

Remuneration and Nomination Committee Qualifications and Professional Background

Name	Position	Period	Education	Professional Background
Zulkifli Zaini	Chairman and Member	30 – 31 December 2025	<ul style="list-style-type: none"> › Master of Business Administration di bidang Finance dan International Business Sarjana di bidang Teknik Sipil 	Professional background in banking and corporate supervision
Mia Amiati	Member	4 August – 31 December 2025	<ul style="list-style-type: none"> › Honorary Professor (HCSA) in Human Resource Development › Doctor (PhD) in Law › Master's Degree in Law › Bachelor's Degree in Law › Bachelor's Degree in Indonesian Literature 	Professional background in law.
Muhammad Yusuf Ateh	Member	1 January – 31 December 2025	<ul style="list-style-type: none"> › Doctor in Public Administration › Master of Business Administration (MBA) › Diploma IV in Accounting › Diploma III in Accounting 	Professional background in finance and audit
Yuliot	Member	25 March – 31 December 2025	<ul style="list-style-type: none"> › Master's Degree in Management (Economics) › Bachelor's Degree in Socio-Economics 	Professional background in finance and corporate supervision.
Luky Alfirman	Member	25 March – 31 December 2025	<ul style="list-style-type: none"> › Doctor of Economics › Master of Economics › Bachelor's Degree in Industrial Engineering 	Professional background in economics and corporate oversight
Rudy Salahuddin Ramto	Member	30 – 31 December 2025	<ul style="list-style-type: none"> › Doctor of Engineering Management and Systems Engineering › Master of Engineering Management › Bachelor's Degree in Law › Bachelor's Degree in Civil Engineering 	Professional background in economics and finance
Bintoro K. Pardewo	Member	30 – 31 December 2025	<ul style="list-style-type: none"> › Master of Business Administration (MBA) › Bachelor's Degree in Mechanical Engineering 	Professional background in economics
Votivia Mardinna	Non-Voting Member & Sekretaris	1 January – 31 December 2025	Bachelor's Degree in Economics	Professional background in the human capital field

Remuneration and Nomination Committee Independence

All members of the Remuneration and Nomination Committee who are independent parties have no financial, management, shareholding, or familial relationships with the Board of Commissioners, the Board of Directors, and/or the Controlling Shareholders. Additionally, there are no affiliations with Bank Mandiri that could compromise objectivity or influence ability to carry out their responsibilities independently. This ensures that the Committee is upholding the principles of good corporate governance and maintaining integrity in its oversight of the nomination and remuneration processes.

Independence Aspects	Zainudin Amali	Kuswiyoto	Mia Amiati	Zulkifli Zaini
Does not have financial relations with the Board of Commissioners and Directors	✓	✓	✓	✓
Does not have management relations in the company, subsidiaries, or affiliates	✓	✓	✓	✓
Does not have shareholding relations in the company	✓	✓	✓	✓
Does not have family relations with the Board of Commissioners, Directors and/or with fellow members of Committee	✓	✓	✓	✓
Does not serve as the management in political parties, officials and in the government	✓	✓	✓	✓

Meetings of Remuneration and Nomination Committee

The Remuneration and Nomination Committee holds regular meetings at least once in 3 (three) months. The meetings can only be held if attended by at least 51% of the total committee members including 1 (one) Independent Commissioner and 1 (one) Executive in charge of the Human Resources function or 1 (one) employee representative.

Decisions of the Remuneration and Nomination Committee meetings are taken based on deliberation to reach consensus. The meeting shall be chaired by the Chairman of the Remuneration and Nomination Committee or other member that serves as Independent Commissioner if the Chairman of the Remuneration and Nomination Committee is unable to attend.

Each Remuneration and Nomination Committee meeting is outlined in the minutes of the meeting, including dissenting opinions, which are signed by all members of the Committee present and submitted to the Board of Commissioners.

During 2025, 14 (fourteen) meetings were held with the following agenda.

