

SHAREHOLDING OF THE BOARD OF DIRECTORS

In accordance with Article 32(a) POJK No. 17 of 2023 and point XXIII No. 2 of SEOJK No. 14/SEOJK.03/2025, the Board of Directors has disclosed any share ownership of 5% (five percent) or more of paid-up capital, including the type and number of shares held in:

- the Bank;
- other banks;
- non-bank financial institutions; and
- other companies.

whether domiciled in Indonesia or overseas.

Share Ownership Through MSOP/ESOP

For Bank Mandiri, share ownership by the President Director or the Director overseeing the compliance function through Management Stock Option Program (MSOP) or Employee Stock Option Program (ESOP) does not affect their independence, provided the shares are granted as part of the controlling shareholder's policy, are not intended for trading, and are supported by a declaration stating they will continue to act independently while in office. MSOP/ESOP share ownership below 5% of paid-up capital is also not considered an ownership relationship. The assessment of family relationships follows the regulatory definition up to the second degree, both vertically and horizontally. If the controlling shareholder is a legal entity, family relationship assessments refer to the individual's relationship with the ultimate controlling shareholder of that entity.

The share ownership of Bank Mandiri's Board of Directors is described in the table below.

Board of Directors Shares Ownership as of 31 December 2025

No.	Name	Position	Share Ownership				
			Bank Mandiri		Other Banks	Non-Bank Financial Institutions	Other Companies
			Total Shares	% Ownership			
1.	Riduan	President Director	14,547,800	0.0155869	Nil	Nil	Nil
2.	Henry Panjaitan	Vice President Director	163,000	0.0001746	Nil	Nil	Nil
3.	Danis Subyantoro	Risk Management Director	348,584	0.0003735	Nil	Nil	Nil
4.	Timothy Utama	Operations Director	10,334,300	0.0110725	Nil	Nil	Nil
5.	Eka Fitria	Human Capital and Compliance Director	4,293,600	0.0046003	Nil	Nil	Nil
6.	Totok Priyambodo	Commercial Banking Director	370,000	0.0003964	Nil	Nil	Nil
7.	Ari Rizaldi	Treasury and International Banking Director	183,168	0.0001963	Nil	Nil	Nil
8.	Mochamad Rizaldi	Corporate Banking Director	403,400	0.0004322	Nil	Nil	Nil
9.	Saptari	Consumer Banking Director	121,064	0.0001297	Nil	Nil	Nil
10.	Novita Widya Anggraini	Finance and Strategy Director	222,000	0.0002379	Nil	Nil	Nil
11.	Jan Winston	Network and Retail Funding Director	86,400	0.0000926	Nil	Nil	Nil
12.	Sunarto	Information Technology Director	549,600	0.0005889	Nil	Nil	Nil
Total			31,622,916	0.0629129			

ORIENTATION PROGRAM FOR THE NEW BOARD OF DIRECTORS

Bank Mandiri conducts an Orientation Program for newly appointed members of the Board of Directors to provide a comprehensive understanding of the Bank's strategic and operational framework. The program ensures that new Directors possess sufficient knowledge of their roles and responsibilities, enabling them to contribute effectively to the Bank's growth and governance practices.

Main aspects of the program are as follows:

- The Company's strategy, policies, and work plan, providing insight into current goals and future directions.
- The Company's core values, vision, and mission, ensuring alignment with the organization's purpose.

3. Duties, responsibilities, and authorities of the Board of Directors as outlined in the Articles of Association and in compliance with prevailing regulations in Indonesia.
4. Policies related to Corporate Governance, emphasizing ethical and effective management.
5. Facilities and resources available to support the Board of Directors in executing their duties.
6. Other relevant programs tailored to the specific needs of the Company and its Directors.

The Orientation Program is administered by the Corporate Secretary, who ensures that all materials, presenters, and supporting sessions are delivered in a structured and timely manner. Throughout 2025, Bank Mandiri conducted the Orientation Program for newly appointed Directors, providing a comprehensive range of topics that equipped them with the insight and readiness needed to assume their roles and perform effectively from the outset.

