

HUMAN CAPITAL MANAGEMENT PROGRAMS IN 2025

Bank Mandiri implements a robust and consistently applied Human Capital management program to support the realization of its Corporate Plan and strategic objectives, as outlined below:

INTERNALIZATION OF CORPORATE CULTURE

Bank Mandiri consistently and continuously implements the AKHLAK Core Values through the development of the unique characteristics of Mandirian DNA (m-DNA) as Ways of Working, which are embodied in Bank Mandiri's culture implementation framework.



Trustworthy - Uphold the trust given

"Trustworthy" value code of conduct:

- Deliver on agreements and commitments
- Responsible for the duties, decisions and actions performed
- Firmly upholding the moral and ethical values



Competent - Continue to learn and develop capabilities

"Competent" value code of conduct:

- Improving self-competence to overcome ever-changing challenges
- Helping others learn
- Complete tasks of the highest quality



Harmonious - Care for each other and respect differences

"Harmonious" value code of conduct:

- Respect everyone regardless of background
- Fond to help others
- Building a favourable work environment



Loyal - Dedicated and to first put the interests of the nation and the country

"Loyal" value code of conduct:

- Maintaining the good name of fellow employees, leaders, SOEs, and the Nation
- Willing to sacrifice to achieve greater goals
- Be obedient to the leadership as long as it does not conflict with law and ethics



Adaptive - Continue to innovate & be enthusiastic in enforcing or overcoming change

"Adaptive" value code of conduct:

- Quickly adjust to perform better
- Constantly make improvements following technological developments
- Act proactively



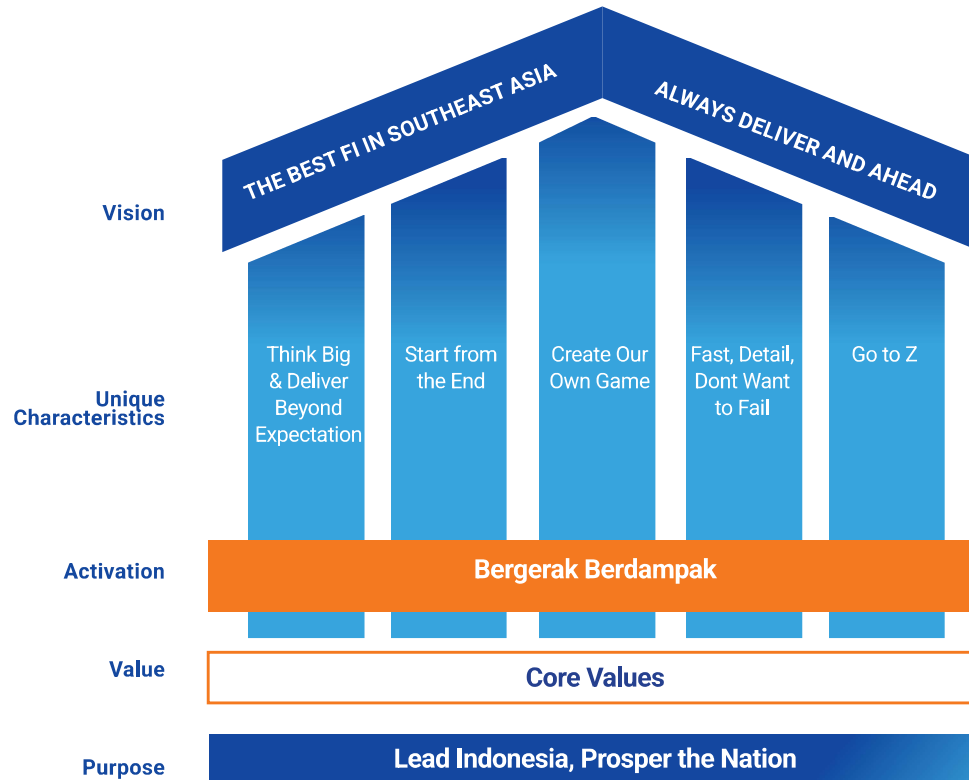
Collaborative - Build synergistic cooperation

"Collaborative" value code of conduct:

- Provide opportunities for various parties to contribute
- Open to working together to generate added value
- Drive the utilization of multiple resources for a common goal

Bank Mandiri Culture Implementation Framework

To strengthen the sustainable implementation of the AKHLAK core values, Bank Mandiri has established a framework as the unique characteristics of all its employees, known as Mandirian DNA (m-DNA). m-DNA represents the embodiment of the core values (Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative). These specific behaviors (unique characteristics) are actualized through the collective Bergerak Berdampak movement to realize Mandiri employees who always deliver and ahead (m-DNA) in achieving Bank Mandiri's vision and aspirations.



As part of cultural implementation, Bank Mandiri has established a Culture Squad (CSQ). The CSQ plays a vital role as the driving force behind cultural internalization by supporting, communicating, and actively participating in the Company's culture internalization process. The CSQ also designs, implements, and reports program initiatives aligned with the specific characteristics of each Work Unit. The CSQ holds the following strategic roles:

- **Core Influencer:** Acts as the main driving force to oversee and internalize cultural programs within each work unit, as well as to initiate and develop cultural programs, both bankwide and tailored to the specific characteristics of each unit.
- **Communication Hub:** Communicates and ensures effective knowledge transfer of cultural programs, conducts continuous monitoring of implementation, and ensures that leaders within each work unit consistently apply Bank Mandiri's culture.
- **Impact-Driven Ownership:** Facilitates ongoing change management by actively promoting a culture of innovation within work units, and partnering with the Culture Activation Department and Mandiri Club to drive continuous improvements in the implementation of cultural programs at both the unit and bankwide levels.



FLAGSHIP PROGRAMS

The following bankwide flagship programs have been implemented during 2025, as follows:

| No. | Program | Description | Purpose |
|-----|---|--|--|
| 1 | Bergerak Berdampak – Mandirian Militancy | Refinement of the Bergerak Berdampak cultural program to ensure employees consistently live the culture and generate a significant impact on the Company's performance. From Mandiri employees who embody the AKHLAK core values, the unique characteristics of m-DNA, and the Mandirian Militant mindset, moving together with fellow Mandirians forms a collective movement known as BERGERAK BERDAMPAK. | A collective movement that delivers tangible impact for Bank Mandiri and supports the development of Mandirian Militants who are Always Deliver and Always Ahead. |
| 2 | Culture of Ownership – Bangga Pakai Mandiri | A culture of "sense of ownership" toward Bank Mandiri through the Bangga Pakai Mandiri Program, where employees are reminded to use, understand, and promote Mandiri products, thereby fostering emotional attachment and strengthening their ability to serve as role models for customers and the broader community. | This initiative builds proactive and responsible employee behavior, as well as authentic pride in Bank Mandiri's products and services, enabling all employees to contribute to business growth. |
| 3. | Culture of Innovation | Strengthening a culture of innovation that encourages employees to think creatively in identifying new ways to enhance service quality and improve work process efficiency. | Fostering employees' strategic capabilities to deliver relevant solutions aligned with customer needs and to advance competitive digital service development. |
| 4 | Culture of Integrity | Strengthening a culture of integrity in which every employee upholds the values of honesty, compliance, and ethical conduct across all work processes, prioritising adherence to internal and external regulations, as well as the Know Your Employee (KYE) principles. | Fostering a trusted, transparent, and violation-free work environment, thereby reinforcing Bank Mandiri's reputation, safeguarding customer trust, and building a sustainable business. |
| 5 | Well-being Culture | A culture that positively contributes to employee productivity and well-being, in collaboration with Mandiri Club. | Creating a safe and supportive environment through the Mandiri Well-being Program to sustain employee productivity and long-term well-being. |
| 6 | Culture Campaign Multichannel | A campaign strategy to reinforce culture implementation through multichannel communication. | Communicating cultural messages in ways that are more accessible and easier for employees to understand. |

