



Advancing Performance through Sustainable Operations

Creating Value for Our Customers 222

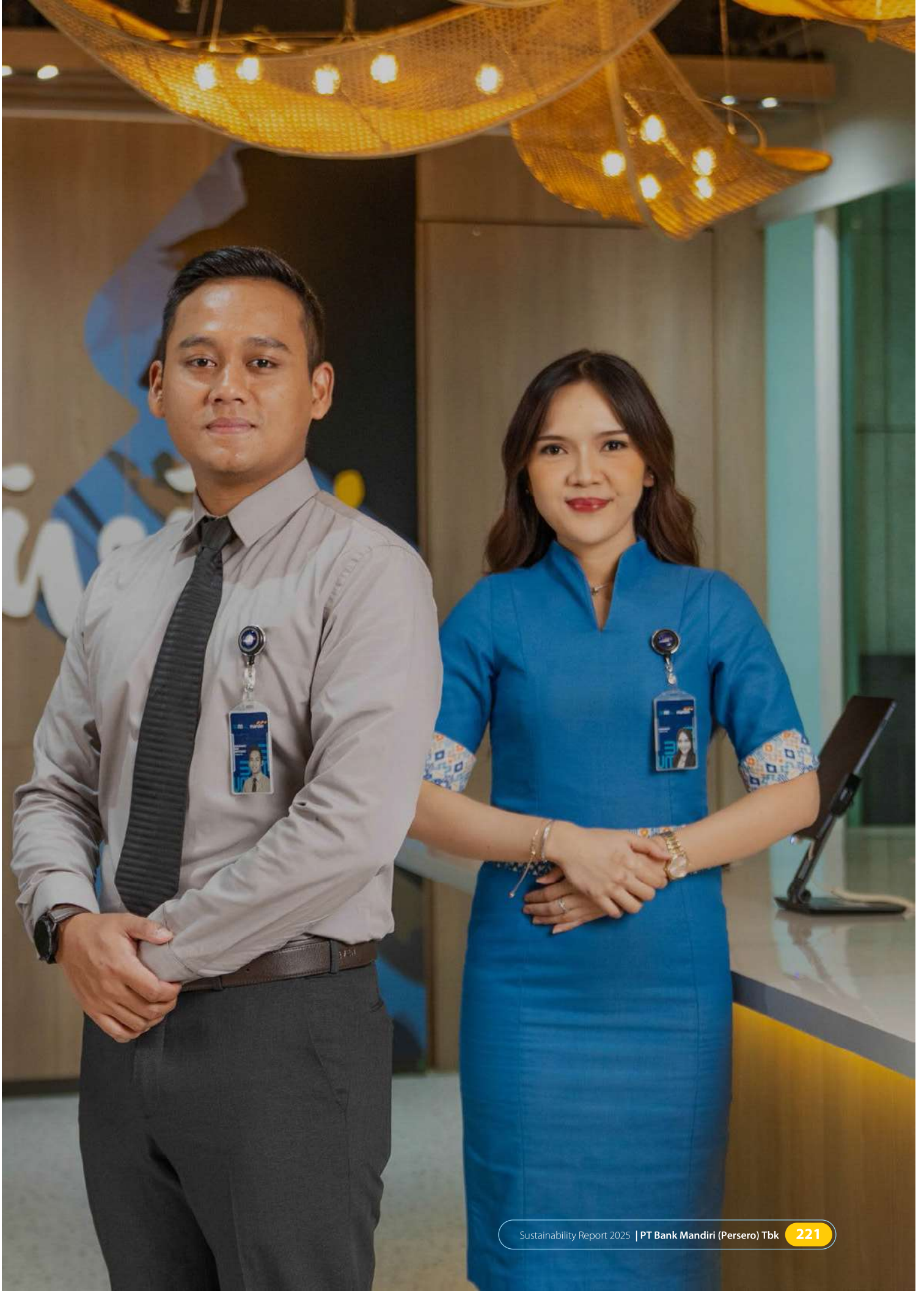
- Consumer Financial Protection
- Financial Product Complaint Handling
- Customer Satisfaction
- Privacy Management, Data Governance, and Information Security
- Privacy Management and Information Security Framework
- Data Governance, Personal Data Protection, and Information Security
- Implementation of Personal Data Protection and Information Security within the Mandiri Group
- Personal Data Protection and Information Security Audit
- Certification
- Policy Alignment with Subsidiaries

Driving Excellence Through Talent and Leadership 282

- Employment Practices
- Inclusive Culture and Respect for Human Rights
- Support for Employee Well-Being
- Occupational Health and Safety (OHS)

Achieving Sustainable Environmental Performance 335

- Environmental Policy
- Green Business Mindset
- Measurement and Monitoring of Operational Carbon Emissions
- Carbon Neutral Initiatives
- Environmental Conservation Cost



Creating Value for Our Customers

Consumer Financial Protection [GRI G4 FS15]

Bank Mandiri is committed to protecting customer rights and supporting the development of a sustainable and stable financial services ecosystem, via the protection of consumer interests in accordance with OJK Regulation (POJK) No. 22 of 2023 on Consumer and Community Protection in the Financial Services Sector. Bank Mandiri provides equitable and responsible financial products and services, with each product and service designed with due consideration for customer well-being, while emphasizing transparency and accessibility throughout every process. [\[OJK F.17\]](#)

Bank Mandiri has established consumer protection aspects in detail through the Bank Mandiri Consumer Protection Policy, which is governed by the Consumer Protection Standard Operating Procedures and understood and implemented by all Bank Mandiri employees as the foundation for delivering consumer protection throughout the entire lifecycle of the Bank's products and/or services. The products and services referred to encompass all of the Bank's business activities in providing products, services, and/or offerings for customers, including deposit and lending products, as well as digital banking services such as ATM, EDC, Livin' by Mandiri, and Kopra by Mandiri, in accordance with the applicable provisions for each product and service.

The consumer protection aspects are implemented in accordance with the following guidelines:

- 1** **Good Faith** in every interaction and transaction with customers.
- 2** **Customer Data Protection** to safeguard the confidentiality and security of personal information.
- 3** **Product and Service Design** that ensures suitability and appropriateness for customers.
- 4** **Provision of Product and/or Service Information** to enable customers to make informed decisions.
- 5** **Transparent Disclosure of Product and/or Service Information** in the offering of products and services.
- 6** **Marketing of Products and/or Services** that protects customers from misleading information.
- 7** **Preparation of Product Usage Agreements** that ensure balance, fairness, and propriety, and prevent any abuse of customers' circumstances.
- 8** **Provision of Services Related to Product Usage** by providing equal access to all customers, including services for persons with disabilities and elderly customers.
- 9** **Complaint Handling and Dispute Resolution** as a form of commitment to customer satisfaction.
- 10** **Enhancement of Financial Literacy and Inclusion** to support prudent and responsible financial decision-making.

In order to implement consumer protection in a comprehensive manner, Bank Mandiri adopts an approach that encompasses the entire product and service lifecycle. This approach begins with the responsible provision of financial products and services, aimed at ensuring that each product offered

is aligned with customers' needs. Furthermore, this process is carried out through advertising and collection activities, as well as restructuring and loan modification options, to ensure that customers are able to manage their financial obligations prudently.

In addition, Bank Mandiri also focuses on fair resolution of non-performing loans, efficient handling of customer complaints, and the enhancement of customer satisfaction. All consumer protection principles are implemented comprehensively throughout the product and service lifecycle, from design and marketing to after-sales services.

To ensure consistent understanding across all levels of the organization, Bank Mandiri actively carries out various socialization and capacity-building activities for all employees through the following strategic measures:

1 Multiple Internal Platform Socialization

Socialization initiatives are delivered to all employees through various internal Bank channels/platforms, including:

1. Display of information on PC wallpapers.
2. Email blasts via corporate email.
3. WhatsApp blasts through the Culture Squad across the Group.
4. Dissemination through BCMAG Survey, podcasts, and Mandiri Magazine.

2 Implementation of Consumer Financial Protection E-Learning

E-learning training is provided to all employees as part of regulatory compliance requirements mandating capacity building to ensure employees' understanding of provisions related to consumer protection.

Employee Training on Consumer Financial Protection [GRI 404-2] [F.22]

Bank Mandiri's consumer financial protection training is mandatory every year for all relevant personnel at all levels of the Bank who interact with customers. This training has fully covered (100%) senior and middle management, front-line business personnel, and new employees, through annual training and comprehension tests.

In 2025, Bank Mandiri delivered four socialization materials to all employees to strengthen the role of its personnel in providing fair, transparent, and responsible services to customers, while also mitigating potential complaint and reputational risks. In addition, a total of 53,456 employees participated in consumer protection training delivered through e-learning programs.

This structured, annually delivered training supported by defined learning scope, topic-based socialization materials, and comprehension tests reflects best practice in ensuring consistent customer protection knowledge and application across all customer-facing employees.



Customer Financial Protection Training in 2025 [GRI 404-2] [OJK F.22]



Bank Mandiri Consumer Protection E-Learning Program

Training Scope

1. Understanding the concept of consumer protection
2. Understanding the implementation of consumer protection at Bank Mandiri
3. Identifying risks related to consumer protection within Bank Mandiri's business activities

Socialization Topics

1. **Edition 1:** Adequate Education and Product and Service Design
2. **Edition 2:** Transparent, Clear, and Accurate: The Key to Customer Communication
3. **Edition 3:** Crafting Product Agreements: Simple to Draft, Serious in Protection
4. **Edition 4:** Clear Services, Effective Complaint Resolution

Total Training Hours

2
Hours



Number of Training Participants

53,456
Participants



More detailed information on training related to customer financial protection associated with personal data protection can be found in the section on Awareness and Training on Privacy and Data Security (p270-274).

3

Employee Awareness Survey

To measure the effectiveness of consumer protection capacity building, Bank Mandiri conducts employee awareness surveys following socialization and learning activities. The survey is used to assess employees' level of understanding and the effectiveness of message delivery, ensuring that key consumer protection principles are well-communicated and consistently implemented. Survey results serve as an input for continuous improvement of future training content, delivery methods, and internal communication approached related to consumer protection.

