


### 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.