Name	Position	Material	Material Provider	Date
Henry Panjaitan	Vice President Director	Overview Treasury & International Banking Group	Director of Treasury	20 August 2025
		Overview of Institutional Banking Segment	SEVP Institutional Banking 26	26 August 2025
		Overview of Corporate Banking Segment	Director of Corporate Banking	27 August 2025
		Overview of Commercial Banking Segment	Director of Commercial Banking	3 September 2025
		Overview of SME Banking Segment	SEVP Commercial Banking	4 September 2025
		Fraud Risk Management and Personal Data Protection	Data Protection & Fraud Risk Group (DFR)	12 September 2025
		Human Capital Development Strategy	Human Capital Strategy & Talent Management Group	12 September 2025
		Subsidiaries Management	Strategic Investment & Subsidiaries Management Group	12 September 2025
		Good Corporate Governance	Mandiri University Group	16 September 2025
		Overview Segmen SAM	SEVP Special Asset Management	16 September 2025
		Overview of Environmental, Social and Governance (ESG) and Sustainable Finance	Environmental, Social & Governance Group	18 September 2025
		Overview Segmen Consumer	Direktur Consumer Banking	18 September 2025
		Pembekalan Penilaian Kemampuan dan Kepatutan	Compliance Group	22 September 2025
		Financial Statements, Bank Business Plan and Corporate Work Plan and Budget	Strategy & Performance Management Group	1 October 2025
		Corporate Plan	Business Transformation Group	1 October 2025
		Anti-Money Laundering, Counter-Terrorism Financing and Counter-Proliferation Financing of Weapons of Mass Destruction	Anti Money Laundering & Counter of Financing Terrorism Group	3 October 2025
		Risk Management Framework	Credit Portfolio Risk Group, Market Risk Group, Operational Risk Group	13 October 2025
		IT Strategy & Execution Plan IT	Strategy & Architecture Group	17 October 2025
		Overview Customer Care	Customer Care Group	27 October 2025
		Financial Reporting	Accounting Group	29 October 2025
Overview of Branch Network	Distribution Strategy Group	31 October 2025		



Name	Position	Material	Material Provider	Date
Mochamad Rizaldi	Director of Corporate Banking	Board Forum Perusahaan Anak/ Cucu	<ul style="list-style-type: none"> - Director of Utama - Wakil Direktur Utama - Director of Operations - Director of Risk Management - Director of Commercial Banking - Director of Corporate Banking - Director of Consumer Banking - Director of Finance and Strategy - SEVP Internal Audit - Director of Subsidiary Company 	24 September 25
		Wholesale X Officer Development Program Staff Development Program September 2025	Direktur Corporate Banking	25 September 25
		FGD on Fiscal and Monetary Policy in the Banking Sector	Direktur Corporate Banking	29 September 2025
		Ministerial-Level Coordination on the Implementation of the National Action Plan for the Handling of Over Dimension and Overloading (ODOL) Vehicles	<ul style="list-style-type: none"> - Kementerian Koordinator Bidang Infrastruktur dan Pembangunan Wilayah - Kementerian Badan Usaha Milik Negara - Kementerian Keuangan - Direktur Bank HIMBARA 	6 October 2025
		Townhall Direktorat Corporate Banking 2025	<ul style="list-style-type: none"> - Corporate Banking 1 Group - Corporate Banking 2 Group - Corporate Banking 3 Group - Corporate Banking 4 Group - Corporate Banking 5 Group - Corporate Banking 6 Group - Corporate Solutions - Decision Support Corporate Banking - Human Capital Business Partner Corporate Banking 	9 October 2025
		2026 RKAP and 2025 Financial Performance	Director of Finance and Strategy	20 October 2025
		Indonesia Islamic Finance 2025 and the Annual Sharia Banking Meeting	Otoritas Jasa Keuangan	04 November 2025
		The 2026–2030 Sustainable Finance Action Plan (RAKB)	Strategy and Performance Group	6 November 2025
		Townhall Direktorat Special Asset Management	<ul style="list-style-type: none"> - Special Asset Management I Group - Special Asset Management II Group - Special Asset Management III Group - Credit Retail Recovery Group - Legal Group - Decision Support Special Asset Management - Human Capital Business Partner Special Asset Management 	14 November 2025
Forum Diskusi Makroprudensial (FDM) Bank Indonesia	- Direktur Bank KBMI4	14 November 2025		
Saptari	Director of Consumer Banking	Auto Loan Strategy Discussion	Consumer Loan Group	27 March 2025
		Update Performance to Dir CSB	Consumer Loan Group & Micro Development & Agent Banking	6 April 2025
		Consumer Banking Performance Video Conference – March 2025 & April 2025 Projection, Region 9	<ul style="list-style-type: none"> - Regional CEO Reg 9 - Regional CFO Reg 9 - Strategic Performance Review - Credit Cards Group - Consumer Loan Group - Mikro Personal Loan - Micro Development & Agent Banking 	8 April 2025
		HCBP Update to the Director of Consumer Banking	Senior HCBP	5 May 2025