Responsible Product Offering [GRI G4 FS15]

Bank Mandiri has policies governing the development and introduction of new products through the Standard Operating Procedures (SOP) for New Product Development and the Technical Operational Guidelines (PTO) for New Product Development. These reflect responsible product and service risk management practices, including the integration of

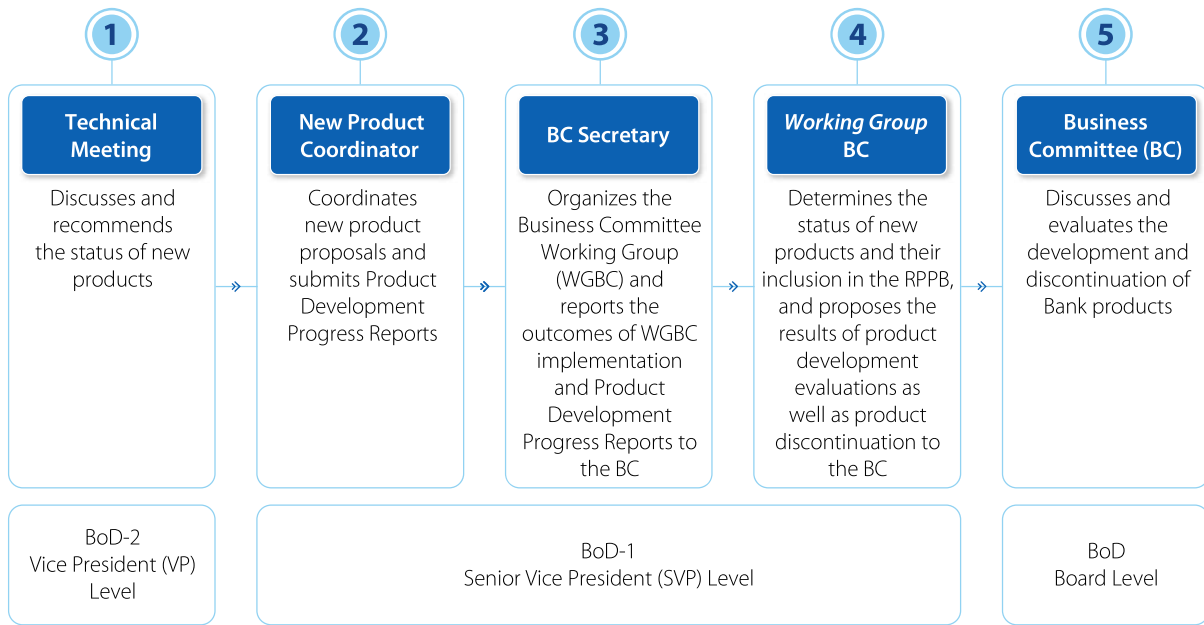
risk assessments and potential impact evaluations into the new product development process through an end-to-end approach, as regulated under risk acceptance and new product development frameworks. In addition, Bank Mandiri conducts monitoring and evaluation of new products to ensure product performance as well as ongoing oversight of risks and potential impacts after product launch. [GRI 3-3]

Bank Mandiri provides transparent disclosure of risk-related information to customers, ensuring that information is clear, accurate, honest, easily accessible, and not misleading; presenting a balanced view of potential benefits and risks; and ensuring that no material risk information is concealed or understated.

Recommendations on the status of new products at Bank Mandiri are submitted through a structured process, beginning with discussions in Technical Meetings and coordination from the New Product Coordinator. Pursuant to the Board of

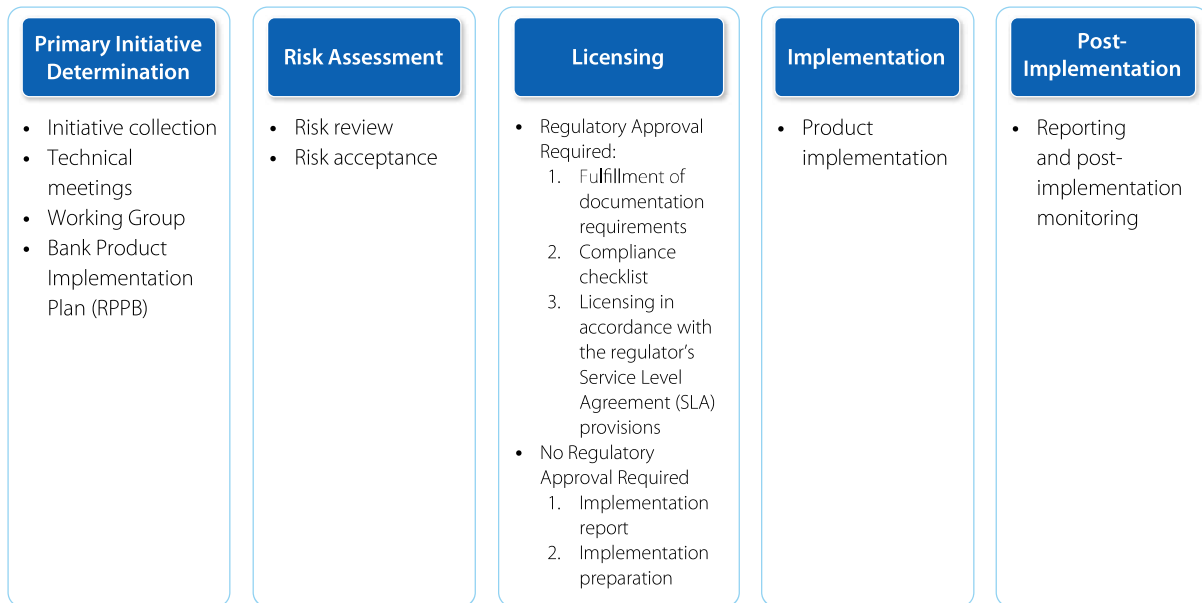
Directors' Resolution issued in 2025, these recommendations are further evaluated through forums coordinated by the Corporate Secretary of Business Committee Working Group for both wholesale and retail segments. The final outcome is submitted to the Board of Directors' Committee, namely the Business Committee (BC), to ensure that every product and service has undergone evaluation in accordance with applicable policies and supervisory standards.

Committee Oversight Process Flow for New Product Implementation



In line with the oversight exercised by the Business Committee, the development and implementation of new products also follow a series of structured stages, ranging from the collection of initiatives and determination of product status to risk approval. Each new product is evaluated through a risk assessment and licensing process in accordance with regulatory

requirements, including limited pilot testing where necessary. After obtaining approval from the relevant authorities, the product is implemented under strict supervision and is periodically evaluated to ensure compliance, reliability, and safety for customers.



In 2025, Bank Mandiri launched 22 products as listed in the New Product Implementation Plan. These spanned various categories, including bancassurance, mutual funds, and a range of digital financial transaction innovations delivered through the Livin' by Mandiri and Kopra by Mandiri applications. Each product was developed in accordance with internal policies, regulatory requirements, and relevant sustainability guidelines. In addition, digitalbased products underwent a review by independent external parties prior to the submission of licensing applications to the regulator.

During the reporting period, all (100%) of Bank Mandiri's new products and services were evaluated against security aspects and other criteria established by the Company and applicable regulatory provisions. All (100%) products and services were also reviewed to ensure compliance with product labeling and disclosure procedures. Furthermore, three financial products or services were withdrawn or discontinued by Bank Mandiri.

In the development of sustainable financial products and/or services through to their distribution, Bank Mandiri ensures that all stages are carried out in accordance with the Standard Operating Procedures (SOP) and the Technical Operational Guidelines for New Product Development. This approach enables the Company to identify and manage potential impacts from the planning stage onward. The sustainable financial products and services offered generate positive impacts for customers and the broader economy, and up to the reporting period, no negative impacts have arisen from the sustainable financial products and/or services provided.

During the reporting period, the Company did not disclose information regarding any incidents of non-compliance with regulations on product and service labeling and information, as well as product communication or advertising, taking into account confidentiality and sensitivity considerations. Any customer complaints related to product information and labeling, as well as marketing communications, are followed up in accordance with the Bank's established complaint handling procedures. [\[GRI 417-2, 417-3\] \[OJK F.27, F.29\]](#)

Bank Mandiri Products and Services [GRI G4 FS15]

Bank Mandiri continues to innovate sustainable financial products and services to deliver greater convenience and an enhanced banking experience. In 2025, a wide range of products and services were developed, encompassing both existing innovations and those introduced during the year.

Livin' by Mandiri

Livin' by Mandiri is a financial super app that delivers comprehensive banking services accessible via smartphones. It offers a range of up-to-date solutions tailored to customers' financial and non-financial needs. Livin' by Mandiri integrates multiple conveniences, including account opening in more than 120 countries, cardless cash deposits and withdrawals, e-wallet linkage, Smart Payment, instant transfers via BI-FAST, Instant Access, QR Pay and Receive Transfer, Tap to Pay, PayLater, foreign currency transfers, investment product purchases, and Livin' Sukha, along with various other features designed to enhance customer convenience.

Livin' Merchant

This entrepreneurship application provides point-of-sale (POS) services, ranging from sales recording and product inventory management and monitoring, to the acceptance of various payment methods and the settlement of sales proceeds.

Mandiri e-money

A chip-based electronic money instrument issued as a cash substitute for payment transactions, including toll roads, parking facilities, TransJakarta, trains, minimarkets, and other various merchants.

Livin' Sukha

One of the flagship features of Livin' by Mandiri designed to address customer lifestyle needs, SUKHA enables customers to purchase airline and train tickets, buy medicines and healthcare products, purchase game vouchers and subscribe to streaming services, purchase concert and entertainment tickets, shop for daily necessities and electronics, order food and beverages, and book appointments for health check-ups. In addition, SUKHA offers a blend of entertainment and educational content through articles, live streaming, and reels. SUKHA serves as an integrated solution for entertainment and shopping needs, delivering a comprehensive lifestyle experience for customers.

Mandiri Paylater

Mandiri Paylater, also known as Livin' Paylater is a loan facility to finance QR-based transactions at all participating merchants, based on a buy-now-pay-later concept with repayment tenors of 1, 3, 6, or 12 months. Customers can apply for Livin' Paylater online through the Livin' by Mandiri application.



Mandiri Direct Debit

A service that enables merchants partnering with Bank Mandiri to accept Mandiri Card transactions. This service provides a seamless and convenient transaction experience through an integrated transaction flow.

Mandiri Chat Banking

A communication service between Bank Mandiri and customers through the official WhatsApp Business account, WhatsApp Bank Mandiri, at +62 811 8414 000. Through this service, Bank Mandiri delivers information and notifications and interacts directly with customers. Customers may also inquire about Bank Mandiri's products and services via the same WhatsApp number.

ATM

Banking transaction services provided through ATM machines that enable customers to access their accounts and perform cash withdrawals, balance inquiries, transfers, payments, and purchases using Mandiri Cards. Bank Mandiri ATMs also support transactions using cards issued by other banks through domestic networks and international payment networks. Currently, Bank Mandiri has enhanced its services by deploying ATMs that support both cash deposit and cash withdrawal transactions.

Mandiri EDC

Bank Mandiri collaborates with stores and merchants to provide Electronic Data Capture (EDC) machine services. Mandiri EDC facilitates the electronic acceptance of purchase transactions, payments, cash withdrawals, and e-money top-ups using Mandiri Cards as well as cards issued by other banks, through domestic networks, international payment networks, and Bank Mandiri's network.

Kopra by Mandiri

Kopra by Mandiri is a wholesale super digital platform that provides digital single-access services and serves as a central hub for financial information and transaction activities for the wholesale business community, supporting an end-to-end ecosystem from upstream to downstream. Kopra by Mandiri consists of three variants, namely:

1. Kopra Portal: A front-end digital service variant that functions as a single-access portal.
2. Kopra Host to Host: A single-access digital service variant based on system integration between the customer's systems and the Bank's systems.
3. Kopra Partnership: A digital solution that connects wholesale and retail segment customers by providing comprehensive business ecosystem solutions, thereby strengthening customer engagement across the Bank's group.

Mandiri E-Commerce

A payment acceptance service that enables online merchants partnering with Bank Mandiri to receive transactions using Mandiri Cards as well as cards issued by other banks. Mandiri E-Commerce provides a convenient transaction experience through an integrated payment system flow, without the need to access other banking channels.

Mandiri QRIS

This payment acceptance service enables merchants partnering with Bank Mandiri to receive payments via QR Code using server-based electronic money or other funding sources. The QR code is standardized by Bank Indonesia, allowing interoperable transactions through Livin' by Mandiri as well as other bank and non-bank (fintech) applications that are registered with and approved by Bank Indonesia. Mandiri QRIS provides merchants with a convenient cashless transaction solution.

Digital Lending for Ecommerce and Fintech

Bank Mandiri collaborates with digital companies in Indonesia to provide non-revolving working capital loans to MSMEs registered as online sellers or merchants. Loan applications are submitted online through partner platforms and transmitted to Bank Mandiri via API. Upon approval, the loan proceeds are credited directly to the customer's account. For digital companies that do not yet have a financing application platform, Bank Mandiri provides an onboarding website that enables the processing of loan applications.

