



Corporate Strategy Evaluation

The Company's strategy is evaluated regularly to ensure alignment with its Vision, Mission, and evolving business landscape. This evaluation involves the Board of Directors and Bank Mandiri executives through structured discussion forums for the preparation of the Corporate Work Plan and Budget (RKAP), the Long-Term Corporate Plan (RJPP), and the Sustainable Finance Action Plan (RAKB).

These discussions assess performance achievements, review sustainability initiatives, and determine business direction to navigate challenges and capture emerging opportunities. The integration of RAKB ensures that sustainable finance principles are embedded in the Company's strategy in line with regulatory requirements and support long-term environmental, social, and governance (ESG) objectives.

The RKAP is formulated based on the RJPP and incorporates the RAKB through a collaborative, cross-functional process before being submitted to the Board of Commissioners for approval. This approach ensures that the Company's strategy remains aligned with its long-term goals while advancing responsible and sustainable business practices.

BOARD OF DIRECTORS PERFORMANCE ASSESSMENT

The performance assessment process for the Board of Directors is done based on the achievement of the Key Performance Indicators (KPIs) of the Board of Directors, both individually and collectively. This assessment is conducted by the Shareholders through the mechanism of the GMS.

Individual Director Performance Assessment

President Director	<ol style="list-style-type: none"> 1. Achievement of collegial performance of the Board of Directors. 2. Fulfilment of internal control in every line of defense. 3. Implementation of the Company's Compliance as a Public Company. 4. Achievement of business volume growth in the region. 5. Achievement of funding/Fee Based Income growth in the region. 6. Achievement of digital transactions volume growth by customers in the region. 7. Maintain Assets Quality/Performing Loans.
Vice President Director	<ol style="list-style-type: none"> 1. Achievement of collegial performance of the Board of Directors. 2. Improvement of litigation settlement percentage compared to the previous year. 3. Achievement of Special Assets Management targets. 4. Achievement of Loans Restructuring. 5. Settlement of Non-Performing Loans. 6. Improvement of Non-Performing Loans Quality, to become Performing Loans.
Director of Commercial Banking	<ol style="list-style-type: none"> 1. Achievement of business volume growth of Commercial Banking segment. 2. Achievement of funding/Fee Based Income growth in Commercial Banking segment. 3. Achievement of customers digital transactions volume growth of Commercial Banking segment. 4. Maintaining Assets Quality/Performing Loans.
Director of Corporate Banking	<ol style="list-style-type: none"> 1. Achievement of business volume growth of Corporate Banking segment. 2. Achievement of funding/Fee Based Income growth in Corporate Banking segment. 3. Achievement of customers digital transactions volume growth of Corporate Banking segment. 4. Maintaining Assets Quality/Performing Loans.
Director of Network & Retail Funding	<ol style="list-style-type: none"> 1. Achievement of business volume growth of Retail Banking segment. 2. Achievement of acquisition targets of agents banking and financial inclusion of derivative agents. 3. Achievement of funding/Fee Based Income growth in Retail Banking segment. 4. Achievement of customers digital transactions volume growth of Retail Banking segment. 5. Maintaining Assets Quality/Performing Loan.
Director of Risk Management	<ol style="list-style-type: none"> 1. Ensuring the implementation of proper risk management in accordance with the articles of association, risk management policies, internal control system policies, standard procedures, and external regulations. 2. Ensuring the implementation of risk management culture at all levels of the organization. 3. Ensuring the implementation of all risk management to determine risk appetite, risk thresholds, and integrated risk management strategies, as well as capital adequacy.
Director of Information Technology	<ol style="list-style-type: none"> 1. Implementation of effective technology and information governance. 2. Achievement of availability of information security management system. 3. Implementation of Information Technology projects with project charters. 4. Achievement of conformity between Information Technology with the needs of management information systems and the needs of the Bank's business activities.

