External Consultant Services

To assess the competitiveness of the Bank's remuneration relative to market conditions, Bank Mandiri participates in the Annual Salary Survey conducted by an independent and reputable third-party organization. The results serve as a key reference for adjusting Bank Mandiri's remuneration strategy. The proposed adjustments are then submitted for review and approval at the Board of Directors Meeting.

REMUNERATION DETERMINATION PROCEDURES FOR THE BOARD OF COMMISSIONERS AND DIRECTORS

The determination of remuneration for the Board of Commissioners and Directors is carried out with the following procedures:

1. The Remuneration and Nomination Committee holds a review on remuneration for the Board of Commissioners and Directors.
2. The Committee coordinates with Human Capital Director and Executives as well as related unit to develop the remuneration proposal.
3. The Committee coordinates with the Risk Management Unit in establishing policies on variable remuneration.
4. Based on the review, the Committee draws up recommendation on remuneration for submission to the Board of Commissioners and Directors.
5. The Board of Commissioners presents the proposal and recommendation reviewed by the Remuneration and Nomination Committee to the General Meeting of Shareholders to obtain approval.
6. The proposal and recommendation of the Board of Commissioners may be in the form of:
    a. Approval on the element and amount of the remuneration; or
    b. Approval of authority for the Board of Commissioners to determine the element and amount of the remuneration.

Indicators for Determining Remuneration of the Board of Commissioners and the Board of Directors

Referring to the Minister of SOEs Regulation No. PER-3/MBU/03/2023 on the Organs and Human Resources of State-Owned Enterprises, the determination of remuneration for the Board of Commissioners and the Board of Directors considers the following key indicators:

a. The Company's financial condition and capacity.
b. The scale of the Company's business activities.
c. The level of business complexity.
d. Inflation levels.
e. Other relevant factors, provided that they do not conflict with applicable laws and regulations.

REMUNERATION AND FACILITIES FOR THE BOARD OF COMMISSIONERS AND DIRECTORS

Remuneration Structure of Members of the Board of Commissioners and Directors

By taking into account the prevailing remuneration stipulations, the remuneration for the Board of Commissioners and Board of Directors is provided in the form of:

1. Fixed remuneration, a remuneration that is unrelated to performance and risk, such as salary/ honorarium, facilities, housing allowance, health allowance, education allowance, festive allowance, and post-employment benefit Salary/ honorarium, facilities, allowances, and post-employment benefit are provided in cash.
2. Variable remuneration: Remunerations provided in connection with performance and risks, such as bonuses. rewards/ performance incentives. or any other similar forms.

Bonuses, rewards, and incentives may be provided in cash, shares, or stock-based instruments issued by the Company, and cash only for the Board of Commissioners to prevent conflict of interest in their supervisory duties.

The structure for determining the remuneration for the Board of Commissioners and the Board of Directors is as follows:

Board of Commissioners and Directors Remuneration Structure

No.	Types of Income	Rules	
		Board of Commissioners	Board of Directors
1.	Honorarium/Gaji	The amount of position factor › President Commissioner 45% of the President Director › Vice President Commissioner 42.5% of the President Director › Commissioners 90% of the President Commissioner	The amount of position factor › Vice President Director 90% of Managing Directors › Other Directors Members 85% of the President Commissioners
2.	Allowances		
	Religious Holiday Allowance	1 (one) time honorarium	1 (one) time honorarium
	Housing allowance	Not given	Housing allowance was given monthly with a maximum of Rp27.500.000
	Transportation Allowance	Equal to 20% of the honorarium	Not given
	Annual Leave Allowance	Not given	Not given
	Retirement Compensation	Maximum insurance premium was 25% of honorarium/ year	Insurance premium maximum was 25% of salary/ year
3.	Facilities		
	Service Vehicle Facilities	Given in the form of transportation allowance of 20% of the honorarium	Given 1 (one) service vehicle in the form of rental according to the predetermined criteria
	Health Facilities	Replacement of treatment in accordance with the internal policy No. KEP.KOM/011/2024	Replacement of treatment in accordance with the internal policy No. KEP.KOM/011/2024
	Professional Facilities Association	Maximum 2 (two) memberships relevant to the Company's activities	Maximum 2 (two) memberships relevant to the Company's activities
	Legal Assistance Facilities	Legal assistance facilities following the internal policy No. KEP.KOM/011/2024	Legal assistance facilities following the internal policy No. KEP.KOM/011/2024
4.	Bonuses. Rewards. Incentives	Can be given in the form of shares or cash.	Can be given in the form of shares or cash.

Nominals of Every Component of the Remuneration Structure of the Board of Commissioners and the Board of Directors

Remuneration in one year is grouped into the range of income levels as follows.

Board of Commissioners and Directors Total Remuneration Nominal

Total Remuneration and Other Facilities	Total Received			
	Board of Commissioners		Board of Directors	
	Total Person	Total in Rp Million	Total Person	Total in Rp Million
Remunerations				
Salaries	7 Persons	25,178	12 Persons	93,351
Housing Allowances	-	-	12 Persons	6,308
Tantiem	7 Persons	-	12 Persons	-
Other Facilities				
Housing (natura)	-	-	-	-
Transportation (cash)	7 Persons	5,036	-	-
Full-service Insurance (cash)	7 Persons	1,822	12 Persons	13,011
Health (cash)	7 Persons	2,022	12 Persons	5,581
Remuneration Amount per person in 1 year				
Above Rp2 billion	7 Persons	-	12 Persons	-
Above Rp1 billion to Rp2 billion	-	-	-	-
Above Rp500 million to Rp1 billion	-	-	-	-
Rp500 million and below	-	-	-	-

The basis for the stock bonus

To fulfill POJK No. 45/POJK.03/2015 concerning Implementation of Good Corporate Governance in Providing Remuneration for Commercial Banks.

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).