

## REMUNERATION OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

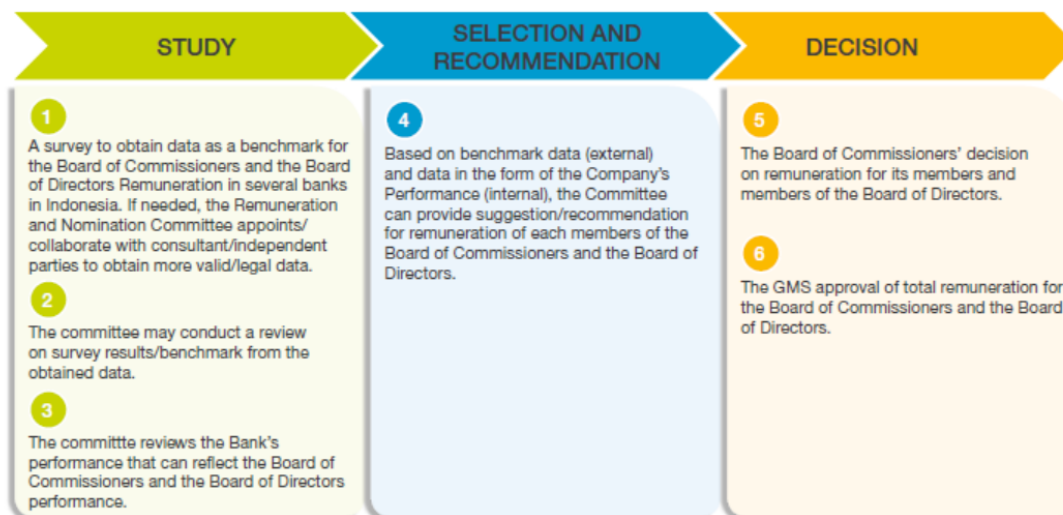
### Policy

Determination of remuneration and other facilities for members of the Board of Commissioners and the Board of Directors refers to the Shareholders' decision at the GMS. The determination takes into account the suggestions provided by the Remuneration and Nomination Committee.

In determining the remuneration of each members of the Board of Commissioners and the Board of Directors, the Bank considers general performance, performance evaluation, fairness with peer groups within the bank and in the banking industry, as well as the Company's capabilities. The Bank's performance, which is one of the factors in determining the remuneration for members of the Board of Commissioners and the Board of Directors, is illustrated by, among other things, the company's share price on the stock exchange.

### Procedures of the Determination of Remuneration

The process of determining the remuneration of the Board of Commissioners and the Board of Directors within the Bank is described in the chart below:



### Performance Review Related to Remuneration

Keterkaitan antara kinerja dengan remunerasi dijelaskan sebagai berikut:

1. The Bank refers to the meritocracy principle in determining the amount of remuneration for its Directors and employees, both for fixed and variable remuneration. Individual remuneration is reviewed annually and any adjustments on remuneration are based on individual performance.
2. In the Bank's Performance Management, each member of the Board of Directors and employees has individual targets as the basis for assessing individual performance. The individual targets of the Board of Directors, which is also the targets of their work units/directorates, are derived from the Bank's target, and then these targets will be gradually divided between the smallest work units as well as individual targets of employees at the lowest level.
3. In evaluating the performance of units and individuals, it is based on the realization of the targets of the work units and individuals. Unit performance in categories - Exceeded Target, Reached Target or Not Reached Target. The performance of the unit also affects the performance of the head of the work unit.

Individual performance is assessed based on individual target realization, which is categorized into: Outstanding; Very Good; Good; Need Improvement; Poor.

The amount of remuneration adjustments are based on assessment on individual performance. The management provides guidelines on the amount of fixed and variable remuneration adjustments, in line with individual performance. The provision of variable income related to performance and risk is stipulated by the following conditions:

1. 80% of Variable Income is provided in cash.
2. 20% of Deferred Variable Income is distributed as follows:
  - 10% is provided in cash and paid in the first year after the 80% of Variable Income has been distributed.
  - 5% is given in the form of shares, in the second year after the 80% of Variable Income has been distributed.
  - 5% is given in the form of shares, in the third year after the 80% of Variable Income has been distributed.