Director of Operations	<ol style="list-style-type: none"> 1. Implementation of the Company's management in accordance with the duties determined in the GMS or the Board of Directors' Meeting. 2. Implementation of the Company's operations strategy, consolidation of communication, and programs. 3. Achievement of Fee Based Income growth. 4. Achievement of business transactions growth.
Director of Treasury & International Banking	<ol style="list-style-type: none"> 1. Maintaining the Company's liquidity. 2. Management implementation banking book, trading activity, and dealing activities as well marketing which includes foreign Exchange Transactions, securities, derivative products treasury, and trade services according to that target set. 3. Achievement of Fee increase Based Income.
Director of Finance & Strategy	<ol style="list-style-type: none"> 1. Maintaining bank soundness rating. 2. Maintaining CAR ratio between 20%-21%. 3. Business Realization according to Work Plan & Budget/Bank Business Plan. 4. Achievement of set financial ratios. 5. The result of KPKU assessment is at least the same as the previous year.
Director of Human Capital and Compliance	<ol style="list-style-type: none"> 1. Achievement of compliance in Bank Mandiri. 2. Achievement of a reduction in the ratio of fines imposed by the regulator. 3. Achievement of Human Capital management strategies and targets.
Director of Consumer Banking	<ol style="list-style-type: none"> 1. Achievement of increased business volume in the Consumer Banking segment. 2. Achievement of increased funding and fee-based income in the Consumer Banking segment. 3. Achievement of increased digital transaction volume by customers in the Consumer Banking segment. 4. Maintaining asset quality / performing loans.

Board of Directors Performance Assessment Results

No.	KPI	Weight	Indicators	Score
A. Economy and Social Values for Indonesia		58%		57.08
Financial				27.89
1	Pre-Provision Operating Profit (PPOP) Consolidation	12%	According to RKAP	10.96
2	Return on Equity (ROE) Tier 1 Consolidation	10%	According to RKAP	9.89
3	Total Shareholder Return (TSR)	8%	According to Target	7.04
Operational				16.32
1	Cost of Credit (CoC) (Parent Only)	8%	According to RKAP	8.80
2	Cost to Income Ratio	8%	According to RKAP	7.52
Social				12.87
1	Disbursement of KUR.	7%	According to Target	7.37
2	NPS For Bank	5%	According to Target	5.50
B. Business Model Innovation		13%		11.47
1	CASA Ratio Consolidation	6%	According to RKAP	5.50
2	Non-Wholesale Loan Growth from the Wholesale Ecosystem (Parent Only)	7%	According to RKAP	5.97
C. Leadership in Technology		10%		11.00
1	Jumlah Pengguna Aktif Livin'	5%	According to Target	5.50
2	Cyber Security Breach (Parent Only)	5%	According to Target	5.50
D. Investment Enhancement		11%		11.94
1	Rating Environment, Social, Government (ESG)	5%	Rating	5.50
2	Sustainable Financing/Loans (Parent Only)	6%	According to Target	6.44
E. Talent Development		8%		8.40
1	Human Capital Transformation (100% of target: Women – 26.5%)	2%	According to Target	2.00
2	Human Capital Transformation (100% of target: Young Employees – 21%)	2%	According to Target	2.00
3	Human Capital Transformation (100% of target: Employee Productivity – Rp740.00 million per employee)	4%	According to Target	4.40
Total		100%		99.89%



PERFORMANCE ASSESSMENT OF THE COMMITTEE UNDER THE BOARD OF DIRECTORS AND ASSESSMENT BASIS

Throughout 2025, the Executive Committees under the Board of Directors fulfilled their mandates in overseeing the Bank's operational and strategic areas. Each committee played a critical role in ensuring the effective execution of strategies, the achievement of operational goals, and the consistent application of governance frameworks. The performance assessment highlights the significant contribution of the Executive Committees in supporting effective management and the achievement of Bank Mandiri's strategic objectives throughout 2025. Below is the performance summary of each committee during 2025:

