees*
1.	> Rp1 billion	31
2.	> Rp500 million - Rp1 billion	55
3.	< Rp500 million	1,868

*) Severance Pay + UPMK (Service Tenure Reward Payment).