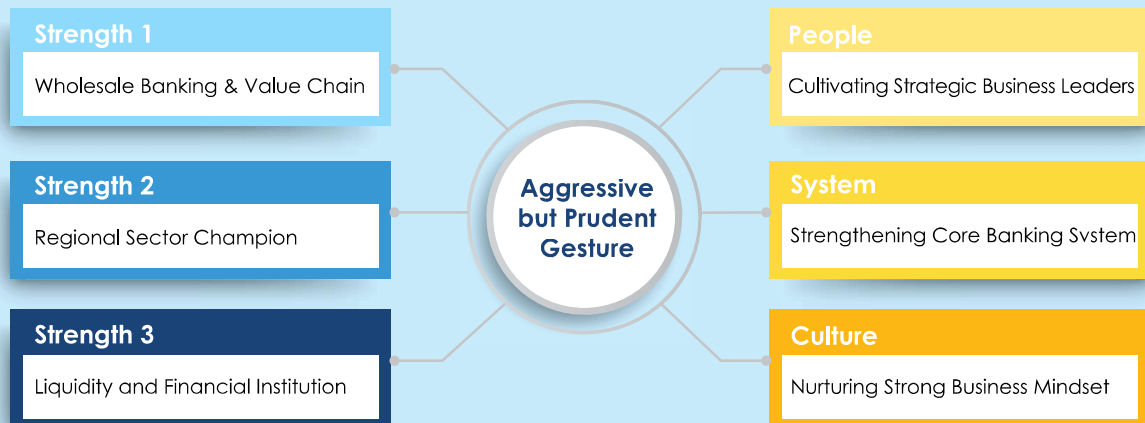


HUMAN CAPITAL FRAMEWORK

In 2024, Bank Mandiri's Human Capital management focused on cultivating an ecosystem-based business mindset and developing strategic leaders to drive sustainable growth. By implementing targeted programs, we aim to create a resilient and adaptive workforce, supporting the Bank's strategic purpose of "Leading Today, Championing the Future" and solidifying its position as the market leader in domestic and regional markets.

3-3-1 STRATEGY

Aligned with the vision and mission of the Corporate Plan 2020-2024, Bank Mandiri Human Capital remains focused on nurturing top talent through its 3-3-1 strategy, emphasizing the pivotal role of People & Culture.



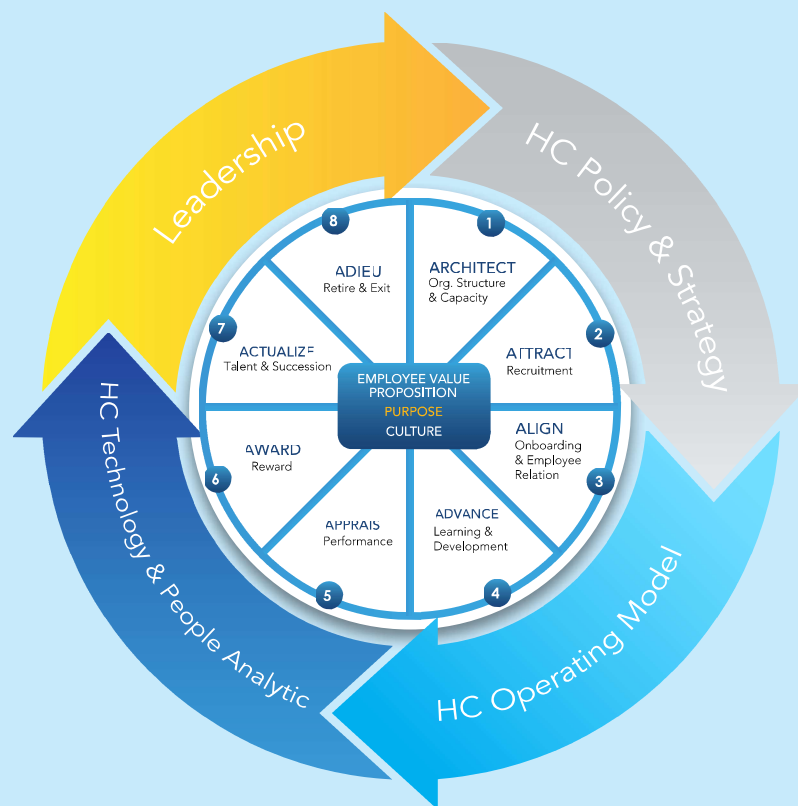
To drive sustainable business growth, Bank Mandiri implements two main focus areas in its Human Capital management programs, namely:

- 1. People:** The Bank focuses on enhancing the ability to seize business opportunities by managing a productive workforce.
- 2. Culture:** To be able to realize sustainable business growth, the Bank transforms its business mindset.