Digital Lending for Value Chain Business

A business financing product provided by Bank Mandiri to customers who conduct sales through digital platforms. Customers may draw down loans on a revolving basis in amounts of their choice, as long as the outstanding balance does not exceed the approved credit limit. The application process is conducted online through partner platforms that collaborate with Bank Mandiri and is submitted to the Bank via API. Customers can subsequently monitor the status of their loan applications through the partner platforms.

Mandiri Customer Service Machine (CSM)

Bank Mandiri's latest digital banking service is equipped with biometric verification technology to support card replacement services, including card type changes, replacement of damaged cards, and even lost card replacement, as well as new account opening services. Customers can conduct transactions on a self-service basis through CS Machines with a practical transaction flow that requires no form completion, offers fast processing, operates 24 hours a day, and eliminates the need to visit a branch office.

Oversight of Financial Product and Service Evaluation [GRI G4 FS15]

Bank Mandiri provides equitable products and services to all customers. Each new or enhanced financial product and service is designed with due consideration for customer needs, including features, convenience, and compliance. In addition, the security of financial products and services is tested to ensure that personal data protection and transaction security are adequate and meet applicable standards. In evaluating

financial products and services, the Business Committee (BC), chaired by the President Director, is responsible for ensuring, overseeing, and reviewing the development of all products and services, including confirming that the necessary regulatory approvals have been obtained and/or realization reports have been submitted to the regulator.

<div style="background-color: #ADD8E6; padding: 5px; text-align: center;">Business Committee (Board-level Committee)</div> <ul style="list-style-type: none"> • President Director • Vice President Director • Director of Corporate Banking • Director of Network & Retail Funding • Director of Finance & Strategy • Director of Treasury & International Banking • Director of Risk Management • SEVP of Corporate Banking • SEVP of Wholesale Risk • SEVP of Micro & Consumer Finance 	<div style="background-color: #ADD8E6; padding: 5px; text-align: center;">Duties and Responsibilities</div> <p>Evaluating the development, enhancement, and discontinuation of the Bank's products, both credit and non-credit and including digital banking products and services, in accordance with the applicable regulations and policies at Bank Mandiri.</p>
--	--

Marketing Policy Based on Fair Advertising Principles [GRI G4 FS15]

All advertising and promotional materials for Bank Mandiri's financial products and services are designed to provide information that is accurate, clear, honest, and not misleading. This aligns with Bank Mandiri's fair marketing policy and complies with regulatory provisions governing advertising in the financial services sector.

Marketing and communication activities for products and services are overseen by the Board of Directors, with support from the designated Managing Unit. The Managing Unit submits reports to the Board of Directors at least once a year, containing comprehensive details of all product and service marketing communication activities that have been carried out. Bank Mandiri's product and service marketing communications aim to enhance brand awareness through digital and conventional media, as well as the organization of events.

Bank Mandiri is committed to applying the highest standards of transparency and ethics in fair and responsible advertising practices, as set out in the Overview of the Fair Advertising and Responsible Marketing Policy. This policy includes the delivery of accurate, complete, and understandable information in all marketing practices, ensuring that consumers are able to make informed decisions. Bank Mandiri also ensures that marketing materials disclose relevant product or service risks, and in addition, is committed to responsibly targeting appropriate audiences, so that products and services are promoted to relevant stakeholders in an ethical and inclusive manner.

Bank Mandiri applies risk management principles, namely risk identification, measurement, monitoring, and control to ensure that marketing communication activities are conducted in a safe, accurate, and timely manner, and has established the following measures: [GRI 3-3]

1. Clearly defining roles and responsibilities among relevant units (segregation of duties).

2. Implementing a check-and-balance process through dual control in the execution of product and service marketing communications.
3. Ensuring full compliance with internal and external regulations.
4. Applying risk management principles.
5. Conducting product and service marketing communications in alignment with the Company's Core Values, AKHLAK (Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative), good corporate governance principles, corporate culture, code of ethics, business ethics, and the prudential banking principle.

Bank Mandiri provides customers with detailed information of the features, implications, and risks of all products, including digital products and services, ensuring the provision of product and service information as follows: [\[GRI 417-1\]](#)

1. Providing product and/or service information that is clear, accurate, truthful, and easily accessible, and asterisks (*) in advertisements must not be used to conceal or mislead customers and/or the public regarding the actual quality, performance, or price of the advertised product and/or service, or regarding the availability of promotional gifts associated with the product and/or service.
2. Using the Indonesian language that is easy to understand and legible text for all written information provided.
3. Using letters, text, symbols, diagrams, and signs that are clearly readable, and refraining from the use of superlative

terms as well as the inclusion of the word "free" or other words with similar meaning.

4. Providing explanations of any terms, phrases, sentences, and/or symbols, diagrams, and signs that may not yet be understood by customers.
5. Providing a summary of product and/or service information in both general and personalized versions, which includes:
 - a. Information related to:
 - 1) Product description/explanation.
 - 2) Product advantages and benefits.
 - 3) Product features.
 - 4) Product terms and conditions.
 - 5) Instructions/tutorials for product or application usage.
 - 6) Product or promotion validity period (if applicable, for example for limited-edition products).
 - 7) Communication channels that customers may contact to obtain further information or clarification.
 - b. Simulations and/or historical data for products and/or services involving fund mobilization, fund distribution, and/or fund management activities.

Bank Mandiri ensures that every customer receives accurate information by requiring all marketing personnel to participate in product and financial services knowledge training, as well as annual refresher training.

Responsible Marketing and Product Offering Training in 2025 [\[GRI 404-2\] \[OJK F.22\]](#)



Training Scope

SOP for Product and Service Marketing Communications, Basic Marketing, Marketing Foundations: Consumer Behavior, Marketing Analytics Foundations, Digital Marketing Foundations, Product Marketing Foundations, Marketing Communication, and other related programs.

Number of Training Titles

167

Titles



Total Training Hours

7,672

Hours



Number of Training Participants

3,485

Participants



Debt Collection Policy [GRI G4 FS15]

Bank Mandiri ensures full compliance with all applicable laws and regulations governing debt collection management, implementing practices that are responsible, respectful, and fair to all customers. Bank Mandiri also requires every employee or authorized party involved in the debt collection process to uphold the highest ethical standards and to respect the rights of debtors.

The Debt Collection Policy applies to all Bank Mandiri employees and subsidiaries, covering both retail and wholesale products and services, as set out in the publicly available document entitled [Overview of the Debt Collection Policy](#). This comprises procedures and governance arrangements and establishes operational mechanisms for debt collection, including collection methods, frequency, and applicable requirements. In addition, the policy requires employees who are directly involved in debt collection activities to participate in periodic training on the implementation of standardized collection procedures. The debt collection policy refers to the internal Credit Collection & Recovery policy, which covers the management of non-performing loans and collection procedures. The implementation of debt collection activities is overseen by the Wholesale Credit Recovery Unit for the wholesale segment and the Retail Credit Recovery Unit for the retail segment.

At every stage of the collection process, Bank Mandiri applies consumer financial protection principles that respect customers' fundamental rights in accordance with the

applicable credit agreements. Bank Mandiri ensures that all collection activities, whether conducted directly or indirectly, comply with both internal and external requirements, thereby maintaining transparency and integrity in its relationships with customers.

Bank Mandiri ensures that debt collection activities conducted by third-party collection service providers are carried out only when a debtor's account has reached non-performing status. Bank Mandiri ensures that all collection activities are conducted without physical or verbal intimidation and are not directed at any parties other than the debtor concerned. In addition, collection communications must comply with non-intrusive communication requirements, including being conducted only at the registered collection address or the debtor's domicile, from Monday to Saturday excluding national holidays, between 08:00 and 20:00 local time.

Bank Mandiri requires employees handling credit and collection officers to undergo training and certification, both internal and external programs. For debtors that remain under the management of the business unit (BU), Bank Mandiri provides assistance through joint efforts between the BU and the relevant divisions. Accordingly, Bank Mandiri ensures that collection officers have completed training modules related to collection activities, including basic collection, collection negotiation, anti-fraud strategies, and operational risk in collections. These training programs are conducted in collaboration with the Mandiri University Group.

Debt Collection Policy Training in 2025 [GRI 2-24, 404-2] [IO]/CF-22]



Training Scope

Basic Collection for operational-level employees and outsourced personnel, Operational Risk Management for Collectors, Retail Collection Product Knowledge, Negotiation Collection, Collection for Business, Solution: Sequenced Collections, and other related programs.

Number of Training Titles

8

Titles



Total Training Hours

2,750

Hours



Number of Training Participants

756

Participants



Loan Modification Policy [GRI G4 FS15]

Bank Mandiri closely monitors and identifies factors that may affect a debtor’s financial condition and repayment capacity, such as business and income conditions, employment stability, health conditions, as well as external events that impact economic activities (e.g., disasters or extreme weather). This monitoring is conducted on an ongoing basis through various mechanisms, including a watchlist that serves as an Early Warning Signal. This mechanism evaluates the debtor’s business prospects, financial performance, and payment history. If the monitoring results indicate a deterioration in credit quality, Bank Mandiri will implement remedial measures for debtors who still have viable business prospects and repayment capacity, in order to minimize potential losses and recover the credit that has been extended.

Bank Mandiri fully understands customers’ needs and proactively assists them in addressing financial challenges through appropriate options. Accordingly, Bank Mandiri offers loan modification or restructuring options in accordance with applicable regulations and tailored to debtors’ needs, including to modify loan agreements and adjust credit limits. The loan modification options are provided in a clear and structured manner based on the debtor’s condition. In determining restructuring schemes, Bank Mandiri takes into account the results of internal monitoring, the debtor’s financial condition, and repayment capacity based on income or cash flow information as well as existing obligations, ensuring that the solutions offered are aligned with the debtor’s financial capacity.

The implementation of credit restructuring policies is governed by the Credit Collection & Recovery Standard Operating Procedures (SOP) and POJK No. 40 of 2019. The restructuring

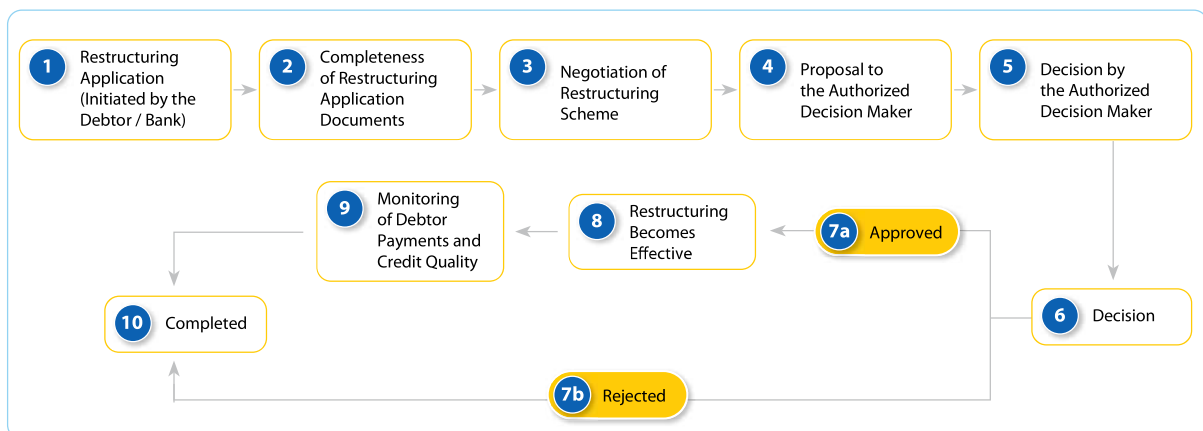
process commences upon receipt of a formal written request from the debtor, accompanied by the debtor’s consent, which serves as the basis for the Bank to undertake a comprehensive assessment of the debtor’s financial condition and business prospects in accordance with the prudential principles. The available restructuring options include:

1. Reduction in loan interest rates;
2. Extension of the loan tenor;
3. Reduction of outstanding loan principal arrears;
4. Reduction of outstanding loan interest arrears;
5. Additional credit facilities; and/or
6. Conversion of loans into temporary equity participation.