| No. | Program | Description | Purpose |
|-----|--|---|---|
| 7 | Corporate Culture Training | Training to equip employees with an understanding of the unique Mandiri DNA characteristics and the strengthening of work culture, including RWP and behaviour based on core values. | Building a deeper understanding of the core values, the unique m-DNA characteristics, and their implementation at work. |
| 8 | Mandiri Excellence Award | The highest recognition from management for employees and/or work units that demonstrate outstanding performance and exemplify the best Mandiri behaviour. The award consists of 2 categories: the Mandatory Award, namely Mandiri Best Employee for individuals, and the Thematic Award for both individuals and work units. | Enhancing employee engagement, motivation, and pride. |
| 9 | Mandiri Best Employee Training Program | An advanced learning program for employees who receive the award, as culture role models. | <ul style="list-style-type: none"> Enhancing capabilities and strengthening role as exemplars of culture implementation. |
| 10 | AKHLAK Bulletin | An internal publication forum regarding updates on AKHLAK culture and various cultural initiatives from work units. | Providing cultural inspiration and strengthening the implementation of AKHLAK values in daily activities. |
| 11 | Semangat Pagi Mandirian | Semangat Pagi Mandirian is a regular weekly program held at the beginning of each week, delivering the latest updates through a LIVE interactive session on Bank Mandiri's key initiatives and priorities. With open access for all employees, this program aims to maintain bankwide information alignment while fostering positive energy across all Mandiri employees. | Enhancing continuous understanding of corporate culture. |
| 12 | Mandiri Young Leader | A development program for prospective young leaders of Bank Mandiri. | Developing future leaders with modern leadership competencies. |
| 13 | Future MIL | An acceleration program for high-potential talents to prepare future leaders. | Enhancing managerial and leadership capabilities in a comprehensive manner. |
| 14 | My Digital Academy (MDA) | My Digital Academy (MDA) is a talent acceleration program focused on engagement and early recruitment for final-year students and fresh graduates from leading universities in Indonesia. The program is delivered through IT and Business streams aligned with Bank Mandiri's needs. | Through a targeted sourcing approach, MDA serves as a leading talent pipeline to prepare a future-ready workforce relevant to the organisation's requirements. |
| 15 | Mission Critical Role | A remuneration scheme for positions with the most significant impact on financial performance, risk exposure, and the implementation of the Bank's strategic initiatives. | Differentiating remuneration for Mission Critical Roles to encourage motivation for rotation into business functions and to fulfil organisational capacity within business functions. |
| 16 | Employee Health Facilities | Enhancement of health facilities for employees and their family members, including the extension of eligible age for employee General Check-Up, an increase in the annual limit for employees and family members, and the provision of free access to online psychological services. | Improving the well-being of employees and their families from preventive to curative aspects, ensuring that employee productivity is consistently maintained. |
| 17 | Car Ownership Program Auto-Loan | Enhancement of the four-wheel vehicle ownership program for employees at leadership level through the expansion of eligible participants, extension of the programme tenure, and more attractive benefits. | Increasing long-term employee motivation and engagement, while supporting employee mobility. |

| No. | Program | Description | Purpose |
|-----|--|---|---|
| 18 | Motorcycle Ownership Program Auto-Loan | A new program for staff-level employees providing two-wheel vehicle ownership with broad eligibility coverage, flexible program tenure, and attractive benefits. | Increasing long-term employee motivation and engagement, while supporting employee mobility. |
| 19 | Hands For Charity & Sharing (HCS) | A CSR initiative organised by the Human Capital Services Group, with its main activities centred on sharing through donations as well as knowledge, information, experience, and other forms of contribution. This initiative is conducted in collaboration with SAAJA (Sekolah Alternatif Anak Jalanan). | Activities include: <ul style="list-style-type: none"> Introducing proper waste sorting based on type Introducing various professions within the community Conducting play-and-learn sessions through educational games Providing donations to SAAJA and its students |

RECRUITMENT

Bank Mandiri has established several stages in the employee recruitment process, as outlined below:

BANK MANDIRI RECRUITMENT STAGES



An elimination system is applied at each stage of selection..

Employee recruitment at Bank Mandiri is carried out through two main channels: internal and external. Internal recruitment is conducted through internal development programs aimed at filling leadership positions, while external recruitment is carried out through fresh graduate and experienced hire (pro hire) channels for both leadership and staff positions. All recruitment processes are conducted in accordance with the Bank's manpower needs and in compliance with applicable regulations.

Internal Recruitment

Internal recruitment is managed by Human Capital Services for the Staff Development Program (SDP) positions. The guidelines for implementing the SDP are outlined in Bank Mandiri's internal regulations, as detailed below:

- Officers and Security Officers with the top priority of the Authority Holder Employees (P3K).
- Minimum education of Bachelor degree/ equivalent.
- Have a professional disposition, namely: speak with respect, well dressed, well mannered, self-confidence.
- Performance Level (PL) and Talent Classification (TC) in the past 2 (two) years must be at least PL2/

CR. PL3 is allowed provided the employee has a HIPO Talent Classification in one of those years.

- Minimum service period of 5 years from the effective date of employment.
- Maximum age of 45 years at the time of initial selection.
- Attain recommendations from Head of Work Units.
- Not in the process of audit/ investigation due to violations of employee discipline.
- Not undergoing any examination and/or investigation. Not currently under sanction and/or not within the consequence period of any imposed sanction.
- Have never participated in the SDP selection in the previous year.
- Has not participated in the SDP selection process within the previous 12 (twelve) months.
- Specifically for security staff-level employees: Authorised Staff-Level Employees (P3K) – Security/ Security Supervisor.

In 2025, a total of 816 employees participated in internal recruitment, a 41% increase from 579 employees in 2024. This increase was driven by the growing need to fill leadership positions within work units through internal pathways, particularly via the SDP program.

| Description | 2023 | 2024 | 2025 |
|-----------------|------|------|------|
| SDP Recruitment | 538 | 579 | 816 |

In addition to SDP program, Internal recruitment is carried out through rotation, secondment, promotion, and demotion as part of the employee career development process. The Bank adopts a holistic approach, considering not only promotions but also capability enhancement, expansion of responsibilities, individual development, and improved remuneration.

- Rotation refers to the transfer of employees within the same unit or across different units.
- Secondment is a temporary assignment of employees for a specific period.
- Promotion involves moving an employee to a higher-ranking position, either within the same unit or across different units, where the new role has a higher level of responsibility or job grade.
- Demotion is the transfer of an employee from a higher position to a lower one, aimed at providing coaching and learning opportunities to help improve productivity in line with the Bank's business and organizational need.

BANK MANDIRI EMPLOYEE PROMOTION, DEMOTION AND ROTATION

| Description | 2023 | 2024 | 2025 |
|---------------------------|--------|--------|--------|
| Promotions (MPC and SPC)* | 9.210 | 10.388 | 10.360 |
| Demotion | 5 | 14 | 17 |
| Rotation | 13.440 | 15.525 | 16.440 |

*MPC is a Main Promotion Cycle and SPC is a Secondary Promotion Cycle.

External Recruitment

External recruitment is conducted to fill positions within the Officer Development Program (ODP). The implementation guidelines for the ODP are outlined in Bank Mandiri's internal policies, as detailed below:

- Minimum of Bachelor Degree Education Level or equivalent.
- Candidates from the graduates of universities with the best reputation in Indonesia and overseas set by Bank Mandiri.
- Study Programs required by the Bank
- Maximum age at the time of following the initial selection:
 - 26.0 years for Bachelor Degree/equivalent graduates
 - 28.0 years for Master Degree graduates
- Minimum Grade Point Average (GPA):
 - Bachelor Degree graduates: 3.00 (4.00 scale)
 - Master Degree graduates: 3.20
 - Graduates of Overseas Universities: Pass or based on certain standards according to the origin of the University
- Unmarried and willing to be unmarried during the program.
- Have no Criminal record from the Police or a record of misconduct from the previous company.

In 2025, total recruitment through the ODP program reached 645 participants, a 22% decrease from 829 participants in the previous year. In 2025, Bank Mandiri prioritized in fulfilling leadership positions through internal development programs or the advancement of existing employees. The ODP program continues to be implemented to meet leadership needs sourced from fresh graduate candidates. Sourcing was conducted through job fairs, campus hiring initiatives participated in by Bank Mandiri, the "Talent Hunt" program, internship programs, and the use of an Applicant Tracking System in collaboration with third-party partners.

| Description | 2024 | 2025 |
|-----------------|------|------|
| ODP Recruitment | 829 | 645 |

CPDK (Special Regional Leadership Candidate) Recruitment

The CPDK recruitment program is specifically designed for fresh graduates who are local talents from their respective regions. Employees recruited through the CPDK pathway undergo a comprehensive and intensive development program that includes both in-class training and on-the-job learning. This program aims to provide a deep understanding of operational standards and business processes within the work units, ensuring that employees are well-prepared to perform their roles and responsibilities in their local areas.

| Description | 2024 | 2025 |
|------------------|------|------|
| CPDK Recruitment | 68 | 63 |

CPDK employee recruitment was placed across several Bank operating units, including the Southern Sumatra Region (Regional 2), Kalimantan and surrounding areas (Regional 9), Sulawesi and Maluku (Regional 10), Bali and Nusa Tenggara (Regional 11), and Papua & West Papua (Regional 12).

| Regions | Total |
|--------------------------------|-----------|
| Region II/South Sumatra | 30 |
| Region IX/Kalimantan | 12 |
| Region X/Sulawesi & Maluku | 7 |
| Region XI/Bali & Nusa Tenggara | 9 |
| Region XII/Papua | 5 |
| Grand Total | 63 |

Recruitment of Employees With Disabilities

Bank Mandiri also has a policy to recruit employees with disabilities as part of its commitment to equal employment opportunities. Currently, employees with disabilities are recruited for positions such as Contact Center staff, Human Capital staff, and IT staff. The recruitment process for employees with disabilities is carried out by the respective work units in coordination with Human Capital and involves competent third parties to ensure an appropriate recruitment process. In addition, recruitment is conducted in collaboration with FHCI (Forum Human Capital Indonesia), a forum for Human Capital management practitioners within SOEs to interact, learn, and collaborate in enhancing Human Capital management practices. In 2025, there were 94 employees with disabilities, a 40% increase compared to 67 employees in 2024, with details as follows.

| Description | 2024 | 2025 |
|----------------------------------|------|------|
| Total Employee with Disabilities | 67 | 94 |

Internship Recruitment

The Internship Program aims to equip and develop the competencies of school and university graduates to prepare them for the professional workplace. Internship participants who demonstrate strong skills and competencies are considered as potential candidates in Bank Mandiri's recruitment process. Bank Mandiri's internship programs that serve as recruitment pipelines consist of two main types: Kriya Mandiri and Partnership Internship Programs, which include Magang Generasi Bertalenta (MAGENTA) and the Certified Internship Program under Kampus Merdeka (MBKM) programs.