Remuneration and Nomination Committee Meeting Agenda

No.	Date	Agenda	Additional Information	Quorum
1.	09 January 2025	Proposal for Subsidiary Management	Nominaion related	100
2.	27 February 2025	Discussion on Bank Mandiri Talent	Nominaion related	83.3
3.	13 March 2025	1. Proposal for Subsidiary Management 2. Proposal for Remuneration	Nominaion related	66.7
4.	18 March 2025	Discussion on Bank Mandiri Talent	Nominaion related	83.3
5.	25 March 2025	Proposal for Bank Mandiri Management at the 2024 Annual GMS	Nominaion related	83.3
6.	10 April 2025	Proposal for the Organizational Structure of Bank Mandiri Following the AGM on 25 March 2025	Nominaion related	100
7.	23 June 2025	Proposal for Subsidiary Management	Nominaion related	100
8.	17 July 2025	Human Capital Management at Bank Mandiri	Related to Human Resources of Bank Mandiri	66.7
9.	04 August 2025	Proposal for Bank Mandiri Management on the August 2024 Extraordinary GMS	Nominaion related	100
10.	04 September 2025	Proposal for the Organizational Structure of Bank Mandiri Following the EGM on August 2025	Related to the Organizational Structure of Bank Mandiri	75
11.	23 October 2025	Update on the Human Capital & Compliance Directorate for 2025	Update on HCC Directorate for 2025	100
12.	27 November 2025	Proposal for the Adjustment of Bank Mandiri's Organizational Structure	Related to the Organizational Structure of Bank Mandiri	100
13.	18 December 2025	Discussion on Bank Mandiri Talent	Nominaion related	100
14.	19 December 2025	Proposal for Bank Mandiri Management on the December 2024 Extraordinary GMS	Nominaion related	100

Meeting Frequencies and Attendance of Remuneration and Nomination Committee

Name	Position	Total Meetings	Total Attendance	(%)
Zulkifli Zaini	Chairman concurrently a Member	1	1	100
Rudy Salahuddin Ramto	Member	-	-	-
Mia Amiati	Member	3	3	100
Muhammad Yusuf Ateh	Member	13	12	92
Yuliot	Member	1	1	100
Luky Alfirman	Member	-	-	-
Bintoro K. Pardewo	Member	-	-	-
Votivia Mardinna	Secretary (ex-officio) concurrently a Member	14	14	100
Zainudin Amali***	Chairman concurrently a Member	9	9	100
Kuswiyoto***	Member	5	5	100
Chatib Basri**	Chairman concurrently a Member	5	4	80
Rionald Silaban**	Member	5	5	100
Muliadi Rahardja**	Member	5	5	100
Arif Budimanta*	Member	1	1	100
Faried Utomo*	Member	1	1	100
Tedi Bharata**	Member	5	5	100

*) Ended his tenure on 19 February 2025

**) Ended his tenure based on the Annual GMS dated 25 March 2025

***) Ended his tenure based on the Annual GMS dated 19 December 2025

Performance Evaluation Mechanism and KPI Achievements

The Remuneration and Nomination Committee of Bank Mandiri undergoes regular performance evaluations to assess the effectiveness of its duties and responsibilities in supporting the Board of Commissioners' supervisory function. The evaluation is based on the implementation of the Committee's Work Plan, the quality of recommendations, and the effectiveness of coordination and communication with the Board of Commissioners, Board of Directors, and relevant work units.

Throughout 2025, the Committee successfully executed all programs outlined in the 2025 Remuneration and Nomination Committee Work Plan. The achievement of Key Performance Indicators (KPI) was reflected in the relevance and quality of the Committee's recommendations, which served as a key consideration for the Board of Commissioners in making strategic decisions, particularly concerning nomination, remuneration, and leadership development policies.

Moreover, consistent communication between the Committee, the Board of Commissioners, and the Board of Directors throughout the year enhanced coordination on strategic issues and ensured timely and effective follow-up on recommendations. The evaluation results confirmed that the Remuneration and Nomination Committee performed optimally and contributed significantly to strengthening governance and supporting Bank Mandiri's sustainable performance.

Committee Remuneration

The remuneration of members of the Remuneration and Nomination Committee who are Independent Non-Commissioners is governed by the Board of Commissioners Decree No. KEP.KOM/034/2025 dated 28 May 2025 concerning the Remuneration of Supporting Organs of the Board of Commissioners of PT Bank Mandiri (Persero) Tbk, and is further stipulated in the respective assignment letters appointing them as Committee members under the Board of Commissioners, as 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
	Facilities	
	- Transportation Allowance	Not provided
5.	- 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.
3. 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:

1. 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.
2. 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.