### Positions and Number of Parties that Become Material Risk Takers

Positions included in the category of material risk takers are the 10 Directors. It was the number of Material Risk Taker (MRT) during the year of 2021.

### Variable Remuneration

Variable remuneration at the Bank consists of Incentives and Performance Bonuses. Such incentives are granted based on individual performance of employees serving in sales, services, and collection. Incentives are paid monthly, quarterly, and annually.

Performance bonuses are granted based on the performance of the Company, the performance of the related units, individual performance. They are disbursed on the following year. Performance bonuses are decided at the discretion of the management, and are provided in accordance with the performance and financial condition of the Bank. Performance bonuses are provided annually to employees who do not receive incentives, the Directors and the Commissioners.

### Remuneration Structure of the Board of Commissioners

Type of Remuneration and Other Facilities	Total Amount Received in Rupiah (gross) in 1 (one) Year	
	The Board of Commissioners	
	Number of Recipients as of Desember 31, 2021	Rp Million
Salary, bonus, fixed allowance, tantiem, and other facilities in cash	5	7,483
Non-Cash Facilities: housing, health insurance and others, in the following forms:		
Can be Owned	5	455
Cannot be Owned	5	15
<b>TOTAL</b>	<b>5</b>	<b>7,953</b>

Total Amount of Remuneration and Benefits in 1 Year	Number of Commissioners
Above Rp2 Billion	1
Between Rp1 Billion – Rp2 Billion	2
Between Rp500 Million – Rp 1 Billion	0
Below Rp500 Million	0

The number of Directors, Commissioners and Employees as the Recipients of Fixed and Variable Remuneration in 1 (One) Year and the Total Amount.

### Remuneration Structure of the Board of Directors

Type of Remuneration and Other Facilities	Total Amount Received in Rupiah (Gross) in 1 Year	
	The Board of Directors	
	Total Recipients as of Desember 31, 2021	Rp Million
Salary, bonus, fixed allowance, tantiem and other facilities in cash. <sup>1)</sup>	10	99,790
Other Non-Cash Facilities <sup>1)</sup> : housing, health insurance and others, in the following forms:		
Can be Owned	10	5,413
Cannot be Owned	10	56
<b>Total</b>	<b>10</b>	<b>105,260</b>

1) Including remuneration for members of the Board of Directors, whose term of office ended on March 28, 2018; October 5, 2018; January 31, 2019; November 30, 2020; and April 2, 2021.

Total Amount of Remuneration and Benefits in 1 Year	Number of Directors
Above Rp2 Billion	10
Between Rp1 Billion – Rp2 Billion	5
Between Rp500 Million – Rp 1 Billion	2
Below Rp500 Million	1

### Fixed Category

Name	2021	2020
The Board of Directors	54,644	48,374
The Board of Commissioners	7,496	6,611
Employees	1,342,781	1,349,268

### Variable Category

Name	2021		2020	
	Headcount	Total Amount	Headcount	Total Amount
The Board of Directors	16	47,115	15	42,129
The Board of Commissioners	-	-	1	900
Employee Bonus	-	162,069	-	195,230
Employee Incentive	-	17,372	-	23,311

### Shares Options Owned by Directors, Commissioners, and Executive Officers

Name	2021	2020
The Board of Directors	-	-
The Board of Commissioners	-	-
Employees	-	-

### The Ratio of Highest and Lowest Salaries

Name	2021
Highest of Employee – Lowest of Employee	115.78
Highest of Director – Lowest of Director	4.29
Highest of Commissioner – Lowest of Commissioner	2.70
Highest of Director – Highest of Employee	2.01

### Total Deferred Variable Remuneration (Rp)

Name	2021		2020	
	Headcount	Total Amount	Headcount	Total Amount
Deferred Bonus (Gross)	10	6,782,365,507	10	9,559,601,564
ESOP 2016-2021	0	0	3	195,000