Kriya Mandiri is an integrated internship program introduced in 2012 for high school, Diploma (D3), and Bachelor's degree (S1) graduates. The program aims to provide participants with knowledge, skills, and hands-on experience in the banking industry. The learning modules cover various functions, including back-office operations, call center, customer service, and teller activities. For the contact center position, the Bank also offers a specialized internship program for participants with disabilities, known as Kriya Mandiri Contact Center, designed for applicants with a minimum education level of high school. Participants in the program undergo three structured stages: basic, intermediate, and advanced, conducted comprehensively over a three-year period according to a structured curriculum.

In 2025, there were 3,029 participants in the Kriya Mandiri program, of which 273 participants were appointed as permanent employees of Bank Mandiri. This figure represents a 67% decrease compared to 817 participants in the previous year.

The Partnership Internship Program is implemented by State-Owned Enterprises (SOEs) and the Forum Human Capital Indonesia (FHCI) for the Magenta Internship Program, as well as by the Ministry of Manpower for the National Apprenticeship Program (Kemnaker). The Magenta Internship Program commenced in 2023, while the National Apprenticeship Program (Kemnaker) began in 2025. This program is intended for fresh graduates from public and private universities registered with the Ministry of Higher Education, Science, and Technology, at both Diploma and Bachelor levels, with a maximum graduation period of one year. The six-month internship aims to enhance work experience and create broader opportunities across various industry sectors. Participants gain comprehensive and structured knowledge and skills, particularly in the banking sector. In 2025, the internship program successfully recruited 1,550 participants, with details as follows.

| Internship Program | 2025 |
|--------------------------------|--------------|
| Kemnaker Apprenticeship | 1,345 |
| Magenta and General Internship | 205 |
| Total | 1,550 |

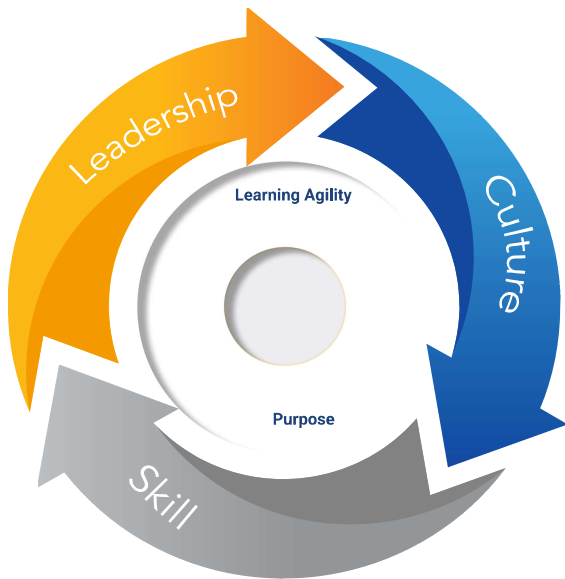
EMPLOYEE DEVELOPMENT

To enhance employee competencies and strengthen global competitiveness, Bank Mandiri has implemented a series of continuous development initiatives aimed at building a pool of high-performing and future-ready talents. The Bank’s focus on competency enhancement is closely linked to its broader commitment to career development and long-term employee growth.

EMPLOYEE CAREER DEVELOPMENT

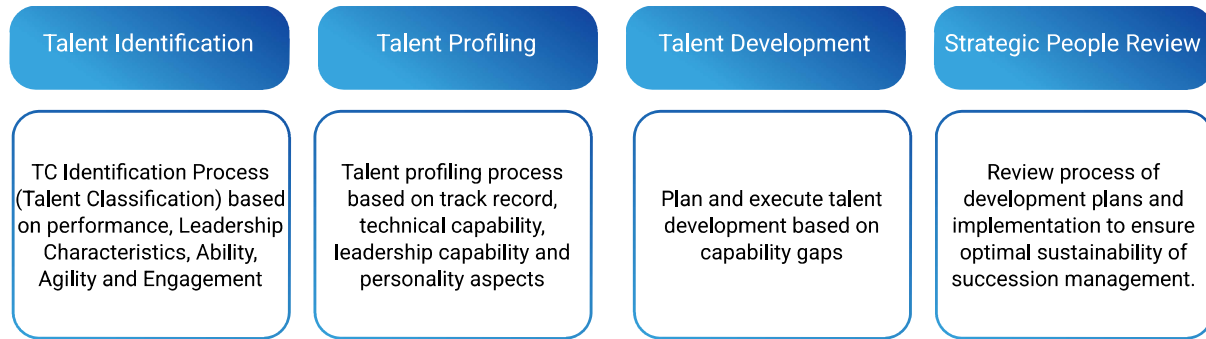
Bank Mandiri’s approach to employee career development is guided by the Talent Management and Succession Program, which is based on the principle of fair opportunity. This ensures that every employee has an equal chance to grow and progress within the organization, while taking into account the Bank’s needs, individual capabilities, performance evaluations, potential, talent classification, positions, and other relevant factors. The program is designed to prepare employees to assume key management positions and contribute effectively to the Bank’s leadership pipeline.

The Bank’s Talent Management and Succession Strategy is structured around the Framework, which consists of five key elements: Technical Capability, Leadership Capability, Culture, Learning Agility, and Purpose. This framework serves as the foundation for talent development, ensuring that all five elements are implemented in a balanced and holistic manner to produce well-rounded, competent, and purpose-driven leaders.



Super Happy, Super Productive,
Sustainable Business

In preparing top talent to become future leaders in strategic positions, Bank Mandiri implements a structured approach focused on identifying, developing, and retaining individuals with high leadership potential. This approach consists of four main stages, namely:



EMPLOYEE COMPETENCY DEVELOPMENT

Employee competency development at Bank Mandiri is carried out through its corporate university, Mandiri University. The program operates using a model based on the Strategic Learning Process, which is a comprehensive learning cycle that begins with analyzing business needs and employee competencies, followed by designing and implementing learning solutions, and concluding with measuring their impact on business performance outcomes.



Employee development programs managed by Mandiri University are designed to support the implementation of Bank Mandiri's Corporate Plan by enhancing employee competencies aligned with the Bank's vision. To ensure alignment with the Bank's strategy, competency development is carried out across leadership, managerial, and functional areas, particularly in wholesale banking, retail, consumer banking, network IT, digital, and branch functions, as well as other general areas.

Employee competency development is implemented within Bank Mandiri's competency framework as outlined in the Leadership Capability Model (LCM) and Technical Capability Model (TCM).

In technical competencies, in addition to training programs tailored to business and employee needs, Bank Mandiri continues to focus on Reskilling, Upskilling, and Redeployment in line with the Smart Branch implementation, as well as strengthening digital capabilities for all employees. Capability development is conducted in a structured manner to meet business needs, including a top-down approach based on the Bank's strategic policies implemented efficiently, with periodic reporting of progress.

Employee development plans are formalized in the Annual People Development Plan (APDP) for each Directorate according to its specific needs. The APDP is developed systematically, from a learning needs analysis, determining learning design and solutions in the form of training modules, scheduling program implementation (learning delivery and deployment), and measuring learning impact. The APDP is developed by Mandiri University in collaboration with the relevant Work Units and HCBP, with top-down training programs aligned with organizational needs (Thematic Learning). In addition to top-down programs, Bank Mandiri also plans employee development through a bottom-up approach based on specific competency gaps (Specific Personal Learning), discussed through development dialogues with supervisors. This bottom-up program is documented in each employee's Individual Development Plan (IDP).