Information on restructuring schemes, including the applicable terms and conditions, is formally communicated through a Restructuring Application Approval Letter once the application has been approved by Bank Mandiri. Bank Mandiri also ensures the availability of clear escalation channels for debtors who require further clarification or are dissatisfied with the outcome or restructuring decision. Debtors may submit objections through Bank Mandiri’s official channels, including Branch Offices, Mandiri Call 14000, and the “Contact Us” feature on Bank Mandiri’s website, as well as through assistance from an Account Manager or Relationship Manager. Debtors may also use the complaint-handling mechanism through the Financial Services Authority (OJK) as the financial services regulator, in accordance with applicable regulations.

A structured workflow for the execution and oversight of credit restructuring is implemented, in accordance with the following scheme:

Implementation & Oversight Flow of Wholesale and Retail Segment Credit Restructuring



In addition, Bank Mandiri ensures the credit restructuring process is carried out by officers or employees who were not involved in the original credit approval. This process adheres to the key principles underlying credit restructuring, including:

1. Four-Eye Principle
2. Exposure Consolidation Principle
3. One Obligor Principle
4. Credit restructuring is not undertaken solely to avoid:
 - a. A downgrade in credit quality classification
 - b. An increase in the allowance for asset quality impairment (PPKA)
 - c. The suspension of accrual-based interest income recognition

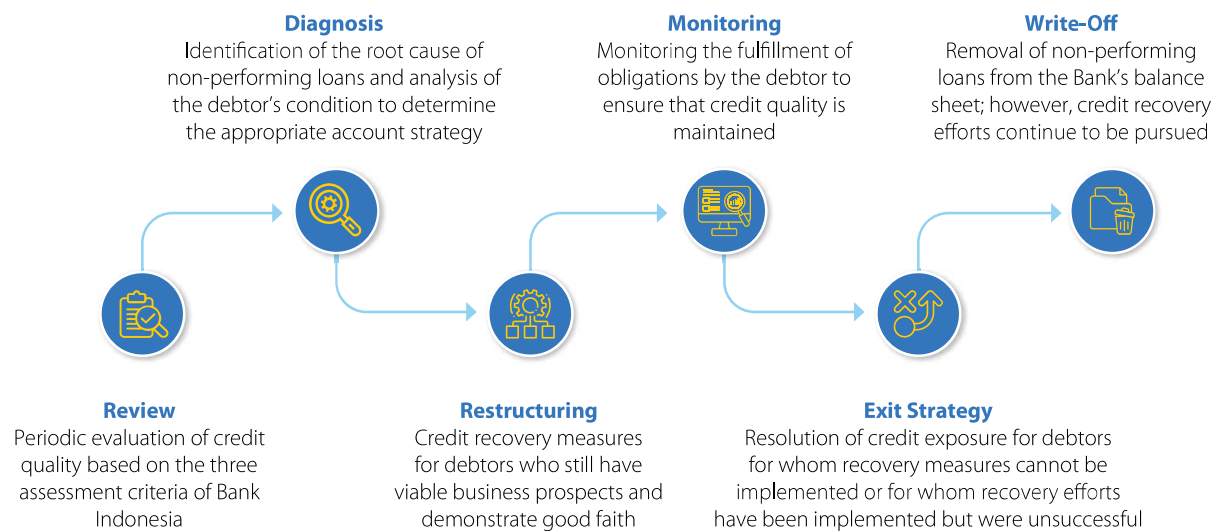
Bank Mandiri conducts comprehensive assessments and applies specific criteria when considering credit restructuring applications. The aim is to identify opportunities for debtors' credit recovery so that the restructured loans can return to a productive status and deliver benefits to both parties. The assessment factors include:

1. Business prospects, covering:
 - a. Potential for business growth
 - b. Market conditions and the debtor's competitive position
 - c. Management quality and workforce-related issues.
 - d. Support from business groups or affiliated entities.
 - e. Efforts undertaken by the debtor to maintain environmental sustainability
2. Business performance, covering:
 - a. Profitability
 - b. Capital structure
 - c. Cash flow
 - d. Sensitivity to market risks
3. Repayment capacity, covering:
 - a. Timeliness of principal and interest payments
 - b. Availability and accuracy of financial information
 - c. Completeness of credit documentation
 - d. Compliance with credit agreements
 - e. Appropriateness of fund utilization
 - f. Reasonableness of sources of repayment

Non-Performing Loan (NPL) Resolution

Bank Mandiri applies a systematic approach in managing non-performing loans by implementing a series of measures tailored to the conditions and recovery potential of each debtor to ensure an appropriate and effective resolution.

Non-Performing Loan (NPL) Handling Process



Financial Product Complaint Handling [GRI G4 FS15]

Bank Mandiri recognizes that customer loyalty is built on satisfaction derived from excellent service, appropriate solutions and meeting their financial needs. The Company maintains customer loyalty by fostering strong relationships and developing a deep understanding of customer needs, thereby encouraging referrals of Bank Mandiri's services to other potential customers. These efforts are further supported

by after-sales services provided by Bank Mandiri, including a customer complaint handling mechanism designed in accordance with regulatory requirements and with customer convenience as a key priority. This mechanism is implemented through internal procedures, namely the Customer Complaint Management SOP.

Independent Complaint Handling Structure [GRI G4 FS15]

Bank Mandiri has established a Customer Care Unit as an independent internal body to ensure transparency and the quality of complaint resolution. This unit is responsible for:



Managing and monitoring customer complaints in accordance with the established Service Level Agreement (SLA).



Handling customer complaints accurately and effectively, in line with or exceeding the stipulated SLA.



Coordinating with internal and external parties to review resolved and unresolved complaint handling processes in compliance with applicable regulations.

Customers may submit inquiries and complaints, either in writing or verbally, through various easily accessible communication channels.

Complaint Communication Channels



Mandiri Call: 24-hour service via Line **14000**



Website: www.bankmandiri.co.id by selecting the "Contact Us" menu



mandiricare@bankmandiri.co.id



MITA WhatsApp **0811-8414-000**



Bank Mandiri Branch Offices throughout Indonesia

Official Bank Mandiri Social Media



@mandiricare and @bankmandiri



"Mandiri Care" and "Bank Mandiri"



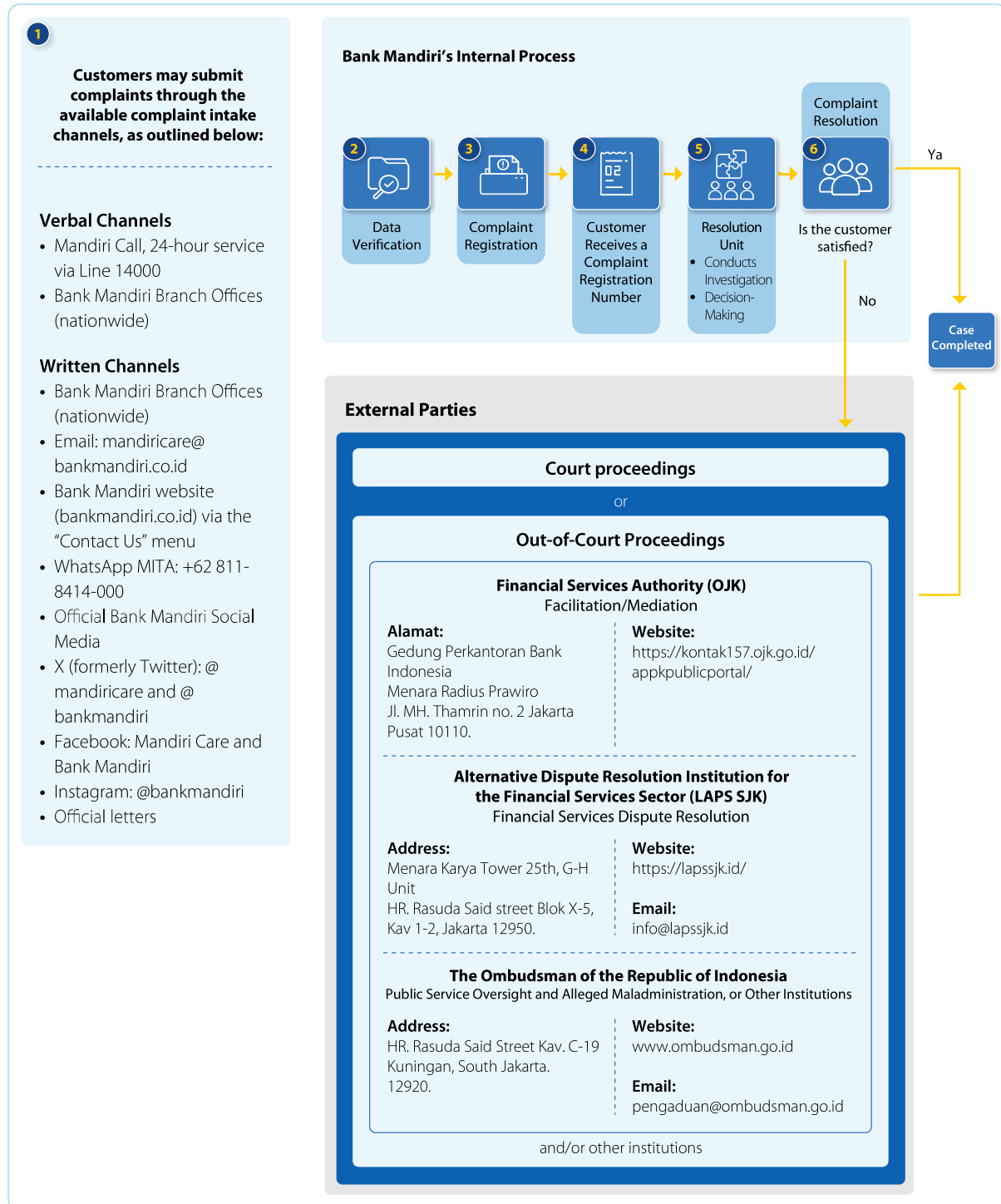
@bankmandiri



Formal written correspondence addressed to Bank Mandiri, either delivered in person or sent by post

Customer Complaint Handling Process [GRI G4 FS15]

Bank Mandiri has clear and effective mechanisms for handling customer complaints to ensure customer satisfaction and convenience, carried out through the following stages:



Step 1

Customer Submits a Complaint

Customers submit complaints through the complaint intake channels provided by Bank Mandiri, either via oral or written means.

Step 2

Data Verification

Upon receipt of the complaint, Bank personnel conduct data verification to ensure the accuracy of the customer's identity and the completeness of the complaint information. The entire complaint handling process is managed and monitored by the Customer Care Unit.

Step 3

Complaint Registration

Complaints that have been verified are formally received and recorded in Bank Mandiri's complaint management system.

Step 4

Customer Receives a Complaint Registration Number

Bank Mandiri issues a complaint registration number to the customer as an official reference to facilitate status tracking and follow-up of the complaint.

Step 5

Investigation and Decision-Making by the Resolution Unit

The complaint Resolution Unit conducts an investigation based on the nature of the complaint and determines the resolution in accordance with the applicable provisions and service level agreements (SLAs).

Step 6

Complaint Resolution

Bank Mandiri communicates the resolution outcomes of customer complaints no later than 10 working days from the date the complaint is received, in accordance with the category and level of complexity of the complaint, as stipulated by the regulator (with a maximum of 10 business days). During the reporting period, 81% of total complaints were successfully resolved within less than 2 working days.

If the customer confirms satisfaction with and acceptance of the resolution, the case is deemed closed.