Name	Position	Material	Material Provider	Date
		Consumer Banking Meeting	- Consumer Loan Group - Micro Development & Agent Banking - Credit Cards Group - Mikro Personal Loan	6 May 2025
		Video Conference Kinerja Consumer Banking April'25 & Proyeksi Mei'25 Region 3	- Regional CEO Reg 3 - Regional CFO Reg 3 - Strategic Performance Review - Credit Cards Group - Consumer Loan Group - Mikro Personal Loan - Micro Development & Agent Banking	14 May 2025
		Video Conference Kinerja Consumer Banking April'25 & Proyeksi Mei'25 Region 1	- Regional CEO Reg 1 - Regional CFO Reg 1 - Strategic Performance Review - Review Credit Cards - Group Consumer Loan - Group Mikro Personal Loan - Micro Development & Agent Banking	14 May 2025
		Video Conference Kinerja Consumer Banking April'25 & Proyeksi Mei'25 Region 8	- Regional CEO Reg 8 - Regional CFO Reg 8 - Strategic Performance Review - Credit Cards Group - Consumer Loan Group - Mikro Personal Loan Micro - Development & Agent Banking	15 May 2025
		Video Conference Kinerja Consumer Banking April'25 & Proyeksi Mei'25 Region 7	- Regional CEO Reg 7 - Regional CFO Reg 7 - Strategic Performance Review - Credit Cards Group - Consumer Loan Group - Mikro Personal Loan - Micro Development & Agent Banking	15 May 2025
		Update Performance & Re-branding Auto Loan	Consumer Loan Group	20 May 2025
		Update Data Analytics Consumer Banking	Strategic Performance Review	21 May 2025
		Mandiri Leadership Forum	Bank Mandiri	21 – 24 May 2025
		Penyusunan Visi Direktorat Consumer Banking	- Credit Cards Group - Micro Development & Agent Banking - Consumer Loan Group - Mikro Personal Loan	2 June 2025
Ari Rizaldi	Directors of Treasury and International Banking	Performance Review of Region IV Jakarta 2	RCEO Region IV	11 August 2025
		Credit Strategy and Policy – Corporate and Commercial Loans, SESPIBANK Program Batch 81	Direktur Corporate Banking	03 September 2025
		Integrated Governance Committee – Bank Syariah Indonesia	BOD Bank Syariah Indonesia	11 September 2025
		Public Expose for the Second Quarter of 2025 – PT Bank Mandiri (Persero) Tbk	- Director of Operations - Director of Risk Management - Director of Corporate Banking - Director of Finance and Strategy	19 September 2025
Novita Widya Anggraini	Director of Finance and Strategy	Mandiri Leadership Forum	Bank Mandiri	21 – 24 May 2025
		Workshop on Methodology and Strategy for Managing (CKPN)	- Director of Finance & Strategy - Director of Risk Management - SEVP WSR - GH SPM, ACC, CPR, CRTUs: GH CRP1, GH CRP2, GH CMR1, GH CMR2, GH SMR, GH CCRA	4 September 2025