HUMAN CAPITAL FRAMEWORK

BANK MANDIRI HUMAN CAPITAL ARCHITECTURE



Bank Mandiri Human Capital Architecture consists of 3 (three) key components:

1. Employee Value Proposition (EVP) & Culture

The foundation of Mandiri's Human Capital development is built upon the purpose of fostering the AKHLAK Mandirian culture and positioning Bank Mandiri as an employer that offers an Employee Value Proposition focused on opportunities for learning, growth, collaboration, and meaningful contribution to both Bank Mandiri and Indonesia.

2. Human Capital Life Cycle

The Employee Value Proposition (EVP) is realized through comprehensive management of all stages of the employee lifecycle, encapsulated in the "Human Capital Life Cycle." This process begins with organizational structure and capacity design, followed by recruitment, onboarding, recognition, development, and finally, retirement and exit.

The Human Capital Life Cycle includes:

- a. ARCHITECT (Organization Structure and Capacity) – Organization Development
- b. Organizational development which includes organizational structure design and position evaluation, career development, and employee needs planning (capacity planning).
- c. ATTRACT (Recruitment – Human Resource Fulfillment)
- d. A reliable Human Resources fulfillment system both through internal and external sources, and employee attraction (strategies to attract employees).
- e. ALIGN (Onboarding & Employee Relation – Employee Onboarding and Employment Relations System)
- f. A friendly system of employee onboarding and relations for employees and new employees.
- g. ADVANCE (Learning and Development)

HUMAN CAPITAL FRAMEWORK

- h. Training and capability development of employees to support business needs.
- i. APPRAISE (Performance – Individual Performance Management)
- j. Employee performance appraisal and feedback system that is accountable and transparent.
- k. AWARD (Reward – Reward System (Total Reward))
- l. Competitive and accurate employee reward system.
- m. ACTUALIZE (Talent and Succession)
- n. Quality and timely talent and succession management system.
- o. ADIEU (Retire and Exit)
- p. Employee termination system and pension plan

3. Human Capital Platform

The management of the Human Capital Life Cycle is carried out through the implementation of an operating model supported by technological infrastructure and leaders who are also responsible for managing Human Capital.

The following is the Human Capital Platform that supports Bank Mandiri Human Capital management:

- HC Technology & People Analytic
 - a. Human Capital Information System (HCIS)
Core human capital system to support administrative processes, databases, verification and employee payroll integrated with the finance system.
 - b. Mandiri CLiCK
Platform for digitizing personnel administration processes and information centers related to Human Capital provisions.
 - c. New Learning Management System (MY Learn)
End-to-end digital learning and capability development solutions that are integrated with more than 9,000 learning courses both internally and externally to provide a better employee learning experience.

- d. Standalone EASy
Systems to support the goal setting process, performance management and processes in the compensation cycle.
- e. Mandiri TaMS (Talent Management System)
Bank Mandiri Talent Management is related to talent profile, successor pipeline, assessment result and centralized top talent management.
- f. Recruitment Platform System
Recruitment and application tracking system to accelerate and support the recruitment process and candidate tracking.

- Leadership
Bank Mandiri Human Capital annually holds a Co-creating Future Mandirian forum, which is a collaboration forum between all Leaders and Human Capital in order to align and communicate programs that require the involvement of all Leaders.
- HC Policy & Strategy
Each Human Capital policy is listed in SPSPDM in accordance with the Employee Life Cycle. Human Capital Strategy is prepared in alignment with the direction of the Bank's strategy and is reviewed annually. The purpose of implementing the 3-3-1 Human Capital strategy is to increase productivity, increase employee engagement, in addition to continuing to nurture and develop new leaders in order to ensure sustainable business growth.
- HC Operating Model
Bank Mandiri Human Capital Architecture is designated as the HC Operating Model by the Bank in order to facilitate ongoing organizational development and align with current business developments.