If the customer is not satisfied with the resolution, they are entitled to escalate their complaints and/or dispute resolutions provided by Bank Mandiri, either through judicial proceedings or non-judicial channels. Non-judicial avenues may include facilitation or mediation by the regulator (including the Financial Services Authority/OJK and/or Bank Indonesia, in accordance with their respective authorities), the Alternative Dispute Resolution Institution for the Financial Services Sector (LAPS SJK) for disputes related to financial products or services, and the Ombudsman of the Republic of Indonesia for complaints concerning alleged maladministration in public services, as well as other external mechanisms. These external institutions can be contacted through their respective official complaint channels, including official website/online portals, email, call centers, and in-person service offices, in accordance with each institution's applicable procedures. The case is considered resolved once the chosen escalation process results in a binding decision, settlement, or ruling.

For further information on complaint handling mechanisms and available complaint channels, customers may access Bank Mandiri's website under the Customer Complaint section and subsequently followed up by the Resolution Unit for investigation and decision-making in accordance with the established SLA. The entire complaint handling process is managed and monitored by the Customer Care Unit.

Customer Complaint Oversight and Audit [GRI G4 FS9, F15]

Bank Mandiri conducts regular oversight and audits of the quality and effectiveness of complaint management as part of the annual special audit on consumer protection. These audits are carried out by the Ombudsman through the following mechanisms:

1. **Internal Audit:** Conducted by the Internal Independent Review Body, managed by Senior Operation Risk (SOR) – Operations, through quarterly control testing to ensure compliance with applicable policies, procedures, and service level agreements (SLAs). This process includes evaluations of the quality of complaint resolution and the provision of recommendations for continuous improvement.
2. **External Audit:** Conducted by regulators and independent institutions to ensure transparency, integrity, and compliance with regulatory requirements. These audits assess the effectiveness of internal control systems, validate complaint escalation processes, and provide improvement recommendations based on independent evaluations.

The scope of the audit includes an evaluation of the entire complaint management process, covering the receipt, handling, escalation, and resolution of customer complaints. The audit results are subsequently reported to the Board of Directors and the Board of Commissioners for oversight and further follow-up actions. Based on these audit outcomes, Bank Mandiri focuses on improving complaint management processes to enhance efficiency and the quality of customer service.

Bank Mandiri operates a customer complaint resolution strategy in accordance with established authorities, taking into account decision-making authority levels and the complexity of complaints. The Customer Care Unit regularly collaborates with Product Owners to review received complaints in order to enhance service quality and accelerate complaint resolution.

Oversight of the Complaint Resolution Process [GRI G4 FS15]

The Risk Monitoring Committee at the level of the Board of Commissioners with responsibility for overseeing the overall review of customer complaints. In addition, the Director of Operations receives direct reports on customer complaint management performance and complaint summaries from the Customer Care Unit. This ensures that customer complaints are effectively monitored and receive the necessary follow-up for timely improvements. In conducting oversight, monitoring is carried out by tracking trends in the number of complaints, resolution rates in accordance with SLAs, key complaint categories, as well as recurring and/or high-impact complaints, as the basis for prioritizing improvement actions.

As part of this oversight, Bank Mandiri regularly collects and sort key customer complaint cases, which are subsequently reported by the Customer Care Group to the Risk Monitoring Committee in relation to the management of customer complaints. The report includes complaint resolution achievements as well as initiatives undertaken to reduce the number of complaints, including the implementation of root cause analysis to identify underlying issues and promote continuous improvement.

In addition, the Customer Care Group regularly reports the progress of initiatives related to the management and resolution of customer complaints to the Director of Operations on a bi-weekly basis, this includes progress in implementing corrective actions, accelerating complaint resolution, and evaluating the overall effectiveness of complaint reduction initiatives, to ensure the effective implementation of service improvement initiatives. Furthermore, the Director of Operations presents the Service Transformation strategy to the Risk Monitoring Committee, including initiatives to strengthen the management and resolution of customer complaints as part of efforts to achieve the Service Wins vision. Customer complaints escalated to external institutions are also closely monitored by the Customer Care Group, particularly those with significant impact. The outcomes of these reports are reported to the relevant members of the Board of Directors as part of management oversight and as reference for future process improvements. In certain cases, complaints that attract public attention or have significant impact may be escalated and reported to the relevant management to ensure a responsive and well-coordinated resolution.

Bank Mandiri’s complaint target for 2025 is set at 80 complaints per one million transactions, as agreed by the Operational Risk Unit in coordination with the Risk Management & Credit Committee (RMC), and approved by the Board of Directors and the Board of Commissioners. To assess the quality of complaint handling, PT NielsenIQ Services Indonesia conducts customer

satisfaction survey on the complaint resolution handling, resulting in a score of 8.5 out of a maximum scale 10. The survey results serve as an important indicator in evaluating the effectiveness of Bank Mandiri’s complaint management system and provide a basis for further improvements. [\[OJK F.30\]](#)

Summary of Customer Complaints

During the reporting year, a total of 888,126 customer complaints were received, representing a 10% decrease compared to the previous year. Of these complaints, 100% were resolved in accordance with the established SLA.

Description	2025	2024**	2023**
Total Customer Complaints	888,126	983,547	1,082,133
Complaints Under Resolution by Reporting Year	-	-	-
Complaints Resolved	888,126	983,547	1,082,133
Total Transactions	8,234,088,665	7,364,173,976	8,866,317,376
RAS Metrics Target	80	-	-
RAS Metrics Realization	75	114	149
Resolution Rate	100%	100%	100%

*RAS Metrics: ratio of the number of complaints per one million transactions.

**In 2025, Bank Mandiri adjusted its methodology for calculating the number of transactions, from previously using the Defect per Million Opportunities (DPMO) method which measures the potential occurrence of transaction failures across each activity in the process, to the Defect per Million Transactions (DPMT) method which treats an entire transaction activity sequence as a single unit.



Customer Satisfaction [OJK F.30]

Bank Mandiri implements service excellence to ensure a positive customer experience and customer satisfaction across all Bank Mandiri service touchpoints. Each year, Bank Mandiri measures customer satisfaction through the Customer Satisfaction and Loyalty Survey conducted via a structured survey, namely the Customer Satisfaction and Loyalty Survey, Bank Mandiri applies both quantitative and qualitative methods based on random sampling that represents all customer segments and service regions. The sampling frame is developed from the database of active customers across branch, digital, and ATM channels, with proportional distribution by region, service type, and main transaction categories. The survey is conducted during the third and fourth quarters to ensure data representativeness and minimize potential bias. Data collection is carried out through a combination of face-to-face interviews and online surveys, supported by respondent validation using Customer Information File (CIF) numbers to ensure the legitimacy of participation. Strict quality control mechanisms are implemented, including automated logic checks, duplicate removal, response pattern monitoring, as well as regular sampling audits and field verifications, to ensure the reliability and accuracy of the survey results.

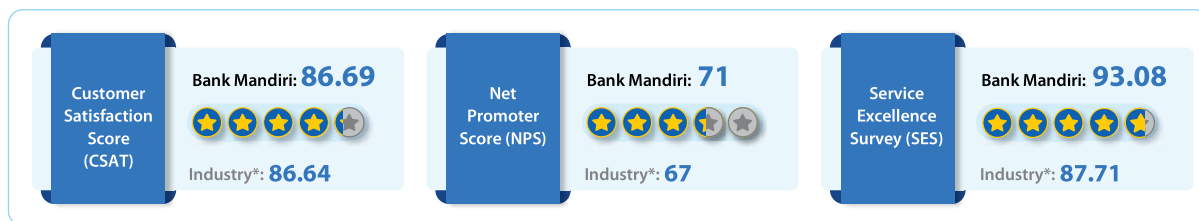
In 2025, Bank Mandiri collaborated with PT NielsenIQ Services Indonesia to conduct the Customer Experience Survey (CX Survey) and with PT Morigan Services to conduct the Service Excellence Survey (SES) on a sampling basis. The surveys achieved 100% respondent coverage representing Bank Mandiri's customer base, drawn from 503,500 valid samples. The respondents covered the Retail, Wholesale, and Priority segments; a diverse range of savings, wealth, and investment products; as well as multiple service channels, including Branches, Priority Outlets, the Contact Center, Livin' by Mandiri,

Kopra by Mandiri, and ATM/CRM. As a result, the survey findings were relevant in reflecting the overall customer experience.

The CX Survey measured two key indicators; the Customer Satisfaction Score (CSAT) and the Net Promoter Score (NPS), using a combination of Face-to-Face Interviews (F2F), Computer-Assisted Personal Interviewing (CAPI), Focus Group Discussions (FGDs), and In-Depth Interviews (IDIs). Meanwhile, the SES applied a mystery shopping methodology to assess the consistency of Bank Mandiri's service standards across all measured service touchpoints. In the 2025 implementation, the CX Survey and SES included observations and/or visits across various service touch points and channels, namely the Walk-in Channel, Digital Channel, Contact Center, and Self-Service Machines. The composition of respondents and observations was maintained in alignment with the distribution of Bank Mandiri's customer base by region, age group, and gender. Where deviations occurred, adjustments or weighting were applied in accordance with the vendors' methodologies to ensure representativeness.

The survey implementation demonstrated strong engagement, with participation levels exceeding the set target by more than 1.6 times, resulting in a significant overachievement of the survey target. The survey results indicated improvements in the Customer Satisfaction Score (CSAT) of 86.69, the Net Promoter Score (NPS) of 71, and the SES score of 93.08, with the targets set at CSAT of 85, NPS of 64, and SES of 90. The survey outcomes were utilized to formulate and strengthen various service improvement initiatives, including the enhancement of digital banking services, refinement of the customer complaint handling system, and capacity-building programs for frontline employees.

Customer Satisfaction Score in 2025



*Bank Group Based on Core Capital Tier IV.

Privacy Management, Data Governance, and Information Security

The advancements of the digital era and the adoption of emerging technologies have not only created opportunities but also introduced risks to information security. These include data theft, manipulation, and misuse, which may compromise the confidentiality, integrity, and availability of information.

Accordingly, Bank Mandiri places privacy and information security as core elements in the delivery of secure banking services, aimed at safeguarding the Company from potential financial losses, reputational damage, and legal exposures. [FN-CB-230a.2]

Responsibility for Privacy Management, Data Governance, and Information Security

Bank Mandiri assigns responsibility at the level of the Board of Commissioners and the Board of Directors for managing privacy (personal data protection in accordance with the Personal Data Protection Law), data governance, and information security (including personal data in accordance with the Personal Data Protection Law). This responsibility is supported by committees established to assist the Board of Directors in decision-making, in line with the company's internal provisions at the Policy and Standard Procedure levels.

Oversight by the Board of Commissioners and the Board of Directors through these committees is conducted strategically via a structured mechanism. Previously, a Personal Data Protection Steering Committee was established as a manifestation of the Company's commitment to data protection regulation. However, as these matters have now been integrated into Bank's business and operational processes, the performance of privacy management, data governance, and information security is formally discussed and reported within the following board-level committees:

1 Risk Monitoring Committee

This Committee assists the Board of Commissioners with conducting oversight and advisory functions to the Board of Directors. The objective is to obtain reasonable assurance that the implementation of the Bank's risk management remains adequate in terms of risk management procedures and methodologies. The Committee helps ensure that the Bank's business activities are conducted within acceptable risk limits and support a sustainable and profitable performance.

2 Audit Committee

This Committee assists the Board of Commissioners in carrying out its oversight function over the financial reporting process, the effectiveness of internal controls, the implementation of internal and external audits, and compliance with applicable laws and regulations, including matters related to privacy management and cybersecurity. The Audit Committee ensures that audit processes are conducted independently and objectively, and in accordance with prevailing standards, in order to safeguard the integrity and credibility of the Bank's reports.