EMPLOYEE DEVELOPMENT FLOW IN CAPABILITY DEVELOPMENT



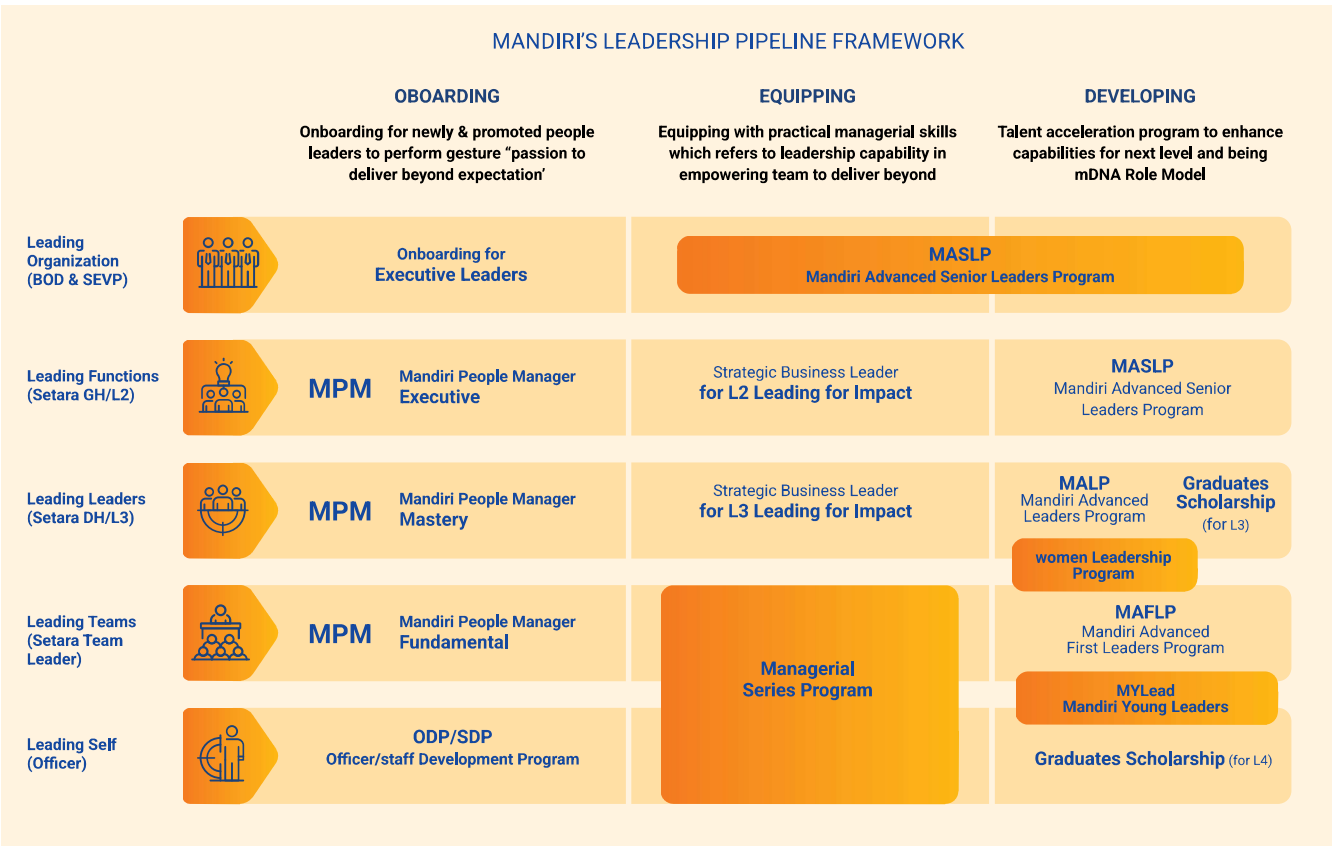
Mandiri University has established dedicated academies for each business segment of the Bank, enabling employees in each respective unit to receive training and development specifically tailored to their roles and responsibilities. The following academies are available at Bank Mandiri:

| Academy | Segment |
|--|---|
| Wholesale Banking Academy | Focus on the development of Corporate Banking, Commercial Banking, Small Medium Enterprise and Special Asset Management |
| Retail Banking Academy | Focus on the development of Treasury, Internasional Banking and Institutional Relations |
| Operations Academy | Focus on the development of Retail Banking, Consumer Banking and Investment Management |
| Risk Academy | Focus on the development of Digital Banking, Information Technology and Enterprise Data Management |
| Digital Banking and Information Technology Academy | Focus on the development of Risk Management, Audit & Control Function, Compliance & Legal |
| Human Capital and Finance Academy | Focus on the development of Human Capital, Finance and Banking Operations |
| Leadership and Management Development Academy | Focus on leadership and managerial development at Bank Mandiri. |

Bank Mandiri's competency development consists of two main programs: Leadership Development and Technical Development. Both are structured based on each job family's core competencies and capability model to support career growth, strengthen adaptability, embed corporate values, and contribute to the nation progress. The details of each program are as follows:

a. Leadership Development Program

This program provides a structured and tiered leadership development journey aligned with each employee's leadership level. The program consists of three main phases for each level of organizational leadership: Onboarding, to equip employees stepping into new roles; Equipping, to strengthen specific leadership skills based on identified gaps; and Developing, to prepare employees for the next leadership level. The program targets all leadership levels, from officers to directors at various leadership levels, from officers to directors.



The tiered programs in the leadership development program are as follows:

- **Officer Development Program (ODP)**

The Officer Development Program (ODP) is a flagship talent development program designed to prepare Mandirian Leaders of the Future with comprehensive banking knowledge, future-ready competencies, and strategic leadership character. Development is carried out through an experiential learning journey based on business cases, namely WholesaleX, BranchX, and DigitalX, which provide in-depth exposure to core banking businesses and hands-on experience through real-case assignments.

Participants also receive mentorship from Top Management (SEVP and the Board of Directors) to accelerate the development of future leaders who are ready to support the achievement of Bank Mandiri's three Strategic Objectives: Main Transaction Bank, Largest Lender, and Leader in Low-Cost Funding. In 2025, a total of 681 prospective employees across 21 batches participated in the ODP development program.

- **Staff Development Program**

The Staff Development Program (SDP) is a flagship talent development program designed to prepare Mandirian Leaders of the Future with comprehensive banking knowledge, future-ready competencies, and strategic leadership character. Development is delivered through an experiential learning journey based on business cases namely WholesaleX, BranchX, and DigitalX, which provide in-depth exposure to core banking businesses and hands-on experience through real-case assignments.

Participants also receive mentorship from Top Management (SEVP and the Board of Directors) to accelerate the formation of future leaders who are ready to support the achievement of Bank Mandiri's three Strategic Objectives: Main Transaction Bank, Largest Lender, and Leader in Low-Cost Funding. In 2025, a total of 897 employees participated in the SDP across 29 batches.

- **SESPIBANK Program**

The Bank Staff and Leadership College (SESPIBANK) is a development program in collaboration with the Indonesian Banking Development Institute for Bank Mandiri Level L3 leaders to prepare employees to the next level. The SESPIBANK curriculum consists of classical classes, general banking

certification tests, benchmarking, and making papers as final evaluation material. After participating in this program, participants are expected to develop more advanced banking technical skills, as well as network with official participants from various other banks in Indonesia. In 2025, 4 (four) employees of Bank Mandiri participated in this program.

- **Mandiri People Manager (MPM) Fundamental**

A development program designed for employees at the L4 (Officer) level to equip them with managerial capabilities and foundational leadership skills. The curriculum covers the preparation of SMART work plans, task management principles based on PDCA, performance monitoring, as well as effective communication, coordination, and work instruction. Key programs include the Mandiri Strategic Thinking Initiatives (MSTI) and the Mandiri Sticky Relationship Academy (MSRA) for L4. In 2025, a total of 247 employees participated in the MPM Fundamental program.

- **Mandiri People Manager (MPM) Mastery**

A training program for employees at the L3 level (equivalent to Department Head) and peers, aimed at enhancing managerial capabilities, leadership skills, and team performance. The curriculum covers strategic leadership, change leadership, decision-making, driving improvement and execution excellence, as well as organizational communication and prioritizing team objectives. Key programs include the Mandiri Strategic Thinking Initiatives (MSTI) and the Mandiri Sticky Relationship Academy (MSRA) for L3. In 2025, a total of 116 employees participated in the MPM Mastery program.

- **Mandiri People Manager (MPM) Executive**

A leadership program designed for employees at the L2 (BOD-2) and BOD-1 levels to prepare and accelerate their leadership readiness. The program covers leadership excellence, strong business motivation, executive decision-making, and industry leadership. Key programs include the Mandiri Strategic Thinking Initiatives (MSTI) and the Mandiri Sticky Relationship Academy (MSRA) for L2. In 2025, a total of 74 employees participated in this program.

- **Mandiri Advanced Senior Leaders Program (MASLP)**

A leadership development program for top leaders (BOD-1) aimed at strengthening their strategic capabilities. The program focuses on enterprise leadership, strategic leadership,

people focus, and digital leadership in alignment with the Bank's needs and strategy.