Name	Position	Material	Material Provider	Date
		Subsidiaries and Sub-subsidiaries Board Forum	<ul style="list-style-type: none"> - President Director - Director of Commercial Banking - Director of Corporate Banking - Director of Treasury & International Banking - Director of Finance and Strategy - Director of Network and Retail Funding - SEVP Bidang - Directors of Subsidiarie 	23-24 September 2025
Jan Winston	Director of Network and Retail Funding	Savings Strategy Alignment	<ul style="list-style-type: none"> - Retail Deposit Product & Solution Group - Distribution Strategy Group - All Region 	8 April 2025
		Update on Smart Branch and Branch Strategy for Area Acquisition	Distribution Strategy Group	10 April 2025
		Video Conference : Weekly Check Point Akselerasi Network & Retail Funding : <ul style="list-style-type: none"> - 1. Performance Review - 2. Quick Win Savings Strategy 	<ul style="list-style-type: none"> - Retail Deposit Product & Solution Group - Distribution Strategy Group - Wealth Management Group - Transaction Banking Retail Sales - Enterprise Data Analytics - All Region 	14 April 2025
		Steering Committee A : Project Kopra Enrich Client Experience 2.0	<ul style="list-style-type: none"> - Director of Operation - Director of IT - Director of Risk Management - Director of Comm Banking - Director of Corp Banking - Digital Wholesale Banking Group - Digital Retail Banking Group - Transaction Banking Wholesale Group 	7 May 2025
		Road to Becoming Leader in Low Cost Funding	<ul style="list-style-type: none"> - Director of Operation - Director of IT - Director of Risk Management - Director of Commercial Banking - Director of Finance and Strategy 	18 June 2025
		Progress Control Tower	<ul style="list-style-type: none"> - Distribution Strategy Group - Electronic Channel Operations - Retail Deposit Product & Solutions - Enterprise Data Analytics 	19 June 2025
		Merchant and MTI Performance Evaluation & MTI	<ul style="list-style-type: none"> - CEO MTI - Transaction Banking Retail Sales Group 	9 July 2025
		Risk Monitoring Committee: Discussion on Network Development and Point of Service Strategy	<ul style="list-style-type: none"> - Regional CEO - Transaction Banking Retail Sales - Distribution Strategy Group 	17 July 2025
		Savings Game Plan for 2025	Retail Deposit Product & Solution Group	29 July 2025
		Risk Monitoring Committee: 2025 Retail Banking Strategy and Performance	<ul style="list-style-type: none"> - Transaction Banking Retail Sales - Distribution Strategy Group - Retail Deposit Product & Solution Group - Transaction Banking Retail Sales Group - Wealth Management Group - Decision Support Strategic Performance Management 	21 August 2025
		Project CRE : Remapping Kantor Pusat & Financial Center	Corporate Real Estate Group	27 August 2025

