

## Synergy Maintains the Quality of Growth

In 2025, the global economic landscape continued to be shaped by a slowdown in economic growth and international trade. This was driven by trade wars and heightened geopolitical uncertainty, which in turn affected volatility in both international and domestic financial markets. These external pressures were reflected in growing stress on asset quality within the banking industry, particularly across the consumer, micro, and MSME segments, which are more vulnerable to economic slowdowns and shifts in consumer purchasing power. Concurrently, the banking sector faced liquidity challenges amid relatively constrained growth in third-party funds and intensifying competition from a wide range of alternative investment instruments.

Against this backdrop, Bank Mandiri pursued a series of targeted policies and innovations aimed at expanding access to financial services while generating tangible value for society at large. These efforts targeted risk-based sustainable growth through strengthened intermediation in productive sectors, expanded support for MSMEs and retail customers, and developed a more inclusive and resilient financing ecosystem nationwide. Bank Mandiri also ensured that its intermediation role was executed in a focused and impactful manner, aligned with national development priorities that emphasize the strengthening of productive sectors, downstream industrial development, food security, and the empowerment of MSMEs across regions.

To reinforce these efforts, the Company prioritized multi-stakeholder synergy with business actors, government institutions, and various related entities, further reinforced by the acceleration of continuing digital transformation. This synergy is now a key foundation for the Company in ensuring that credit growth is not only sound and of high quality, but also delivers equitable benefits to society.

Concordant with the Company's commitment to preserving growth quality, Bank Mandiri ensured that every enhancement in performance was consistently accompanied by an increasingly robust adherence to sustainability. The Company continued to increase the growth of its sustainable financing portfolio, encompassing both green and social, to support energy transition and the expansion of inclusive social impacts. The maturing digital transformation further strengthened financial inclusion, enhanced service efficiency, and supported MSMEs in non-urban areas. By taking into account national policy directions and evolving sustainability regulations, Bank Mandiri ensured that the achieved growth remained resilient and generated long-term value for the Indonesian economy.

## Strengthening Governance and Oversight

In carrying out supervisory functions, governance is the central foundation of the resilience of Bank Mandiri's sustainability ecosystem. The Board of Commissioners ensures that the Company's policies and business processes consistently operate within the principles of prudence and remain aligned with best practice standards. Through oversight of risk management, transparency, and the effectiveness of internal controls, sustainability considerations are fully integrated into strategy and decision-making processes.

Throughout 2025, the Company strengthened its governance through more comprehensive risk oversight, including ESG and climate-related risks. As part of the continued enhancement of its overall risk management framework, the Company also conducted climate risk management & scenario analysis (CRMS)

to assess the resilience of its portfolio under various scenarios. As part of Bank Mandiri's commitment to safeguarding the credibility and integrity of its sustainability management, we have also obtained independent third-party assurance on the calculation of Scope 1 and Scope 2 greenhouse gas (GHG) emissions. This step was taken to ensure data reliability, prevent potential greenwashing practices, and strengthen governance as well as the Board's oversight function in managing environmental risks and impacts in a transparent and accountable manner.

Meanwhile, the strengthening of Good Corporate Governance (GCG) practices across all operational lines was carried out consistently and measurably as part of the Company's efforts to build long-term trust and ensure business resilience amid



increasingly complex risk dynamics. These efforts yielded tangible results, as reflected in Bank Mandiri's achievement of the "Most Trusted" distinction in the 2025 Corporate Governance Perception Index (CGPI), underscoring the Company's commitment to ethical, transparent, and responsible business practices. Bank Mandiri was also categorized as an institution

with a "Negligible Risk" level in the ESG Risk Rating released by Morningstar Sustainalytics. Collectively, these achievements demonstrate that the Company's governance framework and ESG risk management mechanisms have become increasingly credible and are well positioned to support sustainable finance.

## Shaping Sustainability Priorities

The establishment of sustainability priorities represents a strategic step to ensure that the Company's efforts are focused on issues that determine the resilience of the business ecosystem and the creation of long-term value for stakeholders. Materiality priorities are now regarded not only as a response to risk, but as a foundation that shapes policy direction, growth discipline, and the ongoing quality of sustainability governance of Bank Mandiri.

During 2025, significant progress in strengthening the management of sustainability issues ranged from data security and customer protection to commitments in energy transition financing, and talent development to support the evolving needs of organizational transformation. Taken together, it is clear that sustainability has become a critical element in safeguarding the Company's long-term resilience.

