



# SUSTAINABILITY STRATEGY



Bank Mandiri has set out its long-term strategy towards sustainability for the 2025–2029 period with the main aspiration of “Becoming Indonesia’s Sustainability Champion for a Better Future.” This aspiration is reflected through three key objectives: leading Indonesia’s transition toward a low-carbon economy, achieving Net Zero Emissions (NZE) in operations by 2030, and catalyzing social growth with meaningful impact to support the achievement of the Sustainable Development Goals (SDGs).

To realize this vision, Bank Mandiri has developed an ESG Framework comprising three main pillars supported by eight strategic initiatives to be implemented throughout 2025–2029. This framework is designed to embed sustainability principles across all operational and business activities of the Bank,

thereby generating significant positive impact on the environment, society, and the national economy.

The implementation of Bank Mandiri’s sustainability strategy for the 2025–2029 period is also aligned with its business transformation direction, which focuses on integrated strategic growth and transformational leadership through ecosystem orchestration. Through this approach, Bank Mandiri aims to strengthen its role as a key driver of an inclusive and competitive financial ecosystem, balancing economic, social, and environmental performance. The integration of ESG principles is not only reflected in sustainable products and services but also embedded in risk management, governance, and the development of orchestrating leaders capable of creating long-term value for all stakeholders.



**VISION**  
**BECOMING INDONESIA'S SUSTAINABILITY CHAMPION FOR A BETTER FUTURE**

**PILLAR**  
**SUSTAINABLE BANKING      SUSTAINABLE OPERATION      SUSTAINABILITY BEYOND BANKING**

**COMMITMENT**

**Lead Indonesia's Transition to Low Carbon Economy**

**Net Zero Emission (NZE) in Operations by 2030**

**Catalyzing Multiple Growth for Social Impact to Achieve SDGs**

**ONGOING INITIATIVES**

- Integrating ESG Aspect in Business Process** (Sustainable Finance Framework, Sector Policy Enhancement)
- Develop Sustainable Portfolio & Products/ Services** (Sustainability/Green Bond, ESG Repo, Sustainability Linked Loan, Green/Social/ Corporate in Transition Financing)
- Influencing Key Policy Maker to Accelerate Indonesian Low Carbon Economy**

- Leading Practice in Data Privacy & Security**
- Diversity, Equity & Inclusion**
- Achieving NZE in Operations by 2030**
  - a. Green Business Mindset
  - b. Digital Carbon Tracking & Monitoring
  - c. Carbon Neutral Initiatives through Green Operational & Carbon Offsetting

- Empowering Digipreneurship in Society** (Indonesia Migrant Worker, Young Entrepreneur, KUR, Branchless Banking)

**ENABLERS**

- Strengthening ESG Governance, Capacity Development & Disclosure**

# SUSTAINABILITY STRATEGY PILLARS

In carrying out its sustainability principles, Bank Mandiri anchors its strategy on three core pillars: Sustainable Banking, Sustainable Operation, and Sustainability Beyond Banking. These pillars embody a comprehensive approach to embedding Environmental, Social, and Governance (ESG) considerations across all of the Bank's business and operational activities.



## SUSTAINABLE BANKING

The first pillar emphasizes Bank Mandiri's focus on conducting sustainable business by committing to lead Indonesia's transition to a low-carbon economy. This commitment is reflected in the integration of ESG principles across all of the Bank's business activities, encompassing risk management as well as the development of sustainable financial products and services. In addition, Bank Mandiri consistently serves as a collaborative partner for stakeholders in shaping sustainability-related policies and as a strategic partner for customers transitioning to more environmentally friendly business practices.



## SUSTAINABLE OPERATION

In the second pillar, Bank Mandiri is committed to supporting its sustainability targets by achieving carbon neutrality in its operations by 2030, aligning with the aspiration of Net Zero Emissions (NZE). This commitment is realized by integrating ESG principles throughout all operational activities, including raising awareness, implementing environmentally friendly practices, applying technologies that ensure customer data protection, and managing human resources with a focus on enhancing diversity and equity in the workplace.



## SUSTAINABILITY BEYOND BANKING

In the third pillar, Bank Mandiri expands its sustainability commitment by enhancing activities beyond its core banking operations, particularly in the social domain. These efforts aim to uplift local economies through various empowerment programs involving communities and local stakeholders. Through these initiatives, Bank Mandiri is determined to drive diverse forms of growth that deliver meaningful social impact, thereby supporting the Sustainable Development Goals (SDGs) in line with its commitment to "Catalyzing Multiple Growth for Social Impact to Achieve SDGs."

# SUSTAINABILITY JOURNEY



## Journey to Becoming Indonesia's Sustainability Champion for a Better Future



# REALIZATION OF ESG PROGRAM ACHIEVEMENTS COMPARED TO TARGETS

Throughout 2025, Bank Mandiri successfully met several key targets set at the beginning of the year, consistent with ACGS parameter item B.1.5, which includes among others:

## ESG ASPECTS ACHIEVEMENT COMPARED TO 2025 TARGETS

### ENVIRONMENTAL PILLAR



ESG Aspects	Indicators	2025 Target	2025 Achievement
Sustainable Loan Financing	Total sustainable loan/ financing (Rp trillion, Parent only)	Rp294.25 Trillion	Rp315.84 Trillion
Operational Carbon Emissions	% Reduction in operational emissions (Scope 1 and 2) compared to the 2019 baseline	26%	32%

### SOCIAL PILLAR



ESG Aspects	Indicators	2025 Target	2025 Achievement
Employee Development	% Employee participation in training programs	80%	104.24%
Employee Development	Average training hours per employee	16 hours	87.6 hours
Employee Development	% of employees participating in training programs out of total employees	80%	1,897.83%
Financial Inclusion	% Disbursement of KUR from the allocated quota	95%	106.5%
Employee Diversity	Average composition of Nominated Talent employees (female and young talent)		
	Women	26.5%	26.5%
	Young	21%	21%

### GOVERNANCE PILLAR



ESG Aspects	Indicators	2025 Target	2025 Achievement
Cyber Security Breach	Number of reported Cyber Security Breaches	0	0

# BANK MANDIRI SUSTAINABLE FINANCING FRAMEWORK



Bank Mandiri's Sustainable Financing Framework serves as a cornerstone for guiding the classification, assessment, and reporting of sustainable financing activities. It ensures that capital is channelled responsibly into initiatives that advance environmental stewardship and social development, while providing a clear structure for the issuance of sustainable financial instruments. The Framework is aligned with leading international standards and national regulations, remaining adaptable as global sustainability practices evolve.

The legal and regulatory references include the Green, Social, Sustainability, and Sustainability-Linked Principles issued by ICMA and LMA; Climate Bonds Taxonomy; European Union Taxonomy; ASEAN

Sustainable Finance Standards; as well as national requirements such as POJK 51/2017, POJK 18/2023, and the Indonesian Sustainable Finance Taxonomy (TKBI). Each financing activity under the Framework follows a structured process for project selection, fund management, monitoring, reporting, and independent external review to ensure strong governance and transparency.

In addition, Bank Mandiri has established a Transition Finance Framework to support a gradual and responsible shift toward a low-carbon economy, reflecting the Bank's commitment to enabling industry transition while considering Indonesia's socio-economic landscape. Together, these frameworks strengthen the Bank's sustainable finance

strategy, enhance stakeholder trust, and support national and global sustainability objectives.

The implementation of sustainable finance is further reinforced through the establishment of the ESG Group, a permanent unit under the Vice President Director that serves as the focal point and key coordinator for sustainability initiatives across the Bank. Further details regarding Bank Mandiri's Sustainable Financing Framework and the Bank's sustainability achievements for 2025 are presented in the Sustainability Report.



# ENVIRONMENTAL PILLAR



To achieve its aspiration of Net Zero Emission in Operations by 2030, Bank Mandiri applies three key approaches: a green business mindset, operational carbon measurement, and Green Operations initiatives. These include improving energy efficiency, using low-emission equipment, and conducting Carbon Offsetting through carbon credits and climate mitigation programs. These efforts reinforce Bank Mandiri’s leadership in ensuring operations that balance environmental, economic, and social performance.



# ENVIRONMENTAL PILLAR PERFORMANCE

## PROMOTING GREEN OPERATION



The first bank in Indonesia to launch Digital Carbon Tracking



The first bank in Indonesia to launch an environmentally friendly card

<b>3</b> Green Building Certified Building	<b>10</b> Green Office	<b>244</b> Smart Branch	<b>870</b> Unit Solar Panel	<b>521</b> Operational Vehicles with Electric Vehicles (EV) and Hybrid
--	------------------------	-------------------------	-----------------------------	--

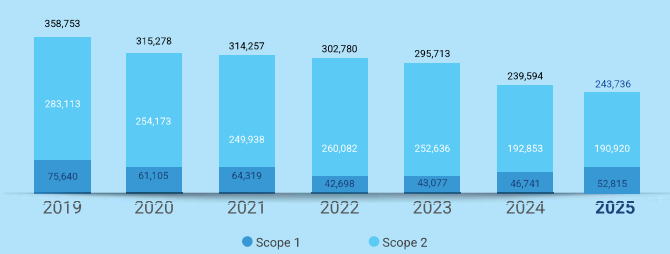
## GHG EMISSION MEASUREMENT

### GHG Emissions Scope 1 and 2

Bank Mandiri has measured its operational carbon emissions for Scope 1 and Scope 2, using 2019 emissions as the baseline year. For Scope 3 emissions, the Bank has calculated emissions from financing activities (Financed Emissions) in accordance with the Partnership for Carbon Accounting Financials (PCAF) methodology.

**32%**  
Reduction in Scope 1 and Scope 2 emissions compared to the 2019 baseline

Data Histories emission carbon Scope 1&2 Bank Mandiri (tCO<sub>2</sub>e)



**243,736**  
tCO<sub>2</sub>e  
Scope 1+2 emissions of Bank Mandiri

## ELECTRICITY CONSUMPTION (GJ)



▼ 1.52% yoy →

<b>2023</b> 1,040,757 GJ	<b>2024</b> 863,024 GJ	<b>2025</b> 849,889 GJ
-----------------------------	---------------------------	---------------------------

## FUEL CONSUMPTION (GJ)



▲ 18.82% yoy →

<b>2023</b> 599,750 GJ	<b>2024</b> 642,865 GJ	<b>2025</b> 763,822 GJ
---------------------------	---------------------------	---------------------------



### USE OF RECYCLED WATER (m<sup>3</sup>)

- 3 Buildings with Reverse Osmosis Systems (Wisma Danantara Indonesia, Wisma Mandiri, and Menara Mandiri).
- 29.76% decrease in recycled water consumption in 2025



#### WATER USAGE

2023	2024	2025
141,106 m <sup>3</sup>	88,788 m <sup>3</sup>	62,367 m <sup>3</sup>



### WASTE REDUCTION REDUCE, REUSE, RECYCLE

- There were no incidents of Bank Mandiri's effluent spills into the environment.
- Through the reverse osmosis process, the water is further treated into drinking water, and the processed wastewater is reused for plant irrigation.

<b>HAZARDOUS WASTE</b>	Hazardous Waste ▲ 167.86% yoy	→	<b>2023</b> 1,520 Kg	<b>2024</b> 196 Kg	<b>2025</b> 525 Kg
<b>LIQUID WASTE</b>	Liquid Waste (m <sup>3</sup> )	→	<b>2023</b> 100,200 m <sup>3</sup>	<b>2024</b> 81,400 m <sup>3</sup>	<b>2025</b> 88,774 m <sup>3</sup>
<b>LIQUID WASTE TREATED THROUGH REVERSE OSMOSIS (m<sup>3</sup>)</b>	Reverse Osmosis Liquid Waste (m <sup>3</sup> )	→	<b>2023</b> 31,610 m <sup>3</sup>	<b>2024</b> 32,134 m <sup>3</sup>	<b>2025</b> 25,845 m <sup>3</sup>

# PRODUCTS AND SERVICES SUPPORTING CLIMATE CHANGE MITIGATION



The range of climate change mitigation-focused products and services offered by Bank Mandiri in 2025 is presented in the table below:

<p><b>Livin' Planet</b></p> <p>Bank Mandiri introduced Livin' Planet, an innovative feature within the Livin' by Mandiri application aimed at raising awareness and driving customer participation in environmental preservation. Through Livin' Planet, customers can calculate their daily carbon footprint using an integrated carbon calculator, contribute to tree planting programs, and track their planting contributions.</p>	<p><b>Green Mortgage</b></p> <p>Bank Mandiri is promoting green financing through the Green Mortgage program for properties certified as green buildings, such as NavaPark BSD City, which has received Greenship Platinum certification from GBCI. Customers benefit from incentives such as low interest rates and reduced down payments, aligning with the push toward sustainable development.</p>	<p><b>Digital Banking</b></p> <p>Bank Mandiri leverages digital banking to support climate change mitigation through the Livin' app for retail customers and the Kopra platform for wholesale customers, enabling convenient financial services without the need to visit physical branches. In addition, Bank Mandiri operates 241 Smart Branches as part of its digital transformation, providing fast, easy, and secure banking services. This initiative not only enhances customer convenience but also reduces carbon emissions by minimizing physical document consumption and transportation, aligning with Bank Mandiri's commitment to sustainability.</p>
<p><b>MSME Loans</b></p> <p>Bank Mandiri has a robust policy framework in place to support the growth and strengthening of the MSME sector, recognizing the vital role of MSMEs in Indonesia's economy. This includes providing Working Capital Loans, Investment Loans, Micro Business Loans (KUM), and participating in the People's Business Loans (KUR) program to empower MSMEs.</p>	<p><b>Corporate in Transition Financing</b></p> <p>Bank Mandiri offers financing to help clients transition their businesses in alignment with the Paris Agreement or NDC targets. Clients must demonstrate a clear climate transition strategy, measurable goals, and evidence of implementation within the past 12 months.</p>	<p><b>Renewable Energy Financing</b></p> <p>Bank Mandiri provides loans to support business activities that contribute renewable energy projects. By 2025, the total loans disbursed reached Rp12.9 trillion.</p>
<p><b>Cardless Credit Card</b></p> <p>Bank Mandiri launched a virtual credit card without physical cards to reduce plastic waste and carbon emissions from the production, printing, and delivery of cards to customers.</p>	<p><b>Recycled Cards</b></p> <p>Bank Mandiri continues to innovate by introducing environmentally friendly products such as debit cards and prepaid cards made from recycled PVC materials.</p>	<p><b>Green Loan</b></p> <p>In 2025, Bank Mandiri disbursed sustainable financing/loans amounting to Rp315.84 trillion, consisting of Rp166.2 trillion in Green Financing and Rp149.6 trillion in Social Financing.</p>

Further details are available in the Sustainability Report, which is published separately but remains an integral part of Bank Mandiri's overall reporting framework.

## GREEN FINANCING POLICIES



As part of its sustainability commitment, Bank Mandiri strives to contribute indirectly to reducing environmental impact by implementing environmentally responsible financing policies. Conversely, the Bank refrains from extending credit to projects or business activities that may have adverse environmental impacts, as outlined below:

- a. Illegal logging;
- b. Land clearing on peatlands;
- c. Human rights violations under labor laws and ILO conventions;
- d. Drug abuse;
- e. Business activities that harm the environment, including those that disrupt protected areas such as UNESCO World Heritage Sites, wetlands under the Ramsar Convention criteria, high biodiversity sites, and areas classified as protected under IUCN Category 1 & Category 2 in the Convention on Biological Diversity;
- f. Other business activities that do not comply with prevailing laws and regulations, including but not limited to: pornography, gambling, money laundering, activities involving corruption, collusion, and nepotism, and other goods and services that are not in accordance with applicable legal provisions.

Gradually, Bank Mandiri continues to integrate ESG aspects into its credit policy by setting minimum criteria that include positive and negative screening of prospective debtors' business activities. This integration is implemented in the Standard Credit Procedure which requires:

- a. Have environmental management documents in accordance with the industrial sector and prevailing laws and regulations, including an Environmental Impact Assessment (AMDAL) document for mandatory business/activity plans or an Environmental Management Effort (UKL) - Environmental Monitoring Effort (UPL) document;
- b. Have a PROPER Assessment result (Corporate Performance Rating Program in Environmental Management) in accordance with relevant regulations;
- c. Have environmental management permits/certifications or other related environmental criteria in accordance with relevant laws and regulations.

As part of its commitment to sustainable financing practices, Bank Mandiri has adopted a credit policy that incorporates ESG aspects. In addition, the Bank enforces sectoral credit policies as binding guidelines for business sectors considered to have high ESG risk.

### BANK MANDIRI INDUSTRY ACCEPTANCE CRITERIA

Industry Sector	ESG Aspect Criteria
<b>Agriculture (including the Palm Oil Sector)</b>	In managing ESG risks in the agricultural sector, particularly in palm oil plantations and CPO production, Bank Mandiri requires compliance with the Indonesian Sustainable Palm Oil (ISPO) certification or, at a minimum, proof of ISPO registration from an ISPO Certification Institution. The Bank also considers the environmental and labor policies of debtors (including Occupational Health and Safety/OHS), the procedures for preventing and handling land fires in accordance with applicable standards, and adherence to No Deforestation, No Peat, No Exploitation (NDPE) policies. These include policies on land clearing, preservation of High Conservation Value (HCV) areas, and Waste Treatment Plant (WTP) installations. Financing to new companies planning to clear new land will not be provided.
<b>Construction Sector</b>	In managing ESG risks in the construction sector, Bank Mandiri requires debtors to have internal policies (code of conduct) related to environmental and labor standards. In addition, debtors involved in toll road operations must have internal policies and standard operating procedures (SOPs) for accident handling.
<b>Energy Sector</b>	In managing ESG risks in the Energy and Energy Use sector, Bank Mandiri requires PROPER documents or environmental documents approved by the Environmental Agency (BLH), as well as environmental management certification. For the development of new Coal-Fired Power Plants (PLTU), Bank Mandiri considers the financing tenure to align with the coal phase-out strategy in line with the applicable PLN RUPTL while taking into account the debtor's environmental policies (carbon emissions, coal ash, water, and waste management) and labor policies. Meanwhile, for Hydropower Plants (PLTA), a hydrological feasibility study is mandatory to ensure adequate water flow and to prevent disruption to the ecosystem or public access.
<b>Fast Moving Consumer Goods (FMCG) Sector</b>	In managing ESG risks in the Fast-Moving Consumer Goods (FMCG) sector, Bank Mandiri requires its debtors to have environmental policies in place (such as those related to the use of chemicals and water & waste management) and to obtain certification from the National Food and Drug Supervisory Agency (BPOM).

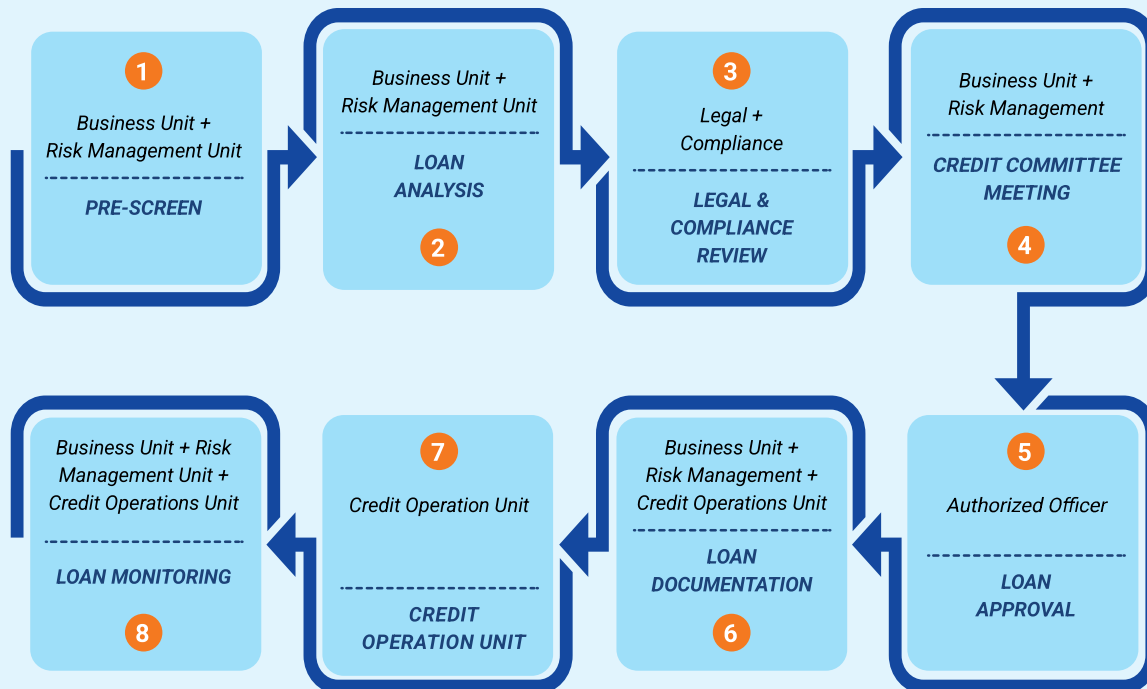
Industry Sector	ESG Aspect Criteria
<b>Metal Mining Sector</b>	Bank Mandiri requires its debtors to implement Good Mining Practices in accordance with applicable laws and regulations. This includes providing an annual Work Plan and Budget (RKAB) approved by the Ministry of Energy and Mineral Resources (ESDM) and/or other necessary documents related to Good Mining Practices. Debtors must also have an internal policy (code of conduct) addressing environmental and labor concerns. In addition, Bank Mandiri mandates that debtors achieve a minimum Blue rating in the PROPER assessment and/or have an Environmental Impact Analysis (AMDAL) or Environmental Management and Monitoring Efforts (UKL-UPL) report approved by the Environmental Agency (BLH). Debtors are also required to have Environmental Management certifications, such as ISO 14001/ISO 45001, or equivalent documents acceptable to the Bank.
<b>Coal Sector</b>	In managing ESG risks in the Coal sector, Bank Mandiri does not provide financing for mines in the exploration stage and requires companies to have a minimum Green PROPER rating. Specifically for Coal-Fired Power Plants (PLTU), Bank Mandiri considers the financing tenure to align with the coal phase-out strategy in accordance with the applicable PLN RUPTL.
<b>Other Transport Equipment Industry (Shipyards)</b>	Bank Mandiri requires debtors in this sector to demonstrate efforts toward energy efficiency and emission reductions, supported by documents acceptable to the Bank. Public companies are also required to produce a sustainability report.
<b>Healthcare Services and Pharmaceutical Sector</b>	Debtors must have approved industrial forest management permits, such as the Timber Forest Product Utilization Permit (IUPHHK) or Non-Timber Forest Product Utilization Permit (IUPHHBK), and an approved Business Work Plan (RKU) from the Ministry of Environment and Forestry. They must also have internal policies for Environmental Management and Occupational Health and Safety (OHS) Management acceptable to the Bank.
<b>Pulp &amp; Paper Sector</b>	Bank Mandiri requires companies to have a minimum Blue PROPER rating, implement energy efficiency and emission reduction measures, and ensure adequate electricity supply and water resources. Companies must also have a Wastewater Treatment Plant (IPAL), Waste Treatment Facility (IPL), Liquid Waste Disposal Permit (IPLC), and a hazardous and toxic waste (B3) treatment facility, as evidenced by acceptable documentation submitted to the Bank.
<b>Telecommunication Sector</b>	Debtors must demonstrate energy efficiency and emission reduction efforts supported by acceptable documentation (if applicable). They are also required to have internal policies on data privacy in compliance with prevailing regulations and possess high-capacity systems and capabilities in cybersecurity.
<b>Transportation Sector</b>	Debtors must demonstrate energy efficiency and emission reduction efforts, supported by documentation acceptable to the Bank.
<b>Oil and Gas Sector</b>	In managing ESG risks in the Oil and Gas sector, particularly in upstream oil and gas exploitation, Bank Mandiri requires environmental management certification, energy efficiency initiatives, and emission reduction measures in compliance with regulatory requirements at the business location. Public companies must provide a Sustainability Report or equivalent documentation. Oil and gas business activities must acquire documents verifying compliance with all Oil and Gas Safety requirements, including installation and equipment, workforce, general safety, and environmental standards. Supporting must provide proof of compliance through a Supporting Business Certificate (SKUP).
<b>Hotel, Restaurant and Accommodation</b>	Bank Mandiri requires certifications such as ISO 14001, ISO 45001, or ISO 22483, as well as compliance with Occupational Health and Safety (OHS) standards. Companies must implement energy efficiency and emission reduction measures, supported by acceptable documentation, including the SNI CHSE certification.
<b>Fertilizer &amp; Pesticides</b>	In managing ESG risks in the Fertilizers and Pesticides sector, Bank Mandiri requires the environmental management certification, OHS standards, a sustainable corporate social and environmental responsibility program, efforts to improve energy efficiency, and hazardous and toxic waste (B3) management documentation. If generating liquid waste, a Liquid Waste Disposal Permit (IPLC) is mandatory, including SOPs for wastewater treatment plant (IPAL) management.
<b>Cement</b>	Bank Mandiri requires efforts in energy efficiency, environmental management certification, and compliance with OHS standards. Cement plants must have hazardous and toxic waste (B3) management documentation as well as permits or approvals related to liquid waste management.
<b>Automotive</b>	In managing ESG risks in the Automotive sector, Bank Mandiri requires efforts in energy efficiency, environmental management certification, and compliance with OHS standards. Companies must have a liquid waste disposal permit and hazardous and toxic waste (B3) management documentation acceptable to the Bank.
<b>Chemical</b>	Bank Mandiri requires efforts in energy efficiency, environmental management certification, and compliance with OHS standards. Companies must have a liquid waste disposal permit and hazardous and toxic waste (B3) management documentation acceptable to the Bank.

Industry Sector	ESG Aspect Criteria
<b>Sectors Sensitive to ESG Aspects</b>	For sensitive sectors, Bank Mandiri enforces binding credit policies requiring compliance with ESG-related regulations and standards, including certifications such as ISO 14001 for environmental management and ISO 45001 or equivalent for occupational health and safety. For debtors unable to meet these requirements, a monitoring mechanism and action plan framework are established to improve their ESG aspects.

To enhance the implementation of ESG aspects, Bank Mandiri applies a strict monitoring mechanism and develops targeted action plans for debtors who have yet to meet the established criteria. In addition to the development of sectoral credit policies as noted earlier, the Bank also implements Environmental and Social Risk Management (ESRM) through the use of the Environmental and Social Compliance Checklist (ESCC).

In practice, Bank Mandiri conducts an initial ESG risk screening in accordance with existing policies before proceeding with the credit approval process. This process involves coordination among the Business Unit, Risk Unit, Legal & Compliance, Credit Operations, and the Credit Approval Officer. The Bank's credit process is designed to ensure comprehensive consideration of ESG risk management at every stage.

#### INTEGRATION OF ESG IN CREDIT APPROVAL PROCESS



# SUSTAINABLE PORTFOLIO BANK MANDIRI

Bank Mandiri manages a financing portfolio aligned with the Sustainable Business Activities Categories (KKUB) stipulated in POJK No. 51/2017. Details of Bank Mandiri's Sustainable Portfolio for the 2023–2025 are presented as follows:

## SUSTAINABILITY BUSINESS CATEGORY PORTFOLIO

(Rp Billion)

No.	Sustainable Financing (In accordance with KKUB POJK 51/2017)	2023	2024	2025
1	Renewable Energy	9,727	11,773	12,876
2	Energy Efficiency	-	-	-
3	Pollution Prevention and Control	-	-	-
4	Sustainable Natural Resources Management and Land Use	102,413	111,432	115,662
5	Conservation of Land and Water Biodiversity	-	-	-
6	Clean Transportation	3,926	7,545	10,299
7	Sustainable Water and Wastewater Management	1,171	1,176	5,789
8	Climate Change Adaptation	-	-	-
9	Eco-Efficient and/or Circular Eco. Adapted Products, Technology & Processes	5,354	10,621	15,047
10	Green Building	6,612	6,268	6,539
11	Other Environmentally Friendly Business Activities	8,776	9,644	9,557
12	Micro, Small, and Medium Business Activities	126,101	134,048	140,072
	<b>Total Sustainable Financing</b>	<b>264,080</b>	<b>292,507</b>	<b>279,841</b>

## SUSTAINABLE FINANCING



Green Portfolio

Rp **166.2** trillion

Sustainable Portfolio

Rp **315.8** trillion

Social Portfolio

Rp **149.6** trillion



### GREEN PORTFOLIO



Rp **166.2** trillion

Renewable Energy

Rp **12.9** trillion

Management of Biological Natural Resources and Sustainable Land Use

Rp **115.6** trillion

Clean Transportation

Rp **10.2** trillion

Sustainable Water and Wastewater Management

Rp **5.8** trillion

Eco-Efficient and/or Circular Eco Adapted Products, Technology & Processes

Rp **15.0** trillion

Green Buildings

Rp **6.5** trillion

### SOCIAL PORTFOLIO BY SEGMENT



Rp **149.6** trillion

SME Segment

Rp **40.7** trillion

Micro Segment

Rp **99.4** trillion

Corporate Segment

Rp **92.0** trillion

Commercial Segment

Rp **2.5** trillion



## SUSTAINABLE FINANCING PRODUCTS

### Sustainability Linked Loan (SLL)

To support clients in enhancing their sustainability performance, the Sustainability-Linked Loan (SLL) is designed to strengthen borrowers' sustainability profiles over the loan period without requiring financing to be allocated to specific sustainable projects. This financing scheme aligns loan terms with predetermined sustainability objectives, measured through Key Performance Indicators (KPI) and evaluated against Sustainability Performance Targets (SPT). Through this KPI-based mechanism, SLL not only promotes sustainability-focused initiatives but also provides incentives for borrowers to achieve the agreed ESG targets.

### Sustainable Client Financing

This type of financing is provided at the client entity level to support business activities that promote environmental sustainability or transition toward a sustainable economy. The facility adheres to eligible activity criteria under the framework, in line with applicable regulations and international best practices. Clients qualify for this financing if their core business, or at least 90% of their revenue, is derived from activities that meet these eligibility criteria.

### Green Loan

This facility is designed to finance projects and initiatives with positive environmental impact, aligned with the Green Loan Principles of the Loan Market Association (LMA). Since its launch in 2022, Bank Mandiri has acted as Mandated Lead Arranger in a US\$300 million syndicated Green Loan supporting the lithium battery industry. In 2024, this commitment was strengthened through the provision of green credit facilities for the power and transportation sectors. Bank Mandiri serves as ESG Coordinator, providing Rp3.5 trillion in green financing to support the energy transition program and US\$226 million for electric vehicle distribution and infrastructure development.

### Green Mortgage

Bank Mandiri continues to innovate in developing financial products that support green property growth. This initiative reflects the integration of ESG principles into financial products through the Sustainable Banking pillar. As of December 2025, green-certified building loans reached Rp0.71 trillion, including retail financing through the Green Mortgage program, bringing Bank Mandiri's total sustainable portfolio to Rp316 trillion, an increase of 7.97% (yoy).



## SUSTAINABLE FUNDING

### Sustainability Bond & ESG Repo Framework

Bank Mandiri's Sustainability Bond and ESG Repo Framework are developed in alignment with the four core pillars of the Sustainability Bond Guidelines issued by the International Capital Market Association (ICMA, 2021), namely Use of Proceeds, Project Evaluation and Selection, Management of Proceeds, Reporting. These frameworks ensure that sustainability instruments issued by the Bank comply with global standards and support projects with environmental and social impact.

### Green Bond Framework

Bank Mandiri's Green Bond Framework, which governs the issuance of Rupiah-denominated Green Bonds, complies with OJK Regulation No. 60/2017 and also adopts the four pillars of ICMA-2021. Under this framework, Bank Mandiri established its Sustainable Green Bond Public Offering (PUB) Program I at Rp10 trillion, with the first phase issued in 2023. The allocation of proceeds was verified through an independent Second Party Opinion (SPO) from SDGs Hub UI.

### Sustainability Bonds

In 2021, Bank Mandiri issued its inaugural Sustainability Bond to finance or refinance eligible environmental and social projects under its Sustainability Bond Framework. The issuance was strongly supported by investors and aligned with international standards, including the Sustainability Bond Guidelines, Green Bond Principles, and Social Bond Principles issued by ICMA.

### ESG Repo

In 2022, Bank Mandiri executed Indonesia's first ESG Repo transaction, also among the earliest in Southeast Asia. The proceeds were directed to

finance or refinance assets linked to environmental, social, and governance aspects. This marked an important milestone in advancing sustainability-oriented financial innovation within the national banking sector.

### Involvement in Green Bonds

Throughout 2024, Mandiri Group, through Mandiri Sekuritas, actively supported clients as a trusted advisor in structuring green and sustainability bonds. Advisory assistance included identifying eligible sustainable projects, ensuring alignment with international standards such as the ICMA Green Bond Principles and LMA Green Loan Principles, and guiding issuers on transparent reporting practices. During the same year, Mandiri Sekuritas also served as Joint Lead Underwriter for several sustainability-themed bond issuances, including Social Bonds by PT Pegadaian and PT Sarana Multigriya Finansial (Persero), as well as Green Bonds by PT Oki Pulp & Paper. All issuances underwent independent verification, supported by advisory services across multiple sectors including financial services, property, agriculture, energy, and pulp & paper.

### Green Bonds Phase II

In 2025, Bank Mandiri issued the Sustainable Green Bond I Phase II with issuance value of Rp5 trillion and a idAAA rating from PEFINDO. The issuance received strong investor interest, reflected in an oversubscription of 2.55 times the offered amount. Proceeds from the bond are allocated to finance and refinance environmentally sustainable business activities in accordance with the POJK Green Bond regulation, with at least 70% of the funds directed to eligible green projects.



## SUSTAINABLE INVESTMENT

Bank Mandiri has developed a sustainable investment approach through Mandiri Manajemen Investasi (MMI). MMI integrates ESG factors into its investment portfolios and decision-making processes to promote long-term value creation and positive social impact. The assessment process applies both quantitative and qualitative methods, guided by an internal checklist to ensure consistency and relevance to each company's profile. In addition, Mandiri Capital Indonesia (MCI) applies environmental and social criteria in every investment decision, in line with established standards and Bank Mandiri's broader sustainability vision. Examples of Bank Mandiri's sustainable investment portfolio products include Green Sukuk and Green Bonds, and ESG Mutual Funds.



## EFFORTS TO BUILD AN ENVIRONMENTALLY FRIENDLY VALUE CHAIN AND SUPPORT SUSTAINABLE DEVELOPMENT

Bank Mandiri continues to strengthen an environmentally friendly value chain to help achieve national sustainable development goals. The various initiatives implemented throughout 2025 reflect the Bank's support for Indonesia's Net Zero Emission (NZE) target by 2060 or earlier. This effort also aligns with ACGS parameter 8.4.3, which emphasizes the Bank's commitment to establishing a green value chain consistent with sustainable development objectives.

The programs carried out in 2025 include, among others:

- Calculating and reporting Scope 3 greenhouse gas (GHG) emissions from financing activities in 10 economic sectors.
- Actively participating in the Carbon Offsetting market through purchasing carbon units, investing in Nature-Based Solution (NBS) projects, and undertaking other mitigation actions.
- Implementing green financing policies.
- Integrating ESG aspects into the Bank's loan policies.
- Regularly reviewing and establishing Industry Acceptance Criteria.
- Applying Environmental Social Risk Management (ESRM) through the use of an Environmental and Social Compliance Checklist (ESCC).

# SOCIAL PILLAR



’
 In fulfilling its social commitment, Bank Mandiri focuses on community empowerment programs under the Social Pillar, emphasizing the advancement of Financial Inclusion. The key areas of focus include Human Resource Development, Consumer Financial Protection, and Data Privacy and Security.

## SOCIAL PILLAR PERFORMANCE

### FOR OUR CUSTOMERS





Satisfaction Score  
**8.6 out of 10**



Resolution Rate Customer Complaint  
**100%**




More than  
**37.2** million users as of December 2025

Mandiri's super app to grow retail customer base and at the same time ensuring its stickiness through constant release of features



**3.1** million users, with more than 1.96 million users in Non-Urban area

Mandiri's enabler to acquire offline merchants, which started as complete point-of-sales platform with huge scalability



Launching new apps: **Livin' Planet x Mandiri Looping for Life**

One stop solution for answer lifestyle needs, 1st banking app with one-of-a-kind entertainment and shopping experience inside

### FOR COMMUNITIES



**3.48** million

Bank Mandiri accounts have been acquired through Mandiri Agent

**1,515** participants

Indonesia Migrant Workers through Mandiri Sahabatku

**111,035** Mandiri Agents

3 million Bank Mandiri accounts opened through Mandiri Agents

**1.6** million

beneficiaries of TJSL program and financial inclusion

**17.6** thousand MSMEs

Has received training through Rumah BUMN program







### FOR MANDIRIANS





**38,732**  
Total Employee (Mandirian)

**GENDER DIVERSITY**

Board of Commissioners & Directors			
	84%		16%
Management Level			
	64%		36%
Total All Employee			
	48%		52%

**3,535,976**  
Training hours

**90.48%**  
Employee engagement rate



## FOR OUR CUSTOMERS



### Consumer Protection

As part of its commitment to maintaining customer trust, Bank Mandiri enforces an Operational Bank Policy governing customer protection functions, further detailed in internal guidelines across business units. This policy underpins the establishment of a reliable customer protection system while supporting a sustainable and stable financial system that safeguards consumer and public interests. Since October 2022, Bank Mandiri has established a Customer Protection Unit in accordance with OJK Regulation No. 22 of 2023 and Bank Indonesia Regulation No. 3 of 2023, which is responsible for:

1. Disseminating consumer protection principles to all bank employees.
2. Coordinating the planning and implementation of Bank compliance with consumer protection regulations.
3. Coordinating the monitoring and evaluation of Bank compliance with consumer protection regulations.
4. Reporting on the implementation and providing recommendations for improvement and development to the Board of Directors regarding Consumer Protection.
5. Coordinating the preparation and submission of reports related to Consumer Protection.
6. Receiving, handling, and resolving complaints submitted by consumers.
7. Preparing complaint handling materials to be included in the annual report, on the official website, and/or other media officially managed by Bank.
8. Serving as the liaison for complaints submitted by consumers to the Financial Services Authority and/or other relevant authorities.
9. Implementing initiatives to enhance Financial Literacy and Financial Inclusion.

In addition, Bank Mandiri has established a debt collection policy that ensures the fulfillment of debtor rights as stipulated in:

1. Bank Mandiri Credit Policy, with the latest amendments signed by the Board of Directors and effective since March 7, 2022.
2. Standard Operating Procedure for Credit Collection & Recovery, last updated in 2022.
3. Other relevant internal regulations.

The regulation emphasizes that debt collection must be conducted in a manner that safeguards the comfort and protection of debtors as consumers. When using a Debt Collection Service Company, Bank Mandiri is required to ensure the following:

1. Collection is permissible only if the debtor's account is classified as non-performing.
2. The debtor must be informed if their debt collection has been handed over to a Debt Collection Service Provider.
3. Physical or verbal coercion is strictly prohibited in debt collection activities.
4. Collection efforts must not target individuals other than the debtor.
5. Communication for collection must not be conducted in a repetitive or disruptive manner.
6. Collection must only be carried out at the debtor's billing address or place of residence.
7. Collection can only be conducted between 08:00 and 20:00 in the debtor's local time zone.

To complement the above, Bank Mandiri also regulates the rights of the Creditor to:

1. Receive adequate explanations about the characteristics of the products.
2. Access the terms and conditions of deposit products through Bank Mandiri's website.
3. Enjoy ease of transactions via branches, e-banking services, or other facilities designated by the Bank.
4. Obtain interest rates in accordance with the prevailing regulations at the Bank.
5. Receive information on the procedures for handling and resolving customer complaints.

In lending, Bank Mandiri consistently applies the principle of prudence and conducts regular portfolio monitoring. The due diligence process is reflected through escalation mechanisms in credit approval and supervision, particularly for large-scale or high-risk borrowers. During the Loan Monitoring stage, the quality of existing loans is reviewed through various methods, including the Watchlist mechanism, which serves as an Early Warning Signal. The assessment focuses on three key aspects: business prospects, financial performance, and repayment history.

If indications of credit quality deterioration are identified, Bank Mandiri undertakes credit recovery efforts for borrowers who still demonstrate viable business performance and repayment capability. These efforts aim to minimize potential losses and restore loan performance, including through restructuring measures, as follow:

1. Reduction of loan interest rates;
2. Extension of the loan term;
3. Reduction of overdue interest payments;
4. Reduction of overdue principal payments;
5. Provision of additional loan facilities; and/or
6. Conversion of loan into temporary equity participation.

Bank Mandiri has established the Business Committee and the Risk Management & Credit Policy Committee (RMPC) to evaluate products and services and assess related risks. Further details on these committees are provided in the Corporate Governance chapter of this Annual Report.

In addition, The Bank also applies internal policies on product marketing and communication in line with regulatory requirements, including OJK Regulation No. 22 of 2023, the OJK Financial Services Advertising Guidelines and PADK No. 37/PADK.08/2025. All marketing activities are reported periodically to the Board of Directors to ensure compliance and consumer protection. To enhance public understanding of finance and banking, Bank Mandiri implements various financial literacy programs. including:

1. MSME Livestock Education – “Seizing Business Opportunities in the Layer Chicken Farming Ecosystem.”

2. MSME Education to Support Infrastructure Development.
3. Mandiri Edukasi Program.
4. Education and Socialization of Student Savings Accounts (SIMPEL) and the One Account One Student Program (KEJAR).
5. Financial Management and Planning for Payroll Customers.
6. Personal Finance Webinars.
7. Empowerment of Indonesian Migrant Workers through the Mandiri Sahabatku Entrepreneurship Program.
8. Financial Literacy Program (SME Group):
  - Mandiri UKM Center (UKMC): A business model designed to comprehensively tap into the potential of MSME entrepreneurs within a certain radius, particularly in cities contributing significantly to Indonesia’s GDP.
  - Mandiri UKMC Objectives: Providing a platform for MSMEs to access credit financing more quickly and easily while improving their competencies through literacy programs, mentoring, and training, such as tax advisory, financial report education, and more.

Bank Mandiri regularly conducts employee training to strengthen capabilities in customer protection, as reflected in its Annual Report and Sustainability Report under the Sustainable Operation chapter. In addition, the Bank has established a complaint-handling mechanism for customers experiencing transaction issues or other concerns through the Customer Care Group, a dedicated unit responsible for managing and monitoring complaint resolution in accordance with the established Service Level Agreement (SLA).



To ensure customer convenience in submitting complaints, Bank Mandiri provides multiple accessible channels for lodging complaints, both verbally and in writing, including:

Customers are given easy access to complaint services with various media choices both oral and written, such as the following:

<p>Mandiri Call Layanan 24 jam through <b>14000</b></p>	<p>X Account mandicare and @bankmandiri</p>	<p>MITA WhatsApp <b>0811-8414-000</b></p>
<p>Website www.bankmandiri.co.id choose "contact us" menu</p>	<p>Facebook Account "Mandiri Care" dan "Bank Mandiri"</p>	<p>Bank Mandiri Branch Offices throughout Indonesia</p>
<p>Email: mandicare@bankmandiri.co.id</p>	<p>Instagram Account @bankmandiri</p>	<p>An official letter addressed to Bank Mandiri, either delivered directly, or sent by post.</p>

In addition to the existing complaint channels, Bank Mandiri provides a reporting platform called the Whistleblowing System – Letter to CEO (WBS-LTC), managed by an independent third party. This system is designed to ensure professional and impartial handling, minimize conflicts of interest, provide security for whistleblowers, strengthen stakeholder trust, and enable reporters to track the follow-up of their submissions. Further information about this system is available in the Corporate Governance chapter of the Annual Report and the Customer Service and Satisfaction chapter of the Sustainability Report.

## PRIVACY AND DATA SECURITY

The Company regards privacy and data security as important elements in maintaining customer trust, supporting operational resilience, and ensuring the sustainability of its digital transformation. To this end, the Company implements integrated privacy management, data governance, and information security through internal policies, oversight at the Board of Commissioners and Board of Directors level, and a personal data protection framework covering the aspects of assess, protect, sustain, and respond. Its implementation includes the management of lawful basis for processing and consent, the protection of data subject rights, information security safeguards, controls over third-party data processing, the strengthening of employee awareness and capabilities, as well as periodic monitoring, evaluation, and audits to preserve the confidentiality, integrity, and availability of data and to ensure compliance with applicable regulations. Further details regarding the Company's approach, policies, implementation, and enhancements related to privacy and data security are presented in the Sustainability Report, which is published separately, however, remained an integral part of this Annual Report.



## Financial Inclusion

As part of its commitment to equitable economic growth, Bank Mandiri actively promotes financial inclusion by expanding the reach and accessibility of its financial services. These efforts aim to reduce economic disparity and foster more inclusive national growth. Bank Mandiri's financial inclusion targets include:

1. Low-income or irregular-income individuals.
2. Communities having difficulties in accessing banking services.
3. Persons with disabilities.
4. Workers without legal identification documents.
5. Areas with limited access to formal financial networks due to geographical constraints, dispersed populations, or low financial literacy.
6. Marginalized and/or vulnerable groups, such as women and children.
7. Micro-entrepreneurs having difficulties in accessing capital or banking services.

To expand banking access and help reduce social inequality, Bank Mandiri actively participates in the Financial Inclusion program by providing banking services for micro entrepreneurs and MSME business owners.

## MSME Loan Access

MSMEs play a vital role in Indonesia's economy, contributing significantly to employment and overall economic activity. As a key driver of the national economy, the government continues to encourage MSMEs to innovate and move up the value chain to strengthen their contribution to economic growth.

Bank Mandiri supports MSME development by providing wider access to financing, recognizing that MSME portfolio growth generates positive social impacts such as improved livelihoods, job creation, and poverty reduction. By the end of 2025, Bank Mandiri recorded 1.27 million MSME borrowers with total loans amounting to Rp140.1 trillion, representing a 4.5% increase from the previous year. The MSME non-performing loan (NPL) ratio remained well-managed at 1.46%, with MSME financing accounting for 9.4% of the Bank's total loan portfolio.

To deepen its market reach, Bank Mandiri offers special financing schemes for MSMEs connected to its wholesale clients or within financing ecosystems. These ecosystems are centered around large corporations, multinationals, and state-owned enterprises (SOEs). Through this initiative, MSMEs gain access to more competitive interest rates compared to the regular Micro Business Loan (KUM) program. MSME financing is provided through Working Capital Loans and Investment Loans, along with KUM and participation in the government's People's Business Credit (KUR) program under the micro banking segment.

Bank Mandiri strengthened its commitment to expanding financial access for MSMEs through the development of integrated micro-financing ecosystems across the trade and agriculture sectors. Through this approach, Bank Mandiri extended financing more inclusively to micro-entrepreneurs and merchants that had previously been underserved by formal financial services, including through the placement of Point of Service (PoS) units at wholesale customers' Distribution Centers and the utilization of Digital Micro Loans (KUM Digital) to address accessibility challenges. This ecosystem-based approach also enables Bank Mandiri to enhance financing quality through stronger linkages among business actors in the value chain, while at the same time supporting higher MSME productivity and income generation.

Digital transformation presents both challenges and opportunities for MSMEs. Based on Bank Indonesia data, digital payment transactions in 2025 reached 14.26 billion transactions, growing by 39.21% year-on-year. Meanwhile, QRIS transactions continued to record very strong growth, increasing by 140%, with the number of users reaching 59.53 million and merchants totaling 42.75 million.

To support MSME digitalization, Bank Mandiri launched the Livin' Merchant by Mandiri app to expand financial access for micro-productive businesses. This point of sale (POS) application digitizes payment transactions, enabling merchants to receive QRIS payments from multiple banks and e-wallets. The app is free of charge and allows MSME users to withdraw funds up to three times per day.

### Micro Financing Access

To promote economic growth and job creation, Bank Mandiri actively enhances MSME competitiveness through Micro Credit financing. Loan distribution is carried out using an integrated close loop upstream-downstream approach based on regional strategies, optimizing the value chain ecosystem of the Bank's wholesale customers.

### People's Business Loan (KUR)

People's Business Credit (KUR) program targets productive and eligible businesses that lack sufficient collateral. The program aims to expand access to financing and enhance business capacity and competitiveness.

Leveraging its strength as a wholesale bank, Bank Mandiri applies an ecosystem-based KUR distribution strategy. Through this approach, the Bank partners with its wholesale clients, who recommend their business partners or managed entities as eligible KUR recipients.

There are 3 (three) types of KUR offered by Bank Mandiri:

- Retail KUR, for loan ceilings above Rp25 million up to a maximum of Rp200 million per borrower, with a maximum tenure of 3 years for working capital loans and 5 years for investment loans.

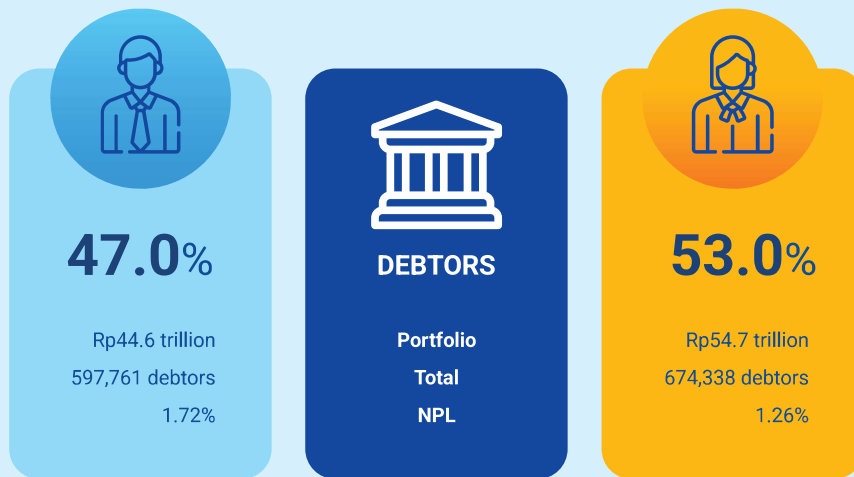
- Micro KUR, for loan ceilings up to Rp25 million per borrower, with a maximum tenure of 2 years.
- KUR for Migrant Workers (KUR TKI), for loan ceilings up to Rp25 million per borrower, with a tenure aligned to the employment contract or a maximum of 12 months.

From the start of the program in 2008 up to 2025, the Bank has disbursed KUR to 963,340 million borrowers, with a total financing value of Rp68.5 trillion.

### Micro Business Loan (KUM)

As part of its support for productive business growth, the Micro Business Loan (KUM) is designed for micro entrepreneurs to finance investment or working capital needs. The product offers competitive interest rates, fixed monthly installments, and a simple, fast approval process.

KUM distribution reflects Bank Mandiri's commitment to helping MSMEs expand operations, increase productivity, and enhance competitiveness. By 2025, Bank Mandiri had disbursed KUM totaling Rp30.8 billion to 308,759 active borrowers.





### Financing for Women through MSME Loan

Women play a vital role in strengthening Indonesia's MSME ecosystem. Bank Mandiri remains committed to empowering female entrepreneurs by enhancing their business competitiveness and capacity to drive economic growth and job creation.

Over the past five years, Bank Mandiri has recorded 674,338 active female micro-entrepreneurs with total financing of Rp55.2 trillion through KUR and KUM products, representing 53.01% of the Bank's 1.2 million active micro-loan customers.

Female borrowers also demonstrated stronger credit performance, with a Non-Performing Loan (NPL) ratio of 1.26% as of December 2025, compared to male borrowers with an NPL ratio of 1.72%.

### Mandiri Makmur Savings (SiMakmur)

To expand financial access, Bank Mandiri introduced SiMakmur, a rupiah savings account operated through Mandiri Agents, enabling customers to transact without visiting a branch. The account has no minimum balance, no monthly fees, and is guaranteed by the Deposit Insurance Corporation (LPS).

Bank Mandiri also strengthens financial inclusion for persons with disabilities through the Inclusive Economic Acceleration Program, which includes opening 10,000 new savings accounts across West Java, Central Java, and Yogyakarta. The Bank offers tailored savings products such as Tabungan Now, Tabungan Mitra Usaha, and Tabungan SimPel for customers with disabilities who do not yet possess a National Identity Number (NIK). Further information on financial inclusion programs is provided in Bank Mandiri's Sustainability Report.

## FOR MANDIRIANS



### Activities Supporting the Implementation of Sustainability Strategy

The implementation of this program reflects Bank Mandiri's commitment to achieving Net Zero Emission (NZE) in Operations by 2030. Its success relies on the active participation of all employees in daily operations, including the organization of events and meetings in accordance with established guidelines.

#### NO MORE



Disposable Plastic/ Drinking Water in Packaging (AMDK)



Leaving food and drink



Using balloons and confetti in the implementation of events

#### SAY YES TO



Using a pitcher/tumbler to consume drinking water



Sorting garbage before disposal



Save water consumption



Electronic distribution of internal documents



Save electricity and set the air conditioner at 23-25C\*



Using public transportation

\* Refer to Letter No. DCO/1268/2023 and Letter No. DCO/1269/2023 and Memorandum No. DCO/704/2023 Regarding the Appeal for ESG Program Implementation in order to Achieve Net Zero Emission (NZE) Operations 2030 and Guidelines for the Implementation of More Eco-Friendly Activities/ Events/ Meetings submitted to Subsidiaries, Regions, and each work unit.

### Development For Mandirians

In managing its human resources, Bank Mandiri applies the Human Capital Life Cycle concept to deliver an Employee Value Proposition (EVP) aligned with the Bank's Corporate Plan. The cycle includes:

1. Organization Structure & Capacity – Organizational Development
2. Recruitment – Human Resource Recruitment
3. Onboarding & Employee Relations – Employee Onboarding System and Employee Relations
4. Learning & Development
5. Performance – Individual Performance Management
6. Reward – Total Reward System
7. Talent & Succession Management
8. Retire & Exit – Employee Termination and Retirement

### Sustainability Culture for Mandirians

The Bank initiated the implementation of sustainable finance by enhancing the capacity of its employees, referred to as Mandirian, to master ESG topics relevant to Bank Mandiri's business, particularly in developing financial products and services and adapting the organization to integrate ESG into banking systems and procedures. The involvement of all Mandirian through the development of a sustainability culture is essential to carry out these changes, beginning with building awareness among Mandirian to protect and preserve the environment in their daily activities. The sustainability culture programs implemented include strengthening technical capacity and ESG-related expertise across all employee levels and work units through training, workshops, webinars, and certifications.



The ESG Group serves as the ESG coordinator within Bank Mandiri, subsequently on a bankwide basis, and collaborates with the Culture Squad in all work units managed by the Internal Culture Team. The Culture Squad acts as a liaison to convey ESG-related information within their respective work environments. Throughout 2025, Bank Mandiri actively conducted ESG awareness socialization activities within the Bank. The agenda covered global and national commitment statements, communication of regulatory provisions, and the implementation of ESG practices carried out at Bank Mandiri across each aspect. In addition, the socialization activities were aligned with the scope of work of the relevant units to enhance support for achieving the Net Zero Emission (NZE) 2030 target.

### Gender Equity

Bank Mandiri implements policies aligned with ESG principles, particularly in the social aspect. Under this social aspect, the Bank adopts initiatives aligned with the Respectful Workplace Policy (RWP) in the form of Human Rights, namely how the Company manages and upholds Human Rights in its operational activities, and accepts as well as treats employees equally regardless of religion, tribe, race, ethnicity, gender, social/economic status, or disability. This equality and diversity policy is implemented from the initial recruitment process, within training and promotion systems, and across all aspects of Human Resources management. In terms of equality, Bank Mandiri provides equal opportunities for all employees to perform without gender distinction. Bank Mandiri ensures that all employees have equal opportunities to build their careers, participate in development programs, including promotions to all available positions along with their respective compensation and benefits.

In 2025, female employees of the Bank accounted for 52% of the Company's total HR. Meanwhile, women in management and executive positions represented 28%. The ratio of salaries and benefits between male and female employees was equal at 1:1 and was determined based on performance.

Bank Mandiri also continuously supports its female employees through the Srikandi Mandiri initiative. Various activities supporting this initiative include women's leadership sessions, mentoring programs for women, and others. At the end of 2025, the number of Bank Mandiri employees was 38,732, consisting of 52% women and 48% men, down 0.37% from the previous year's total of 38,874 employees. Of this number, 28% of women held top-level management positions (BOD-1).

### Employee Turnover

In 2025, Bank Mandiri's voluntary employee turnover rate was recorded at 3.27%, equivalent to 1,261 employees, increasing from 2.63% or 1,024 employees in the previous year. This increase reflects ongoing talent mobility within a sound human capital management framework and in line with industry averages.

### Employee Training and Development

In addition to benefits, Bank Mandiri employees receive education and training opportunities aimed at enhancing their potential and developing competencies aligned with the Bank's business needs. Detailed information on Bank Mandiri's human capital development can be found in the Human Resources subsection of this Annual Report.

# GOVERNANCE PILLAR



”
 To strengthen its position in both domestic and regional markets, Bank Mandiri is committed to becoming the leading bank by continuously enhancing the quality of its governance, in line with applicable laws, ACGS principles, and international best practices, while expanding new sources of growth.

## GOVERNANCE PILLAR PERFORMANCE



### STRENGTHENING ESG PRACTICES



Most Trusted Company

**95.36**

Bank Mandiri received the title as one of the top performers in the Corporate Governance & Perception Index (CGPI)

\*) Previous Rating: 95.30

Establishment of ESG Group as a 'control tower' for ESG implementation at Bank Mandiri



ESG Implementation in Bank Mandiri is supervised by the Vice President Director, with its results reported to Risk Management Committee (RMC) and Board of Commissioners through the Risk Monitoring Committee (KPR).



Privacy Policy for Bank Mandiri products and all Subsidiaries.



Whistleblowing System – Letter to CEO (WBS-LTC) managed by an independent external party



## ESG GOVERNANCE



In delivering its sustainability commitment, Bank Mandiri manages ESG aspects through an integrated sustainable finance framework and strengthens governance functions responsible for planning, decision-making, monitoring, and evaluating ESG strategies across the organisation. The summary of the Company's governance structure and key roles is presented below:

### SUSTAINABILITY GOVERNANCE STRUCTURE



### Duties and Responsibilities of the Directors & Board of Commissioners

- Monitor and evaluate the Company's compliance with its Articles of Association, regulatory authority provisions, and other laws and regulations related to Risk Management.
- Provide recommendations to the President Director on the formulation of policies, strategies, and guidelines for implementing Risk Management.

### Duties and Responsibilities of ESG Unit

- Develop ESG frameworks, commitments, roadmaps, and targets.
- Monitor Bank Mandiri's sustainable portfolio (in line with POJK 51/2017) and report based on the Indonesia Green Taxonomy.
- Drive the development of Sustainable Finance products and services.
- Integrate ESG key performance indicators (KPIs) across all units.
- Ensure ESG disclosures align with best practices.
- Internalize ESG awareness among all employees.
- Align ESG aspects with all business processes and internal policies.
- Prepare ESG performance reports for the Board of Commissioners and Board of Directors, presented at the GMS.

### Sustainable Finance Responsibility

The Directors holds primary responsibility for defining the Company's sustainability direction, encompassing the framework, commitment, strategy, initiatives, and roadmap related to climate action and the achievement of SDGs. These are outlined in the Sustainable Finance Action Plan (RAKB) 2025–2029, approved by the Board of Commissioners and submitted to the regulator each November.

Each Board member ensures the implementation of the RAKB and the management of ESG-related topics within their respective directorates. The integration and coordination of ESG matters fall under the authority of the Vice CEO, executed through the ESG Group with the following scope:

- Management of the ESG Framework,
- Alignment of regulations with ESG and climate change issues,
- Management of the sustainable portfolio,
- Strategies for responsible operations,
- Communication and reporting functions for internal and external stakeholders.

To strengthen its sustainable finance implementation, Bank Mandiri established a dedicated ESG Group under Board Decree SK/KOM/05.2/2022 dated July 18, 2022, and Management Decree KEP.DKP/32/2022 dated September 12, 2022. The unit replaces the previous task force and serves as the main coordinator for sustainable finance in accordance with POJK 51/2017.

The ESG Group functions as the control tower for ESG implementation across Bank Mandiri and its subsidiaries, led by a Senior Vice President under the supervision of the Vice CEO. Its key responsibilities include managing the ESG framework, aligning policies with sustainability and climate-related issues, overseeing sustainable portfolio management, developing responsible operational strategies, and coordinating ESG communication and reporting both internally and externally.

### ESG Management and Oversight

Bank Mandiri ensures that ESG governance is implemented effectively and aligned with stakeholder expectations. Continuous monitoring is carried out to integrate sustainability principles into the Bank's overall governance framework. The Bank also aims to manage ESG-related matters effectively in accordance with regulations, industry best practices, and global initiatives.

For climate risk management, the Board of Directors engages the Risk Management Committee (RMC), while oversight is performed by the Board of Commissioners through the Risk Oversight Committee. Monitoring activities are conducted through Board, RMC, and ESG Forum meetings held at least six times a year.

The responsibility for managing climate-related risks and opportunities is delegated to the ESG Unit under the supervision of the Vice President Director, with regular reporting to the RMC and Risk Oversight Committee. The Board of Directors also plays an active role in climate-related discussions, including the Climate Risk Stress Testing (CRST), and collaborates with regulators such as OJK to strengthen Bank Mandiri's climate strategy.