Name	Position	Material	Material Provider	Date
		Implementation of Personal Data Protection	<ul style="list-style-type: none"> - Director of Consumer Banking - Data Protection & Fraud Risk Group - Distribution Strategy Group - Enterprise Data Analytics Group 	11 September 2025
Sunarto	Director of Information Technology	Entry Meeting for the 2025 Financial Performance Audit by the Audit Board of the Republic of Indonesia	Invited Group: (Oprisk, Accounting, WCO, SOR IT, SOR WB, SOR Ops, Treasury, TBW, CB1-5, SAM 1-5, Corp Risk, CPR, Market Risk, DSG, RDPS, IT STA, IT ASP, IT IFS, CISO, BCM, SISM, SPM, Legal, Corsec, PCP, HCPR, CTO, Retail Audit, IT Audit)	2 September 2025
		Subsidiary Meeting – Agenda: MTI Update	<ul style="list-style-type: none"> - Vice President Director - Director MNR - Director CMB - Director CB - Director TIB - Director FNS - PE IT - SEVP IA - CA RAU - CA ITA - CA WCA 	8 September 2025
		Subsidiary Update, Agenda: MTI Merchant to Dir. IFT	<ul style="list-style-type: none"> - Director IT - SEVP IT - DRB - MTI 	9 September 2025
		Observasi Corporate Governance Perception Index (CGPI) 2024-2025	CPL	9 October 2025
		Update on MCI RKAP to the Supervising Director	<ul style="list-style-type: none"> - Director IT - SISM - MCI 	10 October 2025
		Self-Assessment of Bank Mandiri's Risk Profile on an Individual and Consolidated Basis as of 30 September 2025	<ul style="list-style-type: none"> - Risk Management Committee (RMC) - CPR 	16 October 2025
		UInitation to the 2025 ICOFR Implementation Steering Committee Kick-off Meeting	<ul style="list-style-type: none"> - Director of IT - SEVP IT - Invited Group Head (EDA, DRB, DWB, SOR IT, IT STA, IT ASP, IT IFS, CISO, IT APD, IT DDL) 	24 October 2025
		MTI Subsidiary Update	<ul style="list-style-type: none"> - MTI - Director of IT 	30 October 2025
		Steerco Enhancement New BDS 2025	<ul style="list-style-type: none"> - MTI - Director of IT 	5 November 2025
		Annual Audit Plan 2026	<ul style="list-style-type: none"> - Director of IT - SEVP IT - Internal Audit - SOR IT 	17 November 2025
		Update on the 2026 Bank Product Development Plan (RPPB)	<ul style="list-style-type: none"> - Director of HCC - Director of MNR - Director of FST - Director of NRF - Director of IFT Oprisk 	27 November 2025



Name	Position	Material	Material Provider	Date
		Steering Committee Treasury Core System Agenda: Update progress project NTCS Phase 1B & 2	- Director of Operation - Director of IT - SEVP IT - Group Head Terundang (IT STA, IT APD, Oprisk, Accounting, SOR IT, Compliance, CTF, Market Risk)	4 December 2025
		Update on Year-End 2025 Preparations	- IT Infrastructure - IT Application Support - CISO - SOR IT	18 December 2025
		Steering Committee A (EGL) Enterprise General Ledger	- IT Application Development - IT Application Support - Operational Risk - IT Strategy & Architecture	24 December 2025

RISK MANAGEMENT CERTIFICATION

As stipulated in Financial Services Authority Circular No. 28/SEOJK.03/2022 concerning Risk Management Certification for Commercial Bank Human Resources. Bank Management (Board of Commissioners and Board of Directors) must have a Risk Management Certificate issued by a Professional Certification Body, with the following classification:

No.	Position	Level	Validity
1.	Commissioner	Minimum Level 1	4 years
2.	Independent Commissioner	Minimum Level 2	4 years
3.	President Director and Directors of the Bank with assets > Rp10 trillion	Level 5	2 years

After the certificate expires, a mandatory Refreshment Program must be taken regularly, at least:

- Once every year for certificate levels 1 and 2; or
- Once every year for certificate levels 3, 4, and 5.

In Bank Mandiri, as a bank with a total asset of > Rp10 trillion, the entire members of its Board of Directors are holders of Risk Management Certificate Level 5. This certification is also part of OJK's fit and proper test requirements. The Risk Management Certificates of the Board of Directors are as follows.

Name	Position	Material	Material Provider	Date	Issued Date	Expiry Date
Riduan	President Director	National Professional Certification Agency (BNSP/LSPP)	Level 5	Banking Risk Management	18 February 2019	18 February 2021
		National Professional Certification Agency (BNSP/LSPP)	Level 5	Banking Risk Management	9 February 2021	18 February 2023
		ASTA Consulting	Level 5	Banking Risk Management	6 January 2023	6 January 2025
		BARa Risk Forum	Level 7 Refreshment	Banking Risk Management	7 December 2023	7 December 2024
		Indonesia Risk Professional Association (IRPA)	Level 7 Refreshment	Banking Risk Management	23 - 24 October 2024	23 - 24 October 2025
		Indonesian Banking Development Institute (LPPI)	Level 7 Refreshment	Banking Risk Management	20 October 2025	20 October 2026