- **Mandiri Advanced Leaders Program (MALP)**
A Leadership Development Program for top talent at the BOD-2 level to prepare them for promotion to the next level. The development focus includes intrapreneurship, leadership agility, people focus, strategic leadership, and the Bank's strategy. Through this program, participants are expected to develop strong interpersonal strategic leadership capabilities, lead the organization strategically, and become future-ready leaders.
- **Mandiri Advanced First Leaders Program (MAFLP)**
A leadership development program designed to prepare new emerging talents at the BOD-3 level for the next level of leadership. The program focuses on strengthening strategic leadership, enterprise leadership, and influence leadership capabilities.
- **Executive Development Program (EDP)**
An Executive Program designed to prepare the Board of Directors, Board of Commissioners, and commissioners to navigate global challenges, emerging industries, macroeconomic conditions, and banking dynamics. The training materials cover strategic leadership, macroeconomics, digital banking transformation, and business leadership.
- **Master's Degree Scholarship Program**
The Master's Degree Scholarship Program is a development initiative for selected top talents to pursue formal postgraduate education, either overseas or domestically.
- **Mandiri Executive Scholarship for Postgraduate (MESP)**
A domestic Master's Degree scholarship program aimed at enhancing the knowledge and skills of top talent employees at the BOD-2 level. The program focuses on developing future skills required to support the Bank's long-term strategy.

- **Overseas Master's Degree Scholarship Program**

an overseas Master's Degree scholarship program aimed at enhancing participants' global exposure, networking skills, and knowledge relevant to Bank Mandiri's needs. In 2025, a total of 35 employees pursued their Master's studies at Top 15 universities worldwide. Fields of study include Digital Business, Advanced Finance, Technology, and Enablers (Human Resources and Law).

b. Technical Development Program

A program to enhance employees' technical competencies in alignment with the business segments being managed. The technical capability development program is delivered through both thematic and specific approaches, aimed at strengthening employees' knowledge and skills across business units, including wholesale banking, retail banking, risk management, IT and digital banking, as well as other areas such as banking operations, finance, and human resources. Employee training and development are conducted using a Blended Learning Solution (BLS), which combines the following learning methods:

- 10% Learning by taught (classroom, virtual learning, e-learning)
- 20% Learning from others (development dialogue, mentoring)
- 70% Learning by doing, including projects, on-the-job training, and job rotation

As of December 2025, the technical program modules were attended by 126,927 participants. Several technical programs conducted during 2025 are as follows:

- **Strategic Business Leaders (SBL) Program**
To realize Bank Mandiri's aspiration to become an Undisputed Industry Leader, one of the focuses carried out by Bank Mandiri is to develop Mandirian's capabilities as strategic business leaders. The purpose of the Strategic Business Leaders program is to equip all L3 Level employees, particularly Bank Mandiri Leaders at the head office and regions with the skills and capabilities to be able to lead in implementing the corporate strategy in achieving market dominance by creating own game in their work units. In 2025, this program was attended by 666 employees.



- Wholesale RM Coverage Program**
 Wholesale RM Coverage is a program to develop RM Wholesale capabilities to support the Wholesale Banking business and Value Chain for employees to be able to provide end to end transaction solutions to customers. become ecosystem enablers and maintain relationships with customers both at head office and regions through training programs. In 2025, this program was attended by 6,589 employees.
- Digital Talent Readiness for Future**
 Digital Talent Readiness for Future is a digital talent program for Bank Mandiri employees, which is implemented through 2 programs to improve the digital capabilities of Bank-wide employees as Digital Leaders, such as IT Bootcamp and Mandiri Go Digital. In 2025, this program was attended by 268 employees.

COMPETENCIES DEVELOPMENT BY PROGRAM

| Development Program | 2024 | | 2025 | |
|--|-------|----------|-------|----------|
| | Batch | Employee | Batch | Employee |
| Leadership Development Program | | | | |
| Officer Development Program | 27 | 827 | 23 | 746 |
| Staff Development Program | 19 | 611 | 31 | 946 |
| SESPIBANK Program | 2 | 3 | 1 | 4 |
| Mandiri People Manager (MPM) Fundamental, Executive, and Mastery | 5 | 1,083 | - | - |
| Mandiri Advanced Leaders (MALP), Mandiri Advanced First Leaders Program (MAFLP), and Mandiri Executive Leaders Program (MAELP) Program | 27 | 574 | - | - |
| S2 Program | 3 | 51 | 2 | 51 |
| Other Leaderships | 65 | 9.670 | 33 | 4,079 |
| Technical Development Program | 2.839 | 168.292 | 2,783 | 126,927 |
| E-learning & Podcast | 9.071 | 768.204 | 9,374 | 602,324 |

COMPETENCY DEVELOPMENT BASED ON POSITION LEVEL

Bank Mandiri consistently upholds the principle of equality in its employee competency development programs, providing equal opportunities for all employees to enhance their potential. In 2025, a total of 38,021 active employees participated in training programs, representing 98.3% of total active employees, consisting of 18,141 male employees and 19,880 female employees. The number of employees who participated in training as of December 2025 increased by 1.0% compared to 2024, when 38,003 employees took part in training programs.

COMPETENCY DEVELOPMENT BY POSITION LEVEL IN 2024-2025

| No. | Employee Levels | Total Training | |
|-----|--------------------|----------------|---------------|
| | | 2024 | 2025 |
| 1. | Commissioner | 10 | 6 |
| 2. | Director | 12 | 8 |
| 3. | SEVP - SVP | 154 | 167 |
| 4. | VP - AVP | 4,120 | 4,199 |
| 5. | SM - FAM | 13,993 | 14,908 |
| 6. | Officer | 19,659 | 18,695 |
| 7. | Non Officer | 55 | 38 |
| 8. | Pension/Terminate | 2,032 | 2,353 |
| | Grand Total | 40,035 | 40,374 |

TOTAL DAYS AND HOURS OF TRAINING (MAN HOUR) BY GENDER IN 2024-2025

| Gender | Total Training Employee | | Total Training Duration (hours) | | Average Training Hours per Employee | |
|--------------------|-------------------------|---------------|---------------------------------|------------------|-------------------------------------|-------------|
| | 2024 | 2025 | 2024 | 2025 | 2024 | 2025 |
| Female | 20,916 | 21,233 | 2.140.788 | 1.737.030 | 102.4 | 81.81 |
| Male | 19,119 | 19,141 | 2.175.159 | 1.798.946 | 113.8 | 93.98 |
| Grand Total | 40,035 | 40,374 | 4.315.947 | 3.535.976 | 107.8 | 87.6 |

TOTAL DAYS AND HOURS OF TRAINING (MAN HOUR) BY EMPLOYEE LEVELS IN 2024-2025

| No. | Employee Levels | Total Training Employee | | Total Training Duration (hours) | | Average Training Hours per Employee | |
|-----|--------------------|-------------------------|---------------|---------------------------------|------------------|-------------------------------------|-------------|
| | | 2024 | 2025 | 2024 | 2025 | 2024 | 2025 |
| 1. | Commissioner | 10 | 6 | 179 | 104 | 17.9 | 17.3 |
| 2. | Director | 12 | 8 | 70 | 196 | 6.3 | 24.5 |
| 3. | SEVP - SVP | 154 | 167 | 9.532 | 8.898 | 61.9 | 53.3 |
| 4. | VP - AVP | 4,120 | 4,199 | 533.885 | 553.580 | 129.6 | 131.8 |
| 5. | SM - FAM | 13,993 | 14,908 | 1.947.625 | 1.829.512 | 139.2 | 122.7 |
| 6. | Officer | 19,659 | 18,695 | 1.743.310 | 1.059.712 | 88.7 | 56.7 |
| 7. | Non Officer | 55 | 38 | 649 | 446 | 11.8 | 11.7 |
| 8. | Terminate | 2,032 | 2,353 | 80.698 | 83.528 | 39.7 | 35.5 |
| | Grand Total | 40,035 | 40,374 | 4.315.947 | 3.535.976 | 107.8 | 87.6 |

EMPLOYEE ONBOARDING SYSTEM

All new Bank Mandiri employees, whether joining through the New Hire program or promoted under New Promote (Onboarding for New at Level), are required to undergo an onboarding process to gain the knowledge, skills, and behaviors needed as Mandiri employees.

To foster digital transformation, the Bank introduced an interactive gamification-based onboarding system covering 10 learning topics over a three-month period, accessible entirely online.

The General Principles of the implementation of employee onboarding are as follows:

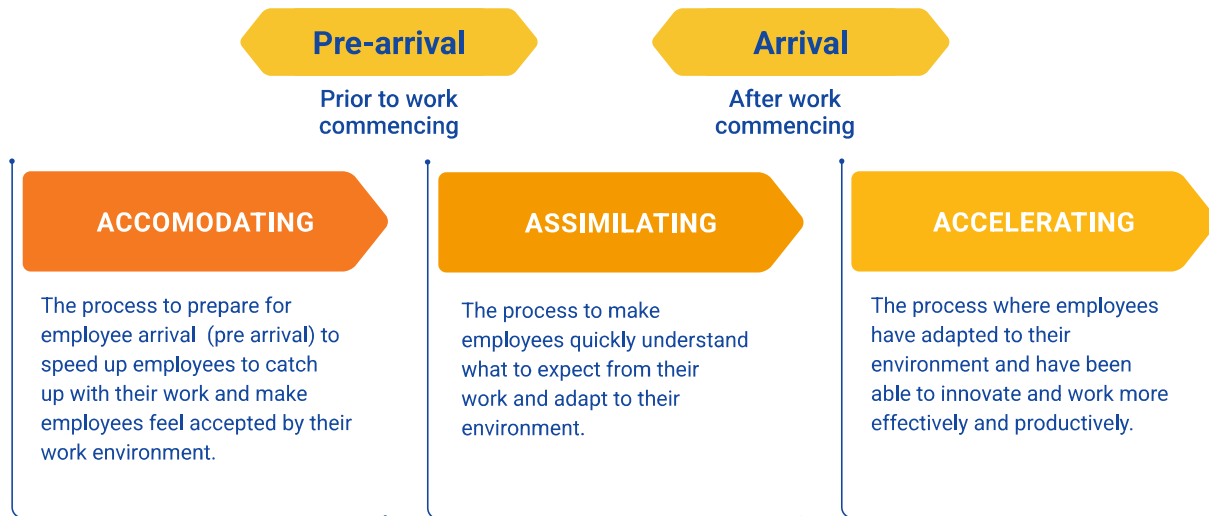
1. Compliance
The Bank prepares employees to understand the basics of the provisions and policies applicable at the Bank.
2. Culture
The Bank prepares employees to be able to accept

and implement the Bank's norms including the Bank's work culture and core values.

