

REMUNERATION OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

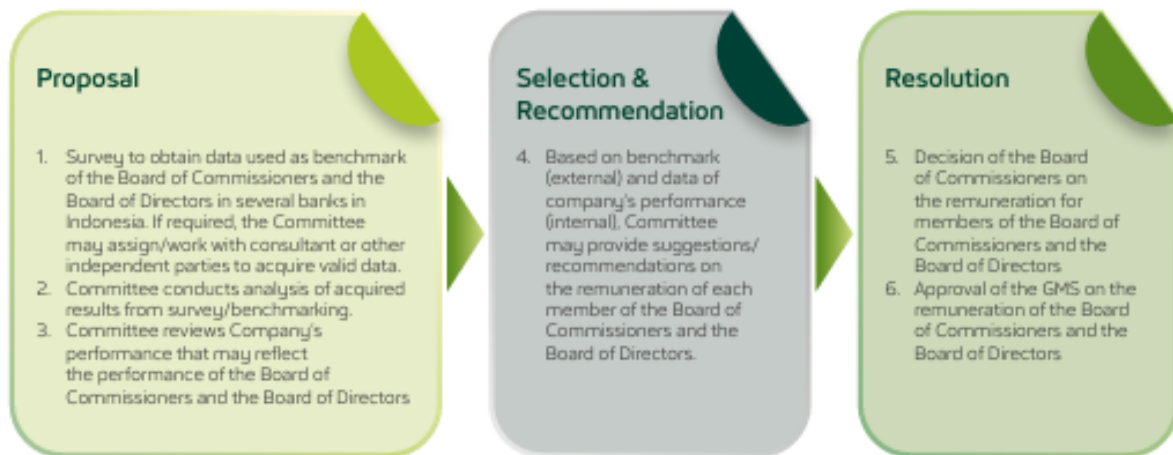
Policy

Determining the remuneration and other facilities for the Board of Commissioners and the Board of Directors refers to the decision of the Shareholders established through the GMS. Establishing the remuneration is considered based on the recommendation from the Remuneration and Nomination Committee.

In determining the remuneration of each of the Board of Commissioners and the Board of Directors, the Bank considers the general performance, individual performance appraisal, fairness with the peer group in the Bank and in the banking industry, as well as the capability of the Bank. The Bank's performance as one of the factors determining remuneration for members of the Board of Commissioners and the Board of Directors, among others, is illustrated by the Company's share price in the stock market.

Procedures of Determining Remuneration

The process of determining the remuneration of the Board of commissioners and the Board of Directors within the Bank, is explained in the flow chart below:



Remuneration Structure of the Board of Commissioners

Type of Remuneration and Other Facilities	Total Amount of Rupiah Received (Gross) in 1 (one) Year	
	Board of Commissioners	
	Total Recipients as of 31 December 2025	Rp Million
Honorarium and/or Allowance ¹⁾	6	22,700
Other facilities in the form of non-cash: housing, insurance, health, and others that:		
- Can be owned	6	128
- Cannot be owned	6	15
Total	6	22,843

1) Including the remuneration of members of the Board of Commissioners who served until 22 April 2025

Total Remuneration and Benefits in One Year	Number of the Board of Commissioners
Above Rp2 Billion	5
Above Rp1 Billion - Rp2 Billion	1
Above Rp500 Million - Rp1 Billion	0
Below Rp500 Million	0

Number of Members of the Board of Directors, Board of Commissioners, and Employees Receiving Fixed and Variable Remuneration for 1 (one) Year and the Total Amount.

Fixed Category

(Rp Million)

Detail	2025	2024
Board of Directors	104,803	59,043
Board of Commissioners	16,819	15,724
Employees	1,639,595	1,506,787

Variable Category

(Rp Million)

Detail	2025		2024	
	Headcount	Total	Headcount	Total
Board of Directors	10	35,618	10	31,878
Board of Commissioners	-	-	-	-
Employee Bonus	-	253,524	-	231,831
Employee Incentive	-	20,223	-	23,338

Shares Option of the Board of Directors, Board of Commissioners, and Executive Officers

Currently, SMBC Indonesia does not have a share option program.

Ratio of Highest and Lowest Salary

Detail	2025
Highest of Employee - Lowest of Employee	117,71
Highest of Director - Lowest of Director	5,42
Highest of Commissioner - Lowest of Commissioner	1,15
Highest of Director - Highest of Employee	2,17

Total Variable Remuneration Deferred

(Rp Million)

Detail	2025		2024	
	Headcount	Jumlah	Headcount	Jumlah
Board of Directors	19	13,133	18	12,013

Performance Review Related to Remuneration

The link between performance and remuneration is explained as follows:

1. The Bank adheres to the principle of meritocracy in providing remuneration to the Board of Directors and employees, both for fixed and variable remuneration. A review of individual remuneration is conducted annually and remuneration adjustments consider the Bank's performance, work unit performance, individual performance, and the Bank's capability.
2. Concerning the Bank's Performance Management, each member of the Board of Directors and employees has individual targets as the basis for individual performance appraisal. Individual targets of the Board of Directors are also the targets of the work unit/directorate the individual is in, derived from the Bank's targets, and then the targets gradually become the targets of the smallest work unit and the targets of individual employees at the lowest level. Each member of the Board of Directors has individual targets related to both financial and non-financial aspects, including Key Performance Indicators (KPIs) related to Sustainable Growth, which account for approximately 30% of the total KPIs.
3. Performance assessment of the unit and the individuals is based on the realization of the targets of the work unit and the individuals. The unit performance is in the following category: Exceeding Target, Achieving Target, or Not Achieving Target. The unit performance also affects the performance of the head of the concerned unit.

Individual performance is assessed based on the realization of individual targets and evaluated with categories: Outstanding; Very Good; Good; Need Improvement; Poor.

The Bank also establishes a variable remuneration policy by taking into account performance and risk considerations. The Bank implements a remuneration strategy that incorporates long-term performance evaluation and the potential risks faced. The types

of risks considered are aligned with the Bank's risk profile and are reviewed annually, taking into account market conditions, performance, and the Bank's financial capacity. Currently, the Bank has identified several positions that have a significant impact on the Bank's risk profile (Material Risk Takers), namely members of the Board of Directors and Executive Officers such as the Board of Management.

The variable remuneration policy granted to Material Risk Takers is structured as follows:

- a. 80% of the variable remuneration is paid in cash;
- b. 20% of the variable remuneration is deferred and granted in the form of cash and/or shares.

Positions and Number of Parties that Become Material Risk Takers

Positions included in the material risk takers category are eight (8) Board of Directors and ten (10) Board of Managements. This number is the Material Risk Takers (MRT) during 2025.

Type of Remuneration and Other Facilities	Total Amount of Rupiah Received (Gross) in One Year	
	Board of Directors	
	Total Recipients as of 31 December 2025	Rp Million
Salary, bonus, routine allowance, tantiem, and other facilities in the form of cash ¹⁾	8	121,705
Other facilities in the form of non-cash: housing, insurance, health, and others that:		
· Can be owned	8	3,723
· Cannot be owned	8	44
Total	8	125,471

1) Includes the remuneration of members of the Board of Directors who worked until April 13, 2023, 22 June 2023 and 22 April 2025

Total Amount of Remuneration and Benefits in One Year	Number of the Board of Directors
Above Rp2 Billion	9
Above Rp1 Billion - Rp2 Billion	2
Above Rp500 Million - Rp1 Billion	0
Below Rp500 Million	2