

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

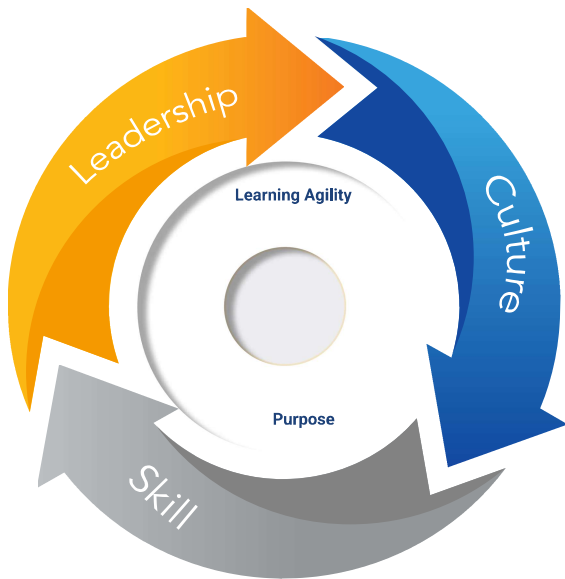
EMPLOYEE DEVELOPMENT

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

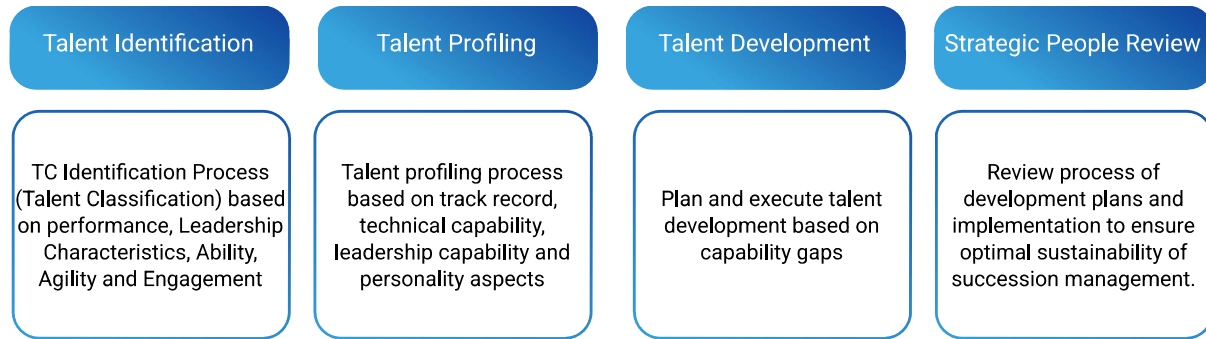
Bank Mandiri’s approach to employee career development is guided by the Talent Management and Succession Program, which is based on the principle of fair opportunity. This ensures that every employee has an equal chance to grow and progress within the organization, while taking into account the Bank’s 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



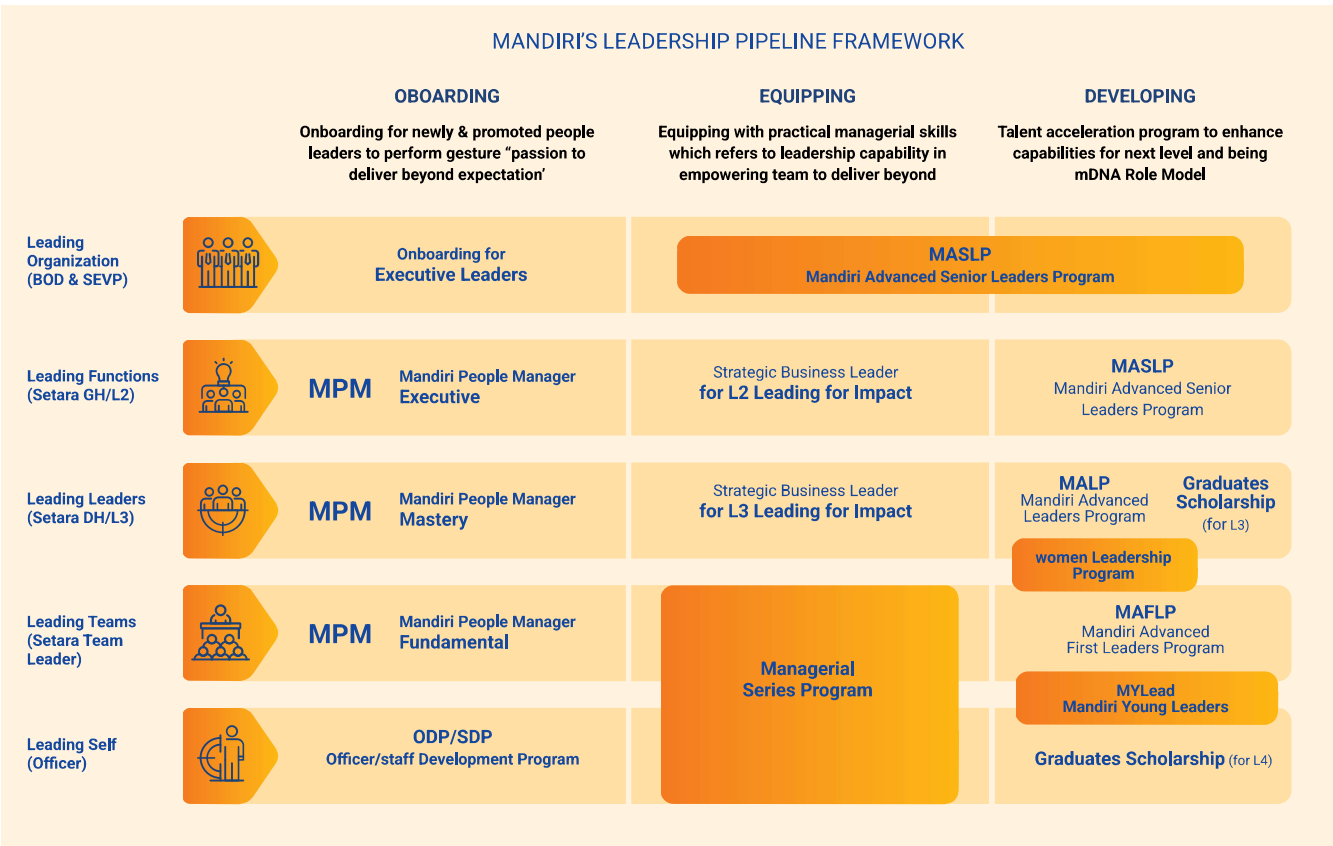
Mandiri University has established dedicated academies for each business segment of the Bank, enabling employees in each respective unit to receive training and development specifically tailored to their roles and responsibilities. The following academies are available at Bank Mandiri:

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