3. Clarification
The Bank ensures that employees understand and aware on the duties and responsibilities of their new job and the expected performance results.
4. Connection
The Bank ensures that employees can maintain good and positive relationships between employees

Onboarding for New Hire

The Onboarding for New Hire Program is designed to help new employees adapt to their work environment and quickly understand the expected behaviors and responsibilities within their assigned units. The onboarding process begins as soon as new hires join their respective units and consists of two main stages: Pre-Arrival and Arrival, each comprising two integrated processes as described below:



The objectives of Onboarding for New Hire are as follows:

1. Accelerate the process of employees' comprehension of their work so as to increase Speed to Productivity, which begins by providing facilities and infrastructure that can support work explanation on Job Description and Goals.
2. Introducing Bank Mandiri Culture in order to gain an understanding of aligned values for employees to quickly adapt to their work environment (attach to new culture).
3. Introducing the applicable provisions and systems for employees to attain risk awareness thereby able to measure and manage the risks encountered during their work.
4. Building a Resilient Independent spirit with a pattern of Resilient Learners who are willing to learn proactively from various sources (build proactive learner).

The supporting facilities provided during Onboarding for New Hire are as follows:

1. **Welcome Kit Onboarding**
A package that contains equipment to support the performance and general information about Bank Mandiri provided to New Hire. The Welcome Kit Onboarding is given to increase understanding of Bank Mandiri and the productivity and work motivation of New Hire.
2. **Buddy System**
During Onboarding, New Hire will be accompanied by a Buddy. The Buddy's role in implementing the Onboarding Program is very important, particularly in introducing the work environment thereby able to speed up the New Hire adaptation process. A Buddy must have an adequate understanding related to the work unit and Bank Mandiri as its function is to always be able to provide positive and precise information to New Hire.
3. **Onboarding Mission Checklist**
The Mission Checklist is a guide to onboarding activities to assist New Hire in the process of adapting to the work environment during the Onboarding implementation.

Onboarding for New at Level

Bank Mandiri conducts the Onboarding for New at Level Program to help newly promoted employees adapt quickly to their new work environment and understand their new roles. The program is intended for employees joining through the New Promote pathway and aims to help them understand job descriptions, set performance objectives, and become familiar with the Bank's corporate culture, Code of Conduct, and Business Ethics.

Stages of Onboarding for New at Level program:

1. Onboarding Development Dialog
2. Onboarding Briefing
3. Onboarding Learning
4. Mid-Review
5. Evaluation of Probation Period

The objectives of the Onboarding for New at Level Program are as follows:

1. Understand leadership & bank-wide expectations
2. Understand specific missions & responsibilities
3. Integrity Reminder & Awareness

4. Understand the conditions & objectives of the unit to be led
5. Understand the preparation of a New Unit strategic plan (including Quick Win & improvement)

EMPLOYEE COMPETENCE DEVELOPMENT EVALUATION

To ensure continuous improvement in employee competency development, Mandiri University regularly evaluates training content, instructor quality, and learning methods. This comprehensive and ongoing evaluation ensures that all training programs remain relevant, effective, and aligned with the Bank's evolving business needs. The evaluation process is as the following phases:

- Level 1 (L1) is an evaluation to assess participants' reactions to the implementation of learning carried out using the Net Promoter Score (NPS) method, which includes the suitability of the material, the ability of teachers to deliver the material, and the availability of learning facilities.
- Level 2 (L2) is an evaluation to assess the level of understanding of participants during learning using written examination methods (theory) and practical exams.
- Level 3 (L3) is an evaluation to assess the implementation of learning materials and changes in behavior before and after learning with the multirater method, namely asking for opinions/assessments from employees, supervisors, colleagues, subordinates of employees who are the training participants. This evaluation is carried out at least 3 (three) months after learning.
- Level 4 (L4) is an evaluation to assess the impact of learning on the resulting performance. This evaluation uses the performance assessment method and is carried out at least 3 (three) months after learning period.

In 2025, Bank Mandiri conducted 12,260 training batches through various learning platforms, including in-person sessions, virtual classrooms, and e-learning. A total of 821 classroom training modules and 9,374 e-learning modules were delivered, with participation from 753,067 attendees.

For the training in 2025, Bank Mandiri has carried out an evaluation of its employee competency development programs, summarized in the following table:

| Evaluation Type | Results |
|--------------------------|---|
| Net Promoter Score (NPS) | The average training participant satisfaction score reached +85.00 on a scale of -100 to +100 |
| Level 1, Reaction | The average evaluation score was 5.64 on a scale of 1-6 |
| Level 2, Learning | The average level of participant understanding reached 85.59 on a scale of 0-100 |
| Level 3, Behaviour | The average evaluation score was 5.02 on a scale of 1-6 |
| Level 4, Performance | The average impact of training on employee performance reached 40.93%, or categorized as having a significant impact |

EMPLOYEE COMPETENCE DEVELOPMENT COSTS

In 2025, Bank Mandiri allocated Rp326.4 billion for employee competency development, a decrease from Rp397.1 billion in 2024. The following table presents the details of Bank Mandiri's employee competency development expenses.

| No. | Employee Development Cost Realization Program (Rp Million) | 2025 Budget | 2022 Realization | 2023 Realization | 2024 Realization | 2025 Realization |
|--------------|--|----------------|------------------|------------------|------------------|------------------|
| 1 | Executive Development Program | 4,100 | 3,681 | 5,800 | 2,015 | 30 |
| 2 | Leadership Development Program | 195,700 | 88,702 | 176,135 | 212,065 | 215,323 |
| 3 | Culture Development Program | 1,660 | 3,695 | 1,342 | 398 | - |
| 4 | Pre-Retirement | 10,881 | 8,896 | 1,882 | 6,878 | 1,301 |
| 5 | Strategic & Technical Skill Program | 232,759 | 241,305 | 151,436 | 163,660 | 102,708 |
| 6 | Elearning | 15,300 | 17,467 | 15,343 | 12,108 | 7,023 |
| Total | | 460,400 | 363,746 | 351,938 | 397,124 | 326,385 |

KNOWLEDGE MANAGEMENT

Bank Mandiri implements knowledge management to ensure that both explicit and tacit knowledge from employees and the organization can be effectively captured, documented, and shared. This initiative aims to preserve and enhance the Bank's competitive advantage. The activities include a series of ongoing processes, as follows:



Mandirian Learning Community

Bank Mandiri established the Mandirian Learning Community (KMP) as part of its knowledge management initiatives. This community of practice consists of Bank employees who share similar professions, expertise, or interests, with the aim of exchanging knowledge and best practices in specific areas. Through these exchanges, the community fosters innovation, generates new ideas, and improves existing work practices. The knowledge and practices produced by the Mandirian Learning Community are curated, stored, and redistributed through the Bank's internal platforms to be adopted and applied across the organization.

Currently, the following are several Mandirian Learners Community that specifically address certain fields:

- **KMP Smart Branch Knowledge (SBK) Corner** is a community of general bankers to share knowledge, experience, and best practices in Smart Branch.
- **KMP Legal Warrior** is a community of legal officers and employees of Bank Mandiri with legal education backgrounds to discuss legal knowledge and practice.
- **KMP KOPRA Community Network (KoCoNet)** is a community of Bank Mandiri employees who have an interest in sharing knowledge and experience related to KOPRA.

- **KMP Data Quality** is Bank Mandiri's data inputer community that has the same interest/concern regarding efforts to improve data accuracy.
- **KMP Let's Grow** is a community consisting of Bank Mandiri's learning partners and facilitators who have an interest in increasing knowledge and competencies related to the learning process strategy.
- **KMP Mandiri Facilitator Squad** is a community of Bank Mandiri facilitators who are expected to improve the knowledge, skills of community members in carrying out their role as a facilitator.
- **KMP Mandiri Xperience** is a Bank Mandiri employee community that develops new innovations to enhance employee work efficiency.

