

VARIABLE REMUNERATION

Bank Mandiri provided variable compensation including Location Allowances, Specific Position Allowances, Appearance Allowances for front-liner employees, Overtime Compensation, Performance achievement Bonuses, Sales incentives, retention programs and Long Term Incentive programs in the form of shares. Variable remuneration was given in the form of shares of Bank Mandiri for Non-Independent members of the Board of Directors and Board of Commissioners and in the form of cash for members of the Independent Board of Commissioners with the provisions of Financial Services Authority Regulation No. 45/POJK.03/2015.

NUMBER OF VARIABLE REMUNERATION TO DIRECTORS, BOARD OF COMMISSIONERS AND EMPLOYEES

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

Variable Remuneration	Numbers in One Year			
	Directors		Board of Commissioners	
	People	IDR Million	People	IDR Million
Total	14 ^{*)}	55,434.06	8	19,565.94

*) Including the Board of Directors whose term of office expires at the 2019 Annual General Meeting of Shareholders

POSITION AND NUMBER OF PARTIES THAT BECOME RISK TAKERS MATERIALS

All members of the Board of Commissioners and the Board of Directors of Bank Mandiri are material risk takers. During the 2019 financial year, a total of 20 (twenty) members sit on the Board of Directors and the Board of Commissioners.

SHARES OPTION

Bank Mandiri did not issue share option programs for Directors, Board of Commissioners or employees throughout 2019

HIGHEST AND LOWEST SALARY RATIO

Bank Mandiri always complies with all applicable rules regarding remuneration to employees. The amount of remuneration provided has been adjusted to the applicable provisions and was above the Minimum Wage standard applicable in the operational area of Bank Mandiri. In implementing remuneration governance, Bank Mandiri always strives to maintain a gap in the salary ratio of all employees so that there is no too high difference.

Detailed information related to the highest and lowest salary ratios has been explained in the Corporate Social Responsibility Chapter in this Annual Report.

AMOUNT OF RECIPIENTS AND TOTAL REMUNERATION AMONG VARIABLES

During 2019, no number of recipients and the total number of variable remuneration guaranteed without conditions will be provided 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.

NUMBER OF EMPLOYEES AFFECTED BY TERMINATION OF WORK RELATIONSHIPS

During 2019, there were 60 (sixty) employees who were terminated due to violations of the Bank Mandiri code of conduct.

TOTAL REMUNERATION THAT IS VOLTAGE OF SUSPENDED VARIABLES

The total amount of deferred variable remuneration consisting of cash and / or shares or share-based instruments issued by Bank Mandiri is as follows:

- Shares with a total of 2,813,600 shares with a nominal value of Rp18,327,880,440.
- Cash with a total of Rp2,556,899,560 after deducting taxes.

THE NUMBER OF REMUNERATIONS GIVEN IN ONE YEAR

The amount of remuneration given in one year to the Board of Commissioners and Directors can be seen in detail in the Nominal Amounts of Each Component of the Remuneration Structure of the Board of Commissioners and Directors in the Corporate Governance Chapter in this Annual Report.

QUANTITATIVE INFORMATION

Quantitative information about:

1. Total remaining Remuneration that is still suspended, whether exposed by implicit or explicit adjustments.
2. Total reduction in Remuneration caused by explicit adjustments during the reporting period.
3. Total reduction in Remuneration caused by implicit adjustments during the reporting period.

As in the table below:

Variable Remuneration Types	Remaining Suspended	Total Deduction During Report Period		
		Due to Explicit Adjustments (A)	Due to Explicit Adjustments (b)	Total (A) + (B)
1. Cash (in million rupiah)	Rp.2,556.89 million	-	-	-
2. Shares/Instruments based on shares issued by the Bank. (in shares and nominal million rupiah which is a conversion of these shares)	2,813,600 shares with a nominal value of Rp19,153.98 million	-	-	-

CERTIFIED PUBLIC ACCOUNTANT

Based on FSA Regulation No. 32/POJK.03/2016 on changes to No. 6/POJK.03/2015 on Transparency and Publication of Bank Reports, audits of the Company's Financial Statements for the 2017 fiscal year have been conducted by independent, competent, professional and objective public accountants in accordance with the Public Accountants Professional Standards, as well as work agreements and audit scope which have been set.

To make audit process to be in accordance with the Professional Standards of the Accountant and the scope of the audit that has been established and completed on time, meetings are routinely conducted discussing several significant important issues. The Company always strives to improve communication among the Public Accountant, Audit Committee and Management of the Company to be able to minimize the obstacles that occur during the audit process.

IMPLEMENTATION OF THE EXTERNAL AUDIT FUNCTION

The External Audit Function is implemented through the implementation of the Company's Financial Report Audit by AP and KAP, in order to ensure that the financial information is compiled and presented in a quality manner, form and express opinions on the fairness of

the Company's Financial Statements and test internal controls (internal control review), including retesting of matters that have been tested by Internal Audit and make observations of procedures performed by Internal Audit.

APPOINTMENT OF PUBLIC ACCOUNTANT

Appointment of KAP Purwantono, Sungkoro & Surja as an External Auditor who audited the Consolidated Financial Statements of PT Bank Mandiri (Persero) Tbk. and Subsidiaries, and PT Bank Mandiri (Persero) Tbk. Financial Year Partnership and Community Development Program Financial Report for the 2019 Fiscal Year, determined in the Annual General Meeting of Shareholders on May 16, 2019, based on FSA and other related provisions. Fiscal year 2019, is the fifth audit year period for KAP Purwantono, Sungkoro & Surja.

The chronology of the process of determining the External Auditor Financial Statements for the 2019 Fiscal Year is as follows:

1. The Board of Commissioners proposes a request to the Board of Directors to elect the KAP which will be designated as the External Auditor for Financial Statements for the 2019 Fiscal Year.
2. The Board of Directors conducts the procurement