



GOVERNANCE IN PROVIDING REMUNERATIONS

Name	Position	Bonus Shares
Board of Commissioners		
Muhamad Chatib Basri	President Commissioner/Independent	Nil
Andrinof A. Chaniago	Wakil Komisaris Utama/Independent Commissioner	Nil
Mohamad Nasir	Independent Commissioner	Nil
Boedi Armanto	Independent Commissioner	Nil
Loeke Larasati A.	Independent Commissioner	Nil
Rionald Silaban	Commissioner	204.900 shares
Faried Utomo	Commissioner	176.900 shares
Arif Budimanta	Commissioner	176.900 shares
Nawal Nely	Commissioner	176.900 shares
Muhammad Yusuf Ateh	Commissioner	Nil
Ardan Adiperdana*	Commissioner	Nil
Board of Directors		
Darmawan Junaidi	President Director	444,800 shares
Alexandra Askandar	Vice President Director	435,000 shares
Ahmad Siddik Badruddin	Director of Risk Management	430,100 shares
Agus Dwi Handaya	Director of Compliance and HR	430,100 shares
Panji Irawan	Director of Treasury & International Banking	430,100 shares
Riduan	Director of Commercial Banking	430,100 shares
Aquarius Rudianto	Director of Network & Retail Banking	371,300 shares
Toni Eko Boy Subari	Director of Operations	83,400 shares
Susana Indah K. Indriati	Director of Corporate Banking	83,400 shares
Rohan Hafas	Director of Institutional Relations	83,400 shares
Sigit Prastowo	Director of Finance & Strategies	83,400 shares
Timothy Utama	Director of Information Technology	Nil
Rico Usthavia Frans*	Director of Information Technology	Nil

*Total shares until the completion of tenure.

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 Remunerations	Amount received in 1 (one) Year			
	Board of Directors		Board of Commissioners	
	Persons	Rp Million	Orang	Rp Million
Total	12	51.395	10	20.215

Variable Remuneration

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. Non-Independent Commissioners

and in cash for members of the Independent Board of Commissioners under the provisions of OJK Regulation No. 45/POJK.03/2015.

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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.

Position and Amount as Material Risk Takers

All members of the Board of Commissioners and Directors of Bank Mandiri are material risk takers. There are 24 (twenty-four) members of the Board of Directors and the Board of Commissioners who served during the 2021 financial year. Including Directors and Commissioners whose term of office ends at the 2021 Annual GMS.

Shares Option

Bank Mandiri did not issue share option programs for Directors, Board of Commissioners, and employees throughout 2021.

Ratio of the Highest and The Lowest Salary

Bank Mandiri complies with all applicable regulations regarding remuneration for employees. The amount of remuneration given has been adjusted to the prevailing regulations and is above the Minimum Wage standard applicable in the operational area of Bank Mandiri. In implementing remuneration governance, Bank Mandiri strives to maintain a gap in the salary ratio of all employees hence there is no too high difference. In detail, information regarding the ratio of the highest and lowest salaries is presented in the Sustainability Report.

Number of Recipients and Total Variable Remuneration

During 2021, there were 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.

Number of Employees Affected by Termination of Dismissed

During 2021, there were 50 (fifty) employees who were dismissed (PHK) due to violations of Bank Mandiri's code of conduct.

Total Amount of Deferred Variable Remuneration

Until the end of 2021, the amount of variable remuneration that was still deferred in the form of Bank Mandiri shares or time deposits is as follows:

- Shares, with a total of 25,711,500 shares.
- Cash, with a total of Rp24,377,620,166.

Quantitative Information

Quantitative information regarding:

- Total remaining deferred Remuneration, whether exposed to implicit or explicit adjustments.
- Total reduction in remuneration due to explicit adjustments during the reporting period.
- 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 (in million rupiah)	Rp14,846,206,415	-	-	-
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)	16,054,300 lembar saham	-	-	-