3 Integrated Governance Committee

This Committee assists the Board of Commissioners in overseeing the implementation of integrated governance within Bank Mandiri's financial conglomerate. The Committee ensures the alignment of policies, strategies, and governance practices between Bank Mandiri and its subsidiaries, thereby ensuring that prudential principles and good governance are consistently implemented across all entities within the Group.

4 Risk Management Committee

This Committee assists the Board of Directors in implementing effective risk management processes and systems by ensuring the adequacy of risk identification, measurement, and monitoring. It also proposes risk management policies and strategies for subsequent approval by the Board of Directors.

Bank Mandiri has also established a Data Governance Body to support an efficient and effective data management strategy. This framework has been developed in accordance with best practices, external regulations, and Bank Mandiri’s internal policies, and involves all work units to ensure integrated data management. Management-level oversight is carried out through the Data Steering Forum, which comprises the Director of Information Technology, the Director of Risk Management, the Director of Human Capital and Compliance, the Director of Operations, and relevant Directors/SEVPs. It is responsible

for deliberating strategic issues for the Bank, including data governance frameworks, policies, and strategic compliance matters, as well as issues escalated by the Data Governance Council that require recommendations from the Board of Directors or Management.

Detailed information on the responsibilities of the Board of Directors and the Board of Commissioners in their oversight functions related to privacy and information security management is presented in the “ESG Risk Management” section.

Privacy, Data Governance, and Information Security Management Organization

To support comprehensive information security management and cyber resilience across all operational lines, Bank Mandiri has adopted the 3 Lines Model, as follows:

1st
Line Model: Chief Information Security Officer (CISO) Office Group, Enterprise Data Analytics, and Data Protection & Fraud Risk Group

Responsible for managing cyber resilience and cybersecurity by implementing operational security controls, ensuring the application of data governance across the Bank, as well as ensuring protection, including controls over personal data processing and compliance with applicable regulations, in order to prevent data breaches and mitigate fraud risks.

1,5
Line Model: Senior Operational Risk Information Technology (SOR IT)

Responsible for conducting testing to assess the effectiveness of the implemented operational controls.

2nd
Line Model: Operational Risk Group

Responsible for developing the operational risk management strategy and establishing the related cybersecurity framework.

3rd
Line Model: IT Audit Group

Responsible for carrying out internal audit activities (assurance and consulting) to provide an independent assessment of internal controls, the implementation of IT risk management, and IT governance processes within the company’s organization.

In 2018, Bank Mandiri established a dedicated unit, namely the Chief Information Security Officer (CISO) Office Group, to manage information security and cyber resilience, operating under the direct supervision of the Board of Directors/ executive management (C-level) to ensure the comprehensive

implementation of information security and cyber resilience across all operational lines (bank-wide). The unit adopts a cyber resilience framework that is aligned with international standards and best practices.

In 2024, the Board of Directors approved the appointment of a Personal Data Protection Officer (PPDP) or Data Protection Officer (DPO), along with the establishment of a dedicated work unit, namely the Data Protection & Fraud Risk Group, to support privacy management function. Through this PPDP unit, Bank Mandiri coordinates the implementation of data protection across the Mandiri Group Financial Conglomeration through

monitoring activities and guidance provided to its subsidiaries. Bank Mandiri adopts a collaborative approach across relevant work units to ensure optimal data protection.

The duties and responsibilities of the unit responsible for privacy, data, and information security governance include the following elements:

Unit	Roles and Responsibilities
<p>Chief Information Security Officer (CISO) Office Group</p>	<p>The management of information security and cyber resilience through:</p> <ol style="list-style-type: none"> 1. Designing, implementing, and evaluating information security architecture. 2. Managing policies, standards, processes, and baselines related to information technology security in accordance with best practices and compliance with regulatory and government requirements. 3. Ensuring the effective implementation of security reviews in application design, application security testing, and penetration testing as part of information technology application system development requirements under the System Development Life Cycle framework. 4. Identifying and analyzing cybersecurity threats through continuous monitoring functions.
<p>Data Protection Officer and Data Protection & Fraud Risk Group</p>	<p>Implementing risk mitigation measures and personal data protection through:</p> <ol style="list-style-type: none"> 1. Providing reviews and recommendations to Work Units to ensure compliance with applicable laws and regulations on Personal Data Protection. 2. Monitoring and evaluating compliance with Personal Data Protection laws and regulations, as along with the Bank's policies and/or Personal Data Processors. 3. Advising on Personal Data Protection Impact Assessments and monitoring the performance of relevant Work Units in relation to Personal Data Processing, including other Personal Data Controllers and/or Personal Data Processors. 4. Coordinating and acting as the liaison for matters related to personal data processing. 5. Following up on and developing internal procedures to address requests related to Data Subject Rights, in accordance with applicable laws, regulations and business processes. 6. Issuing and submitting written notifications to Data Subjects and the Personal Data Protection Authority in the event of a personal data protection breach.



Unit

Roles and Responsibilities

Enterprise Data Analytics Group

The Group performs the Data Governance function and serves as Data Steward, by:

1. Ensuring that the Bank's business strategy, development, and policies are supported by accurate and timely data, with a strong orientation toward trends, patterns/data-driven.
2. Ensuring the availability of data management and data governance policies that support the quality of data services across Work Units, strengthening the implementation of data management to maintain data availability, integrity, and integration throughout the organization.
3. Ensuring the effectiveness of reporting provision activities and project initiatives to achieve and realize "Bank Mandiri Data Center /single source of truth within Bank Mandiri".
4. Overseeing work programs related to the development of data management strategies and policies for Bank Mandiri and its subsidiaries, in accordance with established requirements and timelines, and making effective adjustments where necessary to support continuous improvement.

Operational Risk Group

Conducts cyber risk management, by:

1. Providing input to management on the formulation, development, and review of the cyber risk management framework, including strategy, policies, and the adequacy of organizational structures and resources, as well as the implementation of cybersecurity risk management.
2. Monitoring the implementation of the cyber risk management framework established by the Board of Directors and approved by the Board of Commissioners.
3. Conducting testing to assess the impact of the implementation of cyber risk management strategies and policies on the Bank's overall risk profile.
4. Providing review and recommendations on the implementation of cyber risk management to the Board of Directors and/or other Work Units.
5. Developing and implementing a risk awareness program to foster a strong culture of cybersecurity risk management.
6. Coordinating, preparing, and submitting the Bank's Cybersecurity Assessment Report and the Information System Security and Cyber Resilience Report to the regulator on a periodic basis.

SOR IT Group

Performs an internal control function over cybersecurity risk management that is independent from business units, including conducting testing to assess the effectiveness of control implementation.

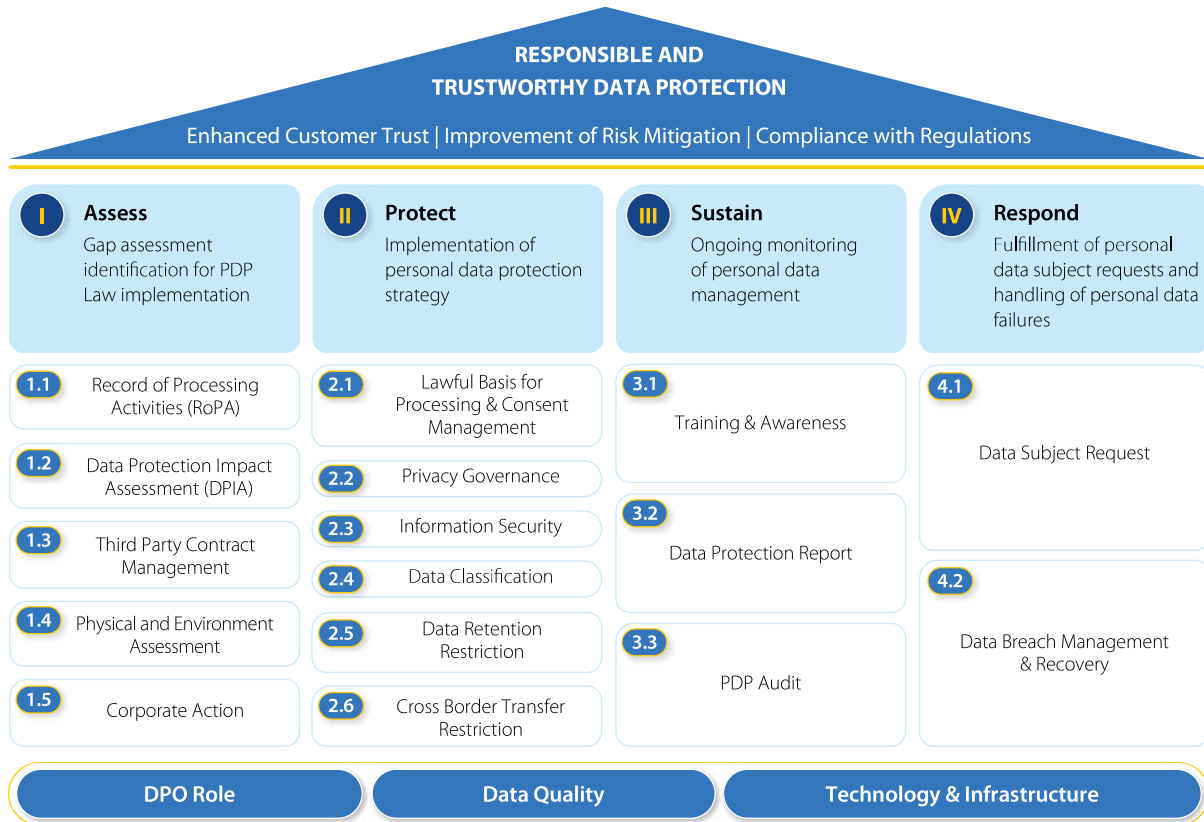
IT Audit Group

A third-line function that supports the President Director and the Board of Commissioners in carrying out their oversight responsibilities, by:

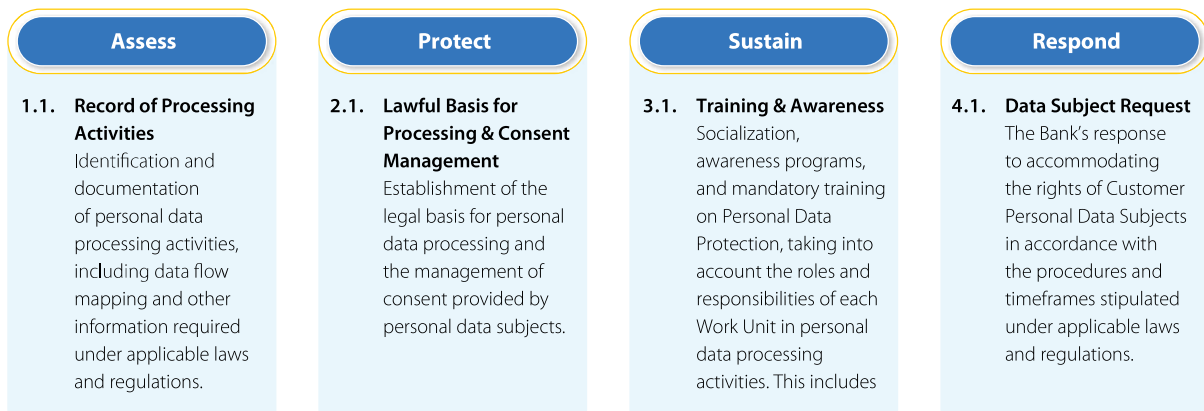
1. Planning the audit function and conducts internal audit activities focused on IT and cybersecurity, while ensuring the effectiveness of implemented controls.
2. Providing recommendations based on audit results and monitors the follow-up of internal and external audit findings related to IT and cybersecurity.
3. Identifying areas for improvement and enhances the efficient use of IT resources.
4. Providing improvement recommendations and objective information based on the evaluation of controls reviewed at all levels of management.
5. Delivering advisory services and assurance on strategic matters, both during the planning stage and throughout operational implementation.

Privacy Management and Information Security Framework

Personal Data Protection Implementation Framework



Bank Mandiri has established a framework to support the implementation of Personal Data Protection (PDP) with the vision of “Responsible and Trustworthy Data Protection,” aimed at enhancing customer trust, strengthening risk mitigation, and ensuring regulatory compliance. In its implementation, the framework is underpinned by four key pillars, namely assess, protect, sustain, and respond.





Assess

- 1.2. Data Protection Impact Assessment (DPIA)**
Impact analysis/assessment conducted to evaluate personal data processing activities that pose high potential risk.
- 1.3. Third Party Contract Management**
Incorporation of PDP clauses and data protection security standards within partnerships with third parties.
- 1.4. Physical & Environment Assessment**
Covers risk management related to physical facilities and the surrounding environment against human threats, disasters, and environmental vulnerabilities, through the implementation of controls such as access cards, access control systems, alarms, and video surveillance (CCTV).
- 1.5. Corporate Action**
In the event of mergers, demergers, acquisitions, consolidations, and/or dissolution of legal entities, Bank Mandiri is required to provide notification to Personal Data Subjects and relevant authorities through Information Disclosure, in accordance with applicable regulations.

Protect

- 2.2. Privacy Governance**
Development of internal policies and provisions related to Personal Data Protection, including the alignment and adjustment of existing regulations with the requirements of the Personal Data Protection Law.
- 2.3. Information Security**
Ensuring the security of processed personal data through:
 - The implementation of pseudonymization, encryption, and/or data masking mechanisms.
 - Regular testing and review of security control measures to ensure their effectiveness and sustainability.
- 2.4. Data Classification**
Implementation of data classification mechanisms to protect sensitive and/or personal data from unauthorized access.
- 2.5. Data Retention Restriction**
Strategies for the deletion or destruction of personal data that has exceeded the retention period.
- 2.6. Cross Border Transfer Restriction**
Policies governing the transfer of personal data outside the jurisdiction of the Republic of Indonesia.

Sustain

- the establishment of internal regulations for employees to ensure compliance with the PDP Law, as well as the clarification of key do's and don'ts in the implementation of personal data protection.
Media: newsletters, podcasts, videos, online and offline training sessions, and pulse checks.
- 3.2. Data Protection Report**
Periodic reporting to the Director of Risk Management in the form of a monthly report.
- 3.3. PDP Audit**
Audit processes conducted by independent parties, both internal and external, on the implementation of PDP to ensure compliance with and alignment to applicable laws and regulations.

Respond

- 4.2. Data Breach Management & Recovery**
Handling personal data protection incidents, including reporting to the PDP Authority and notification to affected Data Subjects, in accordance with applicable regulations.

This document subsequently focuses on providing further explanations of several initiatives, namely the Lawful Basis for Processing, Third-Party Contract Management, Data Subject Requests, Information Security, Data Breach Management and Recovery, Data Retention Restriction, and the PDP Audit.

Information Security Risk Management

In managing the bank's information security resilience and security, Bank Mandiri separates the cybersecurity risk management function from the operational management function for cybersecurity resilience and security. This separation is intended to ensure a more strategic, independent,

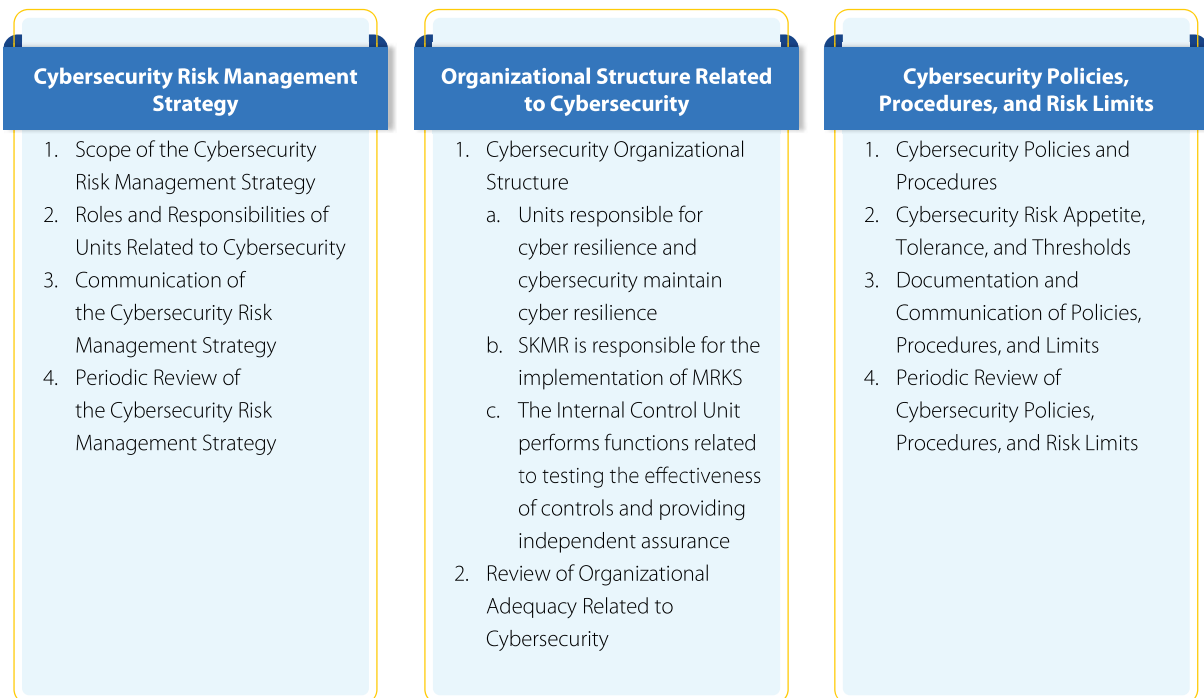
and effective approach to addressing cyber threats. Bank Mandiri establishes the implementation of both functions through the Cybersecurity Risk Management Framework and the Operational Management Framework of Cybersecurity Resilience and Security.

Cybersecurity Risk Management

In order to strengthen the implementation of cybersecurity risk management processes, Bank Mandiri has developed, implemented, and periodically reviewed the Cybersecurity Risk Management Framework. This framework not only complies with national regulations issued by Bank Indonesia and the Financial Services Authority (OJK), but is also aligned with international standards and industry best practices, including ISO 27001, the NIST Cybersecurity Framework, CIS Benchmarks, and the PIC Security Standard.

This framework comprises 3 (three) main pillars. Pillar 1 covers the Cybersecurity Risk Management Strategy, Pillar 2 encompasses the organizational structure related to cybersecurity, and Pillar 3 includes cybersecurity-related policies, procedures, and risk limits, all of which are designed to achieve the cybersecurity objective of Zero Security Breaches.

Cybersecurity Risk Management Framework



Pillar 1

The Cybersecurity Risk Management Strategy encompasses six (6) key areas as follows:

1. **Comprehensive understanding of cyber risks** and their linkage to the Bank’s business, including the level of exposure to cybersecurity-related risks and the Bank’s current cybersecurity posture. To foster a strong cybersecurity risk culture, awareness programs are conducted consistently for all employees and customers through all communication channels.
2. **Identification, classification, and prioritization** of critical functions, information technology assets, and system interconnections to ensure a comprehensive and accurate understanding of the cyber risk profile.
3. **Identification of cyber threats and mitigation of cybersecurity issues**, including measures to address potential reputational risks to the Bank. Through Risk Control Self Assessment (RCSA) and robust risk testing, cyber risks are continuously evaluated and appropriate mitigation strategies are implemented. The Bank also conducts ongoing monitoring and undertakes preventive actions to address potential cybersecurity risks.
4. **Security controls** are implemented to protect the Bank’s IT assets against evolving cyber threats. To protect IT assets from increasingly sophisticated cyber threats, the Bank implements data security management, endpoint security, and protection of software, hardware, and network infrastructure. In addition, data protection is ensured through effective user access management, whereby only authorized personnel are granted access to sensitive information.
5. **Timely detection of cyber incidents** through continuous oversight and monitoring. The Bank operates a Security Operations Center team to monitor suspicious anomalies or cyber threats perpetrated by cybercriminals, supported by the use of Security Information and Event Management (SIEM) systems and Threat Intelligence thereby strengthening Bank Mandiri’s resilience against global cyber threats.
6. **Comprehensive cyber incident response** to support rapid and effective recovery from resulting impacts. This includes timely incident escalation, clear definition of team roles and responsibilities, post-incident analysis, and continuous testing to enhance resilience against future cyber risks.

Pillar 2

Organizational structures related to cybersecurity are established to support comprehensive information security management and cyber resilience across all operational lines. To this end, Bank Mandiri applies the 3 Lines Model.

Pillar 3

Cybersecurity policies, procedures, and risk limits comprise the policies and procedures established by the Bank as part of cybersecurity risk management, as stipulated in internal regulations. The Bank also defines a Risk Appetite Statement (RAS) for cyber risk as part of the operational risk of Risk Appetite Statement on a bank-wide basis. The RAS for cyber risk is further quantified into cyber risk thresholds and monitored on a regular basis.

The Cybersecurity Risk Management Framework is regularly reviewed for continued relevance to business strategy, cyber risk exposure, and the evolving cyber landscape. The review of Pillar 1 focuses on aligning its relevance with the prevailing business strategy and emerging risk developments. Pillar 2 covers the fulfillment of strategies to ensure adequate quantity and quality of human resources in cybersecurity risk management, including staffing, training, certification, talent management, and competitive remuneration. Pillar 3 includes periodic evaluations of the Risk Appetite, Risk Tolerance, and cyber risk thresholds, or ad hoc evaluations when specific conditions arise that require evaluation.

After the Cybersecurity Risk Management Framework was established, and to ensure the effective implementation of cybersecurity risk management, an Information System Security and Cyber Resilience Strategic Plan was developed, which includes a roadmap for the implementation of Cybersecurity Risk Management. The roadmap is subsequently implemented, with each implementation process governed by internal policies. A process-based approach embeds security into every phase, from the initial planning stage (Pre-Operational), to the operational and maintenance stage (Operational), and through to the termination stage (Post-Operational). This approach enables the Bank to act proactively in anticipating and managing risks from the beginning to the end of the process.

During the Pre-Operational stage, the Bank conducts security reviews of products and Information Technology infrastructure prior to launch or deployment. These security reviews are aligned with regulatory requirements and widely adopted IT security standards within the banking industry, as well as other relevant security standards, and continue to evolve in response to emerging risks. In addition, risk identification is carried out from the outset through risk assessments for product initiatives, including cybersecurity risks and third-party dependency risks.

During the Operational and Maintenance stage, cyber risk management is conducted through continuous monitoring of system availability, capacity, and potential vulnerabilities. The Bank maintains monitoring mechanisms and early warning systems to detect anomalies and indications of cyber incidents. Incident management processes are carried out in a structured manner, including impact classification, root cause analysis, and the development of lessons learned to prevent recurrence. To ensure service continuity, the Bank maintains a Business Continuity Plan (BCP), a disaster recovery site, and recovery time objectives aligned with system criticality levels. IT risk management also includes oversight of third-party IT service providers. Prior to engagement, the Bank conducts due diligence on the cybersecurity and resilience aspects of third

parties. Risk controls are further strengthened through the inclusion of security clauses in service agreements, periodic compliance monitoring, and the evaluation of concentration and service dependency risks. This approach ensures that external risks do not significantly increase the Bank's overall risk exposure.

During the Post-Operational stage, cybersecurity risk management is conducted through reviews of products and IT infrastructure that are no longer in use and require decommissioning. At a minimum, this includes the deactivation of accounts and network connections of employees, third parties, or subcontractors deemed no longer secure, deletion of sensitive data, revocation of access rights, and termination of all related services.

In addition, as part of the implementation of its cybersecurity risk management strategy, particularly in strengthening cyber resilience and security operations, Bank Mandiri remains committed to continuously enhancing its cybersecurity posture through the implementation of a Comprehensive, Proactive, and Reactive Cybersecurity Framework, built upon three main pillars: Governance and Awareness, Protection, & Operations.

Operational Management of Cyber Resilience and Security

Bank Mandiri strengthens its cyber resilience posture through a comprehensive, proactive, and reactive Cyber Resilience Framework, which consists of three main pillars, namely Governance and Awareness, Protection, and Operations.

Cyber Resilience Framework

 Governance and Awareness	 Protection	 Operations
<ol style="list-style-type: none"> 1. Security Awareness Employee education is focused on cybersecurity practices and personal data protection and customer education covers digital transaction security as well as the prevention of fraud and cybercrime (cyber risk awareness). 2. IT Security Policies & Standards Fostering a strong security culture through the establishment of information security policies and standards that are aligned with applicable regulations and international standards, and consistently implemented across the organization. 3. Organizational Structure and Personnel Establishing a dedicated cyber resilience operations team through capacity fulfillment and the enhancement of personnel capabilities by obtaining up-to-date professional certifications. 	<ol style="list-style-type: none"> 1. Defense Mechanisms Digital asset protection using up-to-date technologies, including antivirus solutions, encryption, and access restrictions, as part of a multilayered defense mechanism to prevent cyber threats. 2. Penetration Test Periodic hacking simulations are conducted to ensure security controls operate optimally. 3. Access Management Restriction of access to data in accordance with with the prevailing authorities and regulations and the implementation of regular password changes. 	<ol style="list-style-type: none"> 1. Security Operations Center (SOC) Maintaining system resilience proactively and reactively against cyber threats through 24/7 Security Operations Center (SOC) monitoring. 2. Cyber Threat Intelligence The process of collecting, analyzing, and leveraging information related to threats and indicators of cyber threat actors to support the Bank in effectively preventing, detecting, and responding to cyberattacks. 3. Vendor and Supply Chain Security Assessment Evaluating security aspects, including the adequacy and competence of vendors.
Regulation:  	International Standard:  	International Best Practice:   

Bank Mandiri continues to enhance the quality of its cybersecurity risk management and operational cyber resilience management through Information Security Management Certifications, both at the national and international levels, the

implementation of adequate internal controls by both internal and external parties, and the measurement and evaluation of information security controls to identify areas for improvement that can be implemented.

Data Governance, Personal Data Protection, and Information Security

Bank Mandiri regards the development of data and information protection as a core component of the corporate sustainability strategy. Bank Mandiri does not rent, sell, or disclose personal data to third parties for purposes other than transaction processing or service delivery, and minimizes risks related to

data management through data backup arrangements, risk mitigation measures, and systematic documentation and monitoring. Bank Mandiri has refined its policies by mandating the application of personal data protection principles in accordance with the PDP Law.

Data and Personal Data Protection

Regarding privacy, Bank Mandiri has a comprehensive Personal Data Protection (PDP) policy in the form of Standard Operating Procedures and Operational Technical Guidelines for Personal Data Protection. Personal data protection at Bank Mandiri is also reflected in a detailed Privacy Policy that is accessible to Personal Data Subjects at bmri.id/KebijakanPrivasi, and comprises:

1. Privacy Policy for Individual Customers;
2. Privacy Policy for Corporate Customers

Internal regulations provide for the Personal Data Protection Operational Standards and Technical Operational Guidelines, which govern all aspects of Data Protection. This includes the legal basis for personal data processing, handling of data subject rights requests, recording of personal data processing activities, and reporting in the event of a personal data breach.

In terms of data governance, Bank Mandiri has established and continuously updates Data Management SOPs covering the governance of all data stored in Bank Mandiri's database systems that affect assets and liabilities, including commitments and contingencies. These SOPs regulate data management activities and data governance as the foundation for end-to-end data management processes, encompassing:

1. Data Input Management
2. Data Architecture Management
3. Metadata Management
4. Master Data Management
5. Data Quality Management
6. Data Storage Management
7. Data Development Management
8. Data Modeling Management

9. Data Security Management
10. Data Integration and Interoperability Management
11. Data Provisioning Management
12. Big Data Analytics Management
13. Data Backup Management
14. Content and Document Management
15. Risk Mitigation, Documentation, and Monitoring

Standards and Procedures related to Personal Data Protection and Data Management also stipulate several prohibitions regarding the management of customer data. Examples include:

1. Using personal data of prospective customers whose applications have been rejected, except where there is written or electronic consent from the customer or where required by applicable laws and regulations.
2. Disclosing customer personal data and/or information to third parties.
3. Requiring prospective customers to share personal data as a condition for entering into a product/service agreement.

As part of harmonization with its subsidiaries, Bank Mandiri applies the Mandiri Subsidiaries Management Principles Guideline (MSMPG), which governs information technology and data management practices adopted and aligned across Bank Mandiri's subsidiaries. Oversight of subsidiaries is conducted through Progress Report Monitoring on key PDP activities, including Privacy Governance, Consent Management, and Record of Processing Activities.



Bank Mandiri Privacy Policy

Bank Mandiri informs customers of the purposes and legal bases for personal data processing, with any consent given knowingly and based on a clear understanding. Bank Mandiri discloses its Privacy Policy, which includes details on the legality of personal data processing, the legal basis and purposes of

processing, the types and relevance of personal data to be processed, the retention period for documents containing personal data, detailed information on the data collected, the duration of personal data processing, and the rights of personal data subjects.

1 Legal Basis for Personal Data Processing

Bank Mandiri has established legal bases for personal data processing as stipulated in its internal provisions on Personal Data Protection, which include:

1. Consent of the Personal Data Subject to the Privacy Policy, provided through an inseparable consent form.
2. Agreements with the Personal Data Subject.
3. Compliance with applicable laws and regulations.
4. Protection of the vital interests of the Personal Data Subject.
5. Carrying out duties in the interest of public service.
6. Fulfillment of other legitimate interests, taking into account a fair balance between Bank Mandiri's interests and the rights of Personal Data Subjects.

Bank Mandiri manages customer consent for personal data processing by prioritizing transparency and compliance with Law No. 27 of 2022 on Personal Data Protection. The consent management system enables customers to grant, modify, or withdraw their consent.

2 Purposes of Personal Data Processing

In processing personal data, Bank Mandiri only carries out such processing based on the applicable legal bases and purposes that have been approved by the Personal Data Subject.

The purposes of personal data processing and the types of data processed have been comprehensively identified and are set out in Bank Mandiri's Privacy Policy, which include:

1. Management of Bank Mandiri's products, services, and/or offerings, including profiling and scoring, to enhance customer service and support Bank Mandiri's risk management.
2. Provision of Bank Mandiri promotions or programs, which may involve partnership with other parties, for products and/or services already used by customers.
3. Marketing and/or offering of Bank Mandiri's products, services, and/or offerings and/or those of other entities within the Mandiri Group and/or third parties partnering with Bank Mandiri, for products and/or services not yet used by customers.
4. Compliance with applicable laws and regulations, as well as instructions from regulators, law enforcement authorities, and other competent authorities.

3 Types and Relevance of Personal Data to Be Processed

The collection, use, and storage of customer information are carried out in accordance with the principles of prudence and transparency. All data collected by Bank Mandiri is determined based on applicable transaction requirements. Nevertheless, Bank Mandiri is committed to minimizing requests for personal data and ensuring that the data collected is relevant and in compliance with regulatory requirements. The types of personal data processed are set out in Bank Mandiri's Privacy Policy.

4 Personal Data Retention Period

Personal data retention periods are decided in accordance with applicable laws and regulatory requirements.

5 Details of Information Collected

Details of information collected are disclosed under the categories of personal data collected and set out in Bank Mandiri's Privacy Policy. Personal data that may be processed by Bank Mandiri includes identification data, correspondence details, education and employment information, family data, financial data, digital activity data, and personal preferences, which are obtained directly from customers or through third parties in accordance with applicable provisions.

6 Duration of Personal Data Processing

Bank Mandiri processes personal data from the point at which a lawful basis is obtained. Such processing continues for the duration of the use of Bank products, services, and/or offerings, or in accordance with applicable laws and regulations.





Rights Granted to Customers to Control Their Data (Individual/Personal Data Subject Rights)

Bank Mandiri guarantees customers' rights of access, rectification, deletion, correct, destroy, and obtain individual/personal data in accordance with applicable regulations. Bank Mandiri ensures the fulfillment of customers' rights related to individual/personal data management, as set out in its Privacy Policy, which includes the following:

1**Right to Information and Access**

Individual/Personal Data Subjects are entitled to obtain information regarding the identity of parties requesting individual/personal data, the purpose of such requests, and access to copies of their individual/personal data.

2**Right to Data Rectification**

Individual/Personal Data Subjects have the right to complete, update, and/or correct inaccurate or incorrect individual/personal data.

3**Right to Obtain, Use, and/or Transfer Individual/Personal Data to Another Party**

Individual/Personal Data Subjects have the right to obtain, utilize, or transfer individual/personal data held by Bank Mandiri to third parties, provided that the communication systems used by Bank Mandiri and such third parties are secure.

4**Right to Termination of Processing, Deletion and/or Destruction of Individual/Personal Data**

Individual/Personal Data Subjects have the right to termination of processing of their individual/personal data, as well as to request deletion and/or destruction of their individual/personal data. Individual/Personal Data Subjects agree to allow Bank Mandiri a reasonable period of time to process the termination of processing, deletion, and/or destruction of individual/personal data to the extent necessary for Bank Mandiri.

5**Right to Withdraw Consent**

Individual/Personal Data Subjects have the right to withdraw consent previously granted to Bank Mandiri for the processing of individual/personal data. Individual/Personal Data Subjects agree to allow Bank Mandiri additional time to process the termination of individual/personal data processing, as necessary.

6**Right to Object to Automated Processing Results**

Individual/Personal Data Subjects have the right to object to decisions resulting from automated individual/personal data processing that produce legal effects or have a significant impact on the Individual/Personal Data Subject, including profiling and/or credit scoring.

7**Right to Delay or Restrict Processing**

Individual/Personal Data Subjects have the right to delay or restrict the processing of individual/personal data in a proportionate manner in accordance with the purposes of such processing. To exercise this right, Individual/Personal Data Subjects may contact Bank Mandiri through the communication channels specified in section H of the Privacy Policy.

8**Other Rights in Accordance with Applicable Laws and Regulations**

Individual/Personal Data Subjects are entitled to exercise other rights related to the processing of individual/personal data as provided for under applicable laws and regulations.

Bank Mandiri communicates the mechanism for fulfilling its obligation to respond to requests from Individual/Personal Data Subjects by providing the contents of its Privacy Policy through branches, the corporate website, and other channels that serve as touchpoints for Individual/Personal Data Subjects.

Information Security

In the area of information security governance, Bank Mandiri establishes and regularly updates policies and procedures governing the requirements and mechanisms for managing information security across all of the Bank's information technology systems. These policies and procedures are designed to protect information assets, including customer data, transactions, and operational systems, while ensuring compliance with national regulations, such as those issued by

Bank Indonesia and the Financial Services Authority (Otoritas Jasa Keuangan/OJK), as well as international best practices, including ISO 27001, the NIST Cybersecurity Framework, CIS