Assets & Liabilities Management Committee (ALCO)	Assets & Liabilities Management Committee (ALCO) has effectively carried out its duties, supporting the Board of Directors in among others managing asset and liability strategies, setting interest rates, and maintaining liquidity, as well as monitoring the financial indicators within the Recovery Plan. In 2025, ALCO held 26 (twenty six) meetings and 2 (two) circular decisions focusing on its work plan and critical issues.
Business Committee	Business Committee (BC) has effectively carried out its duties, supporting the Board of Directors in shaping the Company's integrated business strategy, overseeing product and activity management, and optimizing marketing strategies for Wholesale and Retail Banking. In 2025, the Committee conducted 9 (nine) meetings addressing key agenda items and issues.
Capital & Subsidiaries Committee	The Capital and Subsidiaries Committee (CSC) has carried out its duties effectively in supporting the Board of Directors, particularly in managing the Company's capital and overseeing Subsidiaries. These duties include formulating capital management strategies, recommending corporate actions, determining Subsidiary management strategies including capital injections and divestments, proposing the appointment and/or dismissal of members of the Board of Directors and/or Board of Commissioners of Subsidiaries, as well as determining remuneration for members of the Board of Directors and/or Board of Commissioners of Subsidiaries. The CSC held 23 (twenty-three) meetings throughout 2025.
Human Capital Policy Committee	Human Capital Policy Committee (HCPC) has effectively carried out its duties, supporting the Board of Directors in among others devising the Company's human capital strategies, organizational development, and strategic directions for Human Capital Information Systems. The Committee conducted 14 (Fourteen) meetings in 2025 as per its work plan.
Information Technology & Digital Banking Committee	The Information Technology & Digital Banking Committee (ITDC) has effectively carried out its duties in supporting the Board of Directors in decision-making related to the IT Strategic Plan, IT Development Plan, and strategic IT initiatives within its authority. In 2025, ITDC held 5 (five) decision-making sessions.
Integrated Risk Committee	Integrated Risk Committee (IRC) has effectively fulfilled its duties in supporting the Board of Directors by overseeing the implementation of Integrated Risk Management across the Group. IRC ensured the adequacy of risk identification, measurement, and monitoring processes, as well as the alignment of risk management policies and strategies. Throughout 2025, IRC convened 4 (four) online meetings and gave 1 (one) circular recommendations.
Policy & Procedure Committee	The Policy & Procedure Committee (PPC) has effectively carried out its duties in supporting the Board of Directors, including regulating corporate policies through Mandiri Group Regulations, policies, or procedures, and granting authority to corporate officials on an ex-officio basis. In 2025, PPC issued a total of 37 (thirty-seven) decisions, with 1 (one) decision made through meeting and 36 (thirty-six) decisions made through circular decisions.
Risk Management Committee	Risk Management Committee (RMC) has effectively carried out its duties, supporting the Board of Directors in the implementation of effective risk management process and system by ensuring the adequacy of the implementation of identification, measurement, risk monitor, and the determination of risk management policy and strategy. In 2025, the Committee approved 13 (thirteen) decisions through 8 (nine) meetings and 4 (four) circular
Credit Policy Committee	Credit Policy Committee Category A (CPC A) is a committee established to assist the Board of Directors in formulating credit policies, overseeing policy implementation, monitoring the development and condition of the credit or financing portfolio, and providing recommendations for corrective actions. In 2025, CPC A approved 1 (one) circular decision. Credit Policy Committee Category B (CPC B) is a committee established to assist the Board of Directors in reviewing and/or evaluating matters related to Management Limits and in establishing Management Limits in accordance with its decision-making authority. In 2025, CPC B approved 5 (five) decisions through 4 (four) meetings and 1 (one) circular decision.
Transformation Committee	Transformation Committee (TFC) has effectively carried out its duties, supporting the Board of Directors in among others overseeing the Bank's transformation initiatives, ensuring alignment with strategic objectives. The Committee held 2 (two) meetings in 2025.
Credit Committee	Credit Committee/Credit Committee Meeting (RKK) has effectively carried out its duties, supporting the Board of Directors in among others managing loan disbursement decisions within its authority limits. In 2025, the Committee has made 3,123 loans decisions, consisting of 1,013 in the Corporate segment, 1,775 in the Commercial segment, 64 in the SAM segment, and 271 in the SME segment.
Komite Tanggung Jawab Sosial dan Lingkungan	Social & Environmental Responsibility Committee (SERC) has effectively carried out its duties, supporting the Board of Directors in among others mapping and preparing the Company's Social & Environmental Responsibility Program (TJSL). The Committee held 2 (two) meetings in 2025, focusing on work plan execution and priority issues.