Mandirian Learning Community Platform

Bank Mandiri uses MY Learn as one of KMP's platforms for the community members to be able to connect, and build relationships with each other, facilitate community related activities and data management related activities.

EMPLOYEE PERFORMANCE APPRAISAL

Bank Mandiri continues to drive every employee to "Think Big & Deliver Beyond Expectations" in achieving the Bank's aspirations. At the same time, the Bank strives to implement individual performance assessments that accurately map employee contributions, foster motivation, build optimal engagement, and identify capability gaps to determine the most appropriate development programs.

The Employee Performance Evaluation System is based on the achievement of agreed Key Performance Indicators (KPIs) (Achievement) and implementation of behaviors aligned with core values and core behaviors (Attitude). Performance elements assessed consist of two components: process and result. Process reflects how targets are achieved, while Result reflects the employee's actual achievement against the targets.

Performance evaluation results are categorized into five ratings:

1. Beyond Expectations, indicating outstanding or exceptional performance.
2. Exceed Expectations, indicating highly satisfactory performance.
3. Meet Expectations, indicating performance that meets expectations.
4. Below Expectations, indicating the need for improvement to enhance performance.
5. Required Significant Attitude Improvement, indicating performance that does not meet expected standards.

Individual KPI components are divided into three areas: Main Work Targets, Value-Added Work Targets, and Capability Development Targets. This structure provides

room for contributions beyond core responsibilities to be considered in performance evaluation, encourages employees to go the extra mile, and ensures continued focus on employee development. KPI determination is discussed and mutually agreed upon by the employee and the Employee Manager during the development dialogue at the Goal Setting stage, serving as the basis for the Final Performance Review.

The employee performance evaluation process at Bank Mandiri consists of three stages, refined to support the achievement of the Bank's aspirations:

1. Goal Setting at the beginning of the year through a development dialogue between the employee and the direct supervisor (Employee Manager).
2. Mid-Year Review conducted mid-year to realign with the Bank's business conditions, provide feedback, and monitor performance achievement during the first semester.
3. Final Performance Review as the year-end evaluation, where employees conduct a self-assessment of their achievements. The self-assessment is then discussed, reviewed, and validated by the Employee Manager and subsequently calibrated by the Employee Manager's Manager.

The roles involved in the employee performance evaluation process are illustrated in the following diagram.

The components of Individual KPI consist of three parts: Core Responsibilities Objectives, Value-Added Objectives, and Capability Development Objectives. This structure allows employee contributions beyond their main responsibilities to be recognized in performance assessments, encouraging all employees to go the extra mile while continuing to focus on personal growth. The KPI setting process is discussed and agreed upon between the employee and the Employee Manager through a development dialogue during the Goal Setting stage, which serves as the basis for the Final Performance Review.

The performance appraisal process of Bank Mandiri employees consists of 3 (three) stages that has been refined to foster the Bank's aspiration achievements, as follows:

1. Goal Setting
Bank Mandiri employees first set goals at the beginning of the year through development dialogue between employees and Employee Manager.
2. Mid-Year Review
Mid-Year Review is carried out by employees in the middle of the year to readjust to the Bank's business conditions, as a tool to give feedback and monitor on the employees' performance throughout Semester 1.


3. Final Performance Review

At the end of the year, a final appraisal is conducted in which employees are given the opportunity to conduct a self-assessment of their achievements. The results of the self-assessment are further discussed, reviewed, and validated by the Employee Manager to be further calibrated by the Employee Manager's Manager. The parties engage in the employee performance appraisal are described in the following chart.

WHICH PARTIES PLAY A ROLE IN INDIVIDUAL ASSESSMENT ?




1 Employee
Employee carries out a self-assessment.



2 Employee Manager
Direct supervisor provides final scores and initial performance level.



3 Employee Manager's Manager
Employee Manager's Manager provides final performance level (PL) by taking into account the normal distribution.



4 Matrix Manager
Head of Work Unit as a Mentor for the system or segment of employee assigned in the region for several positions. Employee Manager will receive inputs/ reviews/ comments and Matrix Manager in determining the employee performance assessment.

In 2025, approximately 38,000 employees participated in the performance appraisal process. The results serve as key considerations in determining compensation, talent classification, promotion decisions, and employee development. The continuous improvement of the performance appraisal system is expected to further enhance employee performance and ensure proper recognition of their contributions.

EMPLOYEE ENGAGEMENT

To maintain employees' emotional engagement with the Company, Bank Mandiri implements various well-being initiatives to encourage optimal productivity. These enhancements are provided in both material and non-material forms. The following outlines several employee engagement programs carried out by Bank Mandiri.

Employee Remuneration

In fostering a work environment that supports employee growth and motivation, Bank Mandiri places employee well-being as a key priority. Employee remuneration at Bank Mandiri is based on the total reward principle, whereby employees receive comprehensive compensation in both financial and non-financial forms. The Bank strives to maintain competitive remuneration aligned with its remuneration strategy to support the achievement of business objectives.

The remuneration system is designed to be fair and transparent through a performance-based approach. In addition to job level considerations, remuneration is determined based on individual performance (merit-based increase) and job risk, ensuring that the entire process is free from gender discrimination.

Bank Mandiri ensures that all employees receive wages in accordance with prevailing regulations, including compliance with the Regional Minimum Wage (UMR) in each operational area and the provision of additional cost-of-living allowances in certain regions. The entry-level salary standard at Bank Mandiri is set higher than the highest UMR in Indonesia and applies across all operational locations, with a 1:1 salary ratio between male and female employees. This demonstrates that remuneration is determined based on fair living standards without gender-based discrimination, while also reflecting competitive compensation to attract top talent and enhance employee engagement.

Allowances

Bank Mandiri provides allowances as part of its efforts to retain employee loyalty and promote productivity. These allowances are granted in various forms and serve different purposes to support employees' work and well-being. Allowances are provided based on employment status (permanent, contract, trainee), job level, type of work, work location, and other criteria aligned with the Bank's strategy.

Maternity and Paternity Leave Policy

Bank Mandiri provides maternity leave for female employees in accordance with applicable regulations, while paternity leave for male employees whose spouses give birth is granted beyond statutory requirements. During the leave period, employees continue to receive all their rights in accordance with prevailing laws and regulations. After the leave period ends, employees are entitled to return to their previous positions.

In the 2025 reporting year, a total of 1,345 employees took maternity and paternity leave, consisting of 835 female employees and 512 male employees. This represents a 5.2% decrease compared to the previous year, when 1,420 employees (900 female and 520 male) took leave. Of this total, 100% of employees returned to work after their leave period ended.

In addition, 100% of employees who took parental leave in the previous year also returned to Bank Mandiri after their leave. The high return rate after parental leave reflects Bank Mandiri's commitment to being an 'employer of choice' and providing strong support for the development of its female employees.

Retirement Program

Bank Mandiri has a retirement program that includes both a pension fund and pre-retirement training. The pension fund is managed by a dedicated Pension Fund established by the Bank, comprising defined contribution and defined benefit schemes originating from the pension funds of the merged banks.

As a form of appreciation for employees' dedication, Bank Mandiri provides pre-retirement training to help employees maintain well-being and remain productive after retirement. The training covers topics such as entrepreneurship, health, and psychology. In 2025, pre-retirement training was conducted in 38 batches, attended by a total of 840 employees who are expected to retire within the next 2 years. .

Awards

Bank Mandiri strengthens employee engagement by recognizing outstanding performance through the Mandiri Excellence Award (MEA). This annual program is held regularly with the following award categories:

- **Mandatory Award**

Mandiri Best Employee (MBE) is the highest form of recognition granted by management to outstanding employees who consistently demonstrate excellent performance and embody the Company's culture, reflected through behaviors aligned with the Company's Core Values and the unique m-DNA characteristics. This award aims to enhance employee motivation and engagement, encouraging them to continue delivering their best contributions. In 2025, a total of 118 employees and 14 employees from Subsidiaries received the MBE award.

- **Thematic Award**

This award recognizes Business Units or Employees who have contributed significantly and achieved excellence in supporting bank-wide initiatives. These initiatives include executing corporate strategies, driving business growth and sustainability, fostering a resilient learning mindset, and implementing the company culture. Details are as follows:

- a. **Best Business Strategy Execution**

Appreciation for Work Units that achieve the best performance through the implementation of strategies that support Bank Mandiri's business. Sub-categories include wholesale and retail business segments, as well as Branch Units for Best Business Case Execution, Best Ecosystem Development, and Best Ecosystem Acquisition.

b. Mandiri Best Service

Appreciation for individuals (Frontliners) and work units (Branches/Areas/Regions), with the assessment process focused on service contributions that drive sustainable business performance. In 2025, the contribution of Frontliners and Branches to wholesale, retail, and investment product achievements, as well as efforts to increase market share, became one of the enhanced evaluation parameters compared to the previous year. The award consists of two sub-categories:

- National Frontliner Championship, divided into the following sub-categories: Conventional Branch (Customer Service, Teller, Security), Smart Branch (General Banker), and Priority Outlet (Relationship Manager Priority Banking), with a total of 19 winners. Of these, 15 employees will receive recognition at the Mandiri Excellence Award (MEA) 2025.
- Branch Service Award, divided into the following sub-categories: Branch, Priority Outlet, and Area, with a total of 41 winning units (24 branches, 12 areas, 2 priority outlets, and 3 regions). Of these, 10 units will receive recognition at the Mandiri Excellence Award (MEA) 2025.

Through this platform, Bank Mandiri aims to motivate all individuals and work units to further enhance awareness in delivering remarkable customer experiences that positively impact the Bank's market share and reinforce its position as the Preferred Financial Partner for Customers.

c. Mandiri Innovation eXperience (MIX)

This award recognizes Mandiri employees who successfully deliver validated solutions with the most valuable impact to address Bank Mandiri's strategic challenges (big rock problems). Evaluation parameters include problem identification, solution design, market and business relevance, unique value propositions, and performance during the pitching session. In 2025, two teams were recognized: Ide Livin Signature as 1st Place and Ide Connexion as 2nd Place.

MANDIRI SERVICE AWARD

Mandiri Service Award (MSA) 2025 is an appreciation program recognizing both individuals and work units, with the assessment process focused on service excellence that contributes to sustainable business performance. The main activities of MSA 2025 consist of two categories:

a. Individual Category: National Frontliner Championship

The National Frontliner Championship (NFC) is a nationwide competition for Bank Mandiri frontliners, covering the categories of General Banker, Customer Service, Teller, Security, and RM Priority Banking. NFC 2025 was held on 06–07 November 2025, with 60 top frontliners selected to compete at the national level from approximately 18,000 frontliners across Indonesia.

During the competition, participants demonstrate their capabilities through a series of assessments, including a knowledge test, digital mindset test, sales advisory test, and individual presentation test. The highest-scoring winners also undergo a 360-degree validation process to ensure that the competition results are aligned with the quality of service implemented in their respective work units.

b. Work Unit Category: Branch Service Award

The Branch Service Award (BSA) is an appreciation program for work units, covering the categories of Branch (conventional branch and smart branch), Priority Outlet, Best Area in each Region, and Best Region nationally.

The BSA 2025 assessment for all categories is based on survey results conducted by an external surveyor and validated against the respective unit's business contribution performance throughout 2025.

Through MSA 2025, Bank Mandiri expects that all individuals and work units will be further motivated to enhance their awareness in building a remarkable customer experience that positively contributes to Bank Mandiri's market share and consistently positions the Bank as the Financial Partner of Choice for its customers.



Bank Mandiri provides dedicated lactation rooms to enhance employee engagement and well-being, supporting breastfeeding employees at the Head Office, regional offices, and branch offices. These rooms are designed to be comfortable, clean, and private, equipped with essential facilities such as seating, cooling storage for breast milk, and other necessary amenities. This initiative ensures that breastfeeding employees have a supportive and adequate space to meet their needs.

EMPLOYEE ENGAGEMENT SURVEY

In 2025, Bank Mandiri conducted an employee engagement survey, achieving a response rate of 89.01% and a score of 90.48%, reflecting an improvement from the 2024 score of 89.93%. The survey was administered by an independent consultant and assessed various aspects, including organizational effectiveness, leadership, career development, relationships and communication, compensation and benefits, job fit, opportunities to contribute, and teamwork.

Employee Turnover

Bank Mandiri monitors the employee resignation rate annually as part of its efforts to measure employee engagement. This assessment helps the Bank understand the profile of employees who resign and the reasons behind their decisions, enabling the development of more effective employee engagement programs. The trend of Bank Mandiri’s employee resignation rate from 2022 to 2025 is presented in the following table.

BANK MANDIRI'S RESIGNATION RATE TREND 2022-2024

| Year | Total Resignation (person) | Total Employee (person) | Percentage |
|------|----------------------------|-------------------------|------------|
| 2025 | 1,367 | 38,732 | 3.53% |
| 2024 | 1,024 | 38,847 | 2.63% |
| 2023 | 1,044 | 38,940 | 2.68% |
| 2022 | 1,102 | 38,176 | 2.89% |

In 2025, Bank Mandiri recorded a total of 2,868 employees leaving the organization, resulting in an employee turnover rate of 3.27%.

EMPLOYEE RESIGNATION TREND

| Keterangan | 2022 | 2023 | 2024 | 2025 |
|--------------------------------------|--------|--------|--------|--------|
| Total resignation (person) | 1,840 | 2,048 | 2,411 | 2,868 |
| Total employees at year end (person) | 38,176 | 38,940 | 38,847 | 38,732 |
| Turnover percentage (%) | 4.82% | 5.26% | 6.21% | 7.40% |

INDUSTRIAL RELATIONS

To create a comfortable, open, and progressive work environment, Bank Mandiri manages industrial relations in accordance with Law No. 13 of 2003 on Manpower, as amended by Law No. 6 of 2023, which ratifies Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation. The Bank applies this policy to build constructive relations with employees through the following approaches:

- Fostering Harmonious Industrial Relations:** The Bank builds and maintains well-managed industrial relations with active participation from employees, the Bank Employee Union, and recognized employee organizations.

2. Enhancing Employee Engagement: The Bank implements activities and programs designed to effectively increase employee engagement, positively influencing attitudes, behaviors, and overall performance, thus contributing to the Bank's success.

The Bank's industrial relations are founded on the principle of mutual respect, trust, and cooperation among Bank Mandiri, its employees, and the Employee Union. This shared commitment aims to ensure business continuity, growth, and the improvement of employee welfare.

To support these industrial relations objectives, the Bank provides several mechanisms, including:

Employee Unions

Bank Mandiri has 1 (one) labor union, known as Serikat Pegawai Bank Mandiri (SPBM), which was established in 2000 and is officially registered with the Ministry of Manpower and Transmigration of the Republic of Indonesia under No. KEP.804/M/BW/2000 and listed with the Ministry under No. 45/V/P/V/2001.

SPBM serves as a platform for employees to voice their aspirations, which are then conveyed to Management through forums regulated under the Manpower Law. The union's primary objective is to foster a harmonious industrial relationship between Management and employees.

The provisions UU No. 21/2000 have been ratified and are incorporated into Bank Mandiri's Collective Labor Agreement, emphasizing that no one is permitted to obstruct or coerce employees to form or refrain from forming, to serve or refrain from serving as administrators, to join or refrain from joining, or to participate or refrain from participating in labor union activities.

Collective Labor Agreement

Bank Mandiri has established a Collective Labor Agreement (CLA) in line with the Manpower Law. As stipulated in Article 116 of Law No. 13 of 2003, the CLA is prepared jointly by Bank Mandiri and employee's union through negotiations to reach mutual agreement. The CLA outlines employee aspirations, working conditions, and the rights and obligations of both parties in compliance with applicable laws and regulations.

In line with Pasal 123 UU Ketenagakerjaan (Labor Law), The CLA is valid for maximum 2 (two) years from the date of signing and may be extended for a maximum of one additional year, with only a single extension allowed.

The first CLA covered the period from 2004 to 2006. As of today, as part of fostering harmonious industrial relations, Bank Mandiri has reached its 10th CLA, effective for the 2023-2025 period. It has been registered and approved by the Ministry of Manpower of the Republic of Indonesia, as documented in the Decision of the Director General of Industrial Relations and Social Security No. KEP.4/HI.00.01/00.0000.231228008/B/I/2024, dated 10 January 2024.

Internal and External Regulations

Bank Mandiri consistently adheres to all applicable regulations, both external and internal. This includes the updated Operational Policy (Human Resources), approved on 7 February 2025, and the most recent Human Resources Standard Guidelines, revised in November 2025.

Bipartite Cooperation Institute

The Bipartite Cooperation Institution (LKS Bipartit) at Bank Mandiri was established in 2005 and is registered with the South Jakarta Office of Manpower and Transmigration.

Pursuant to the mandate of Law No. 13/2003 and the terms of the 2023-2025 CLA, Bank Mandiri and the Employee Union regularly hold LKS Bipartite meetings. This forum serves as a platform for communication and consultation on matters related to industrial relations. During these meetings, Bank Mandiri shares updates on Human Capital policies and key areas of business development aligned with the Bank's vision and mission. The Employee Union is also given the opportunity to provide suggestions, feedback, and communicate employee aspirations to management.

Complaints Handling

To foster a positive and conducive work environment, Bank Mandiri is committed to comprehensively managing employee concerns through effective communication forums. Bank Mandiri provides various platforms that employees can use to voice their concerns, which are promptly addressed by the Bank. By maintaining open and effective communication channels, the Bank aims to strengthen employee relations, resolve issues promptly, and enhance overall workplace harmony.

Industrial Relations Dispute Resolution

In resolving industrial relations disputes, Bank Mandiri refers to Law No. 2 of 2004 on Industrial Relations Dispute Settlement, prioritizing open communication to reach mutually beneficial agreements. This approach fosters a calm working atmosphere, maintains harmonious industrial relations, and ultimately enhances employee productivity.