

Date	Subject
1 July 2025	Employee Termination Due to Resignation
14 July 2025	Procurement of Audit Services (Public Accounting Firm) in Relation to the Issuance of Bank Mandiri Sustainable Bond Public Offering Program (PUB) I 2025
18 July 2025	Employee Termination
30 July 2025	Employee Termination
30 July 2025	Employee Termination Due to Resignation
30 July 2025	Establishment of the Tender Committee for the General Tender of Construction Services Procurement
1 August 2025	General Tender
19 August 2025	Employee Termination Due to Appointment as Director of a State-Owned Enterprise (SOE)
26 August 2025	Assignment as Executive Officer
26 August 2025	Assignment as Executive Officer in Charge of Information Technology
26 August 2025	Appointment of Acting SEVP and Supporting SEVP for the Regional Supervisory Director
26 August 2025	Allocation of Duties and Authorities of the Members of the Board of Directors and the Appointment of Substitute Directors, Regional Supervisory Directors, and Subsidiary Supervisory Directors
29 August 2025	Determination of the Membership of the Remuneration and Nomination Committee
29 August 2025	Determination of the Membership of the Integrated Governance Committee
29 August 2025	Determination of the Membership of the Risk Monitoring Committee
29 August 2025	Determination of the Membership of the Audit Committee
2 September 2025	Appointment and Determination of the SEVP of Information Technology
03 September 2025	Employee Appointment
08 September 2025	Employee Appointment
16 September 2025	Approval of the Share Transfer of PT Semen Kupang
30 September 2025	Employee Termination
30 September 2025	Employee Termination
07 October 2025	Employee Termination
13 October 2025	Employee Termination
17 October 2025	Establishment of the Negotiation Team and Granting of Authority for the Preparation of the Collective Labor Agreement (CLA) of PT Bank Mandiri (Persero) Tbk
17 October 2025	Organizational Structure
29 October 2025	Establishment of the Team and Reviewers for the Procurement of Public Accountant (PA) and Public Accounting Firm (KAP) Services to Conduct the Audit of the Consolidated Financial Statements of PT Bank Mandiri (Persero) Tbk and Its Subsidiaries, the Audit of the Financial Statements of the Micro and Small Business Funding Program (PUMK) of PT Bank Mandiri (Persero) Tbk, and Other Professional Engagements for the Period Ending 31 December 2026 ("Procurement of PA and KAP Services of Bank Mandiri 2026")
11 November 2025	Board of Directors Decree on the Establishment of the Team and Reviewers for the Procurement of Limited Review Services on Bank Mandiri's Financial Statements as of 31 October 2025 in Relation to Project Alpha 2025 (Limited Review Services Procurement – Project Alpha 2025)
19 November 2025	Board of Directors Decree on Employee Termination Due to Appointment as Director of a State-Owned Enterprise (SOE)
19 November 2025	Board of Directors Decree on Employee Termination Due to Appointment as Director of a State-Owned Enterprise (SOE)
19 November 2025	Board of Directors Decree on Employee Termination Due to Appointment as Director of a State-Owned Enterprise (SOE)
19 November 2025	Board of Directors Decree on Employee Termination Due to Appointment as Director of a State-Owned Enterprise (SOE)
28 November 2025	Board of Directors Rules of Procedure
28 November 2025	Board of Directors Decree on the Appointment and Determination of the SEVP of Operations
1 December 2025	Appointment of the Group Head of Corporate Secretary Group
1 December 2025	Termination of the Group Head of Corporate Secretary Group
17 December 2025	Employee Termination
22 December 2025	Organizational Structure

Annual Strategy Review

The Board of Directors conducts a comprehensive review of the annual strategy at the end of each year to ensure the Company's readiness for the year ahead. In 2025, this process was carried out through Board meetings that refined the work plan to remain aligned with the Company's strategic priorities and objectives.

Corporate Strategy Evaluation

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

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

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

BOARD OF DIRECTORS PERFORMANCE ASSESSMENT

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

Individual Director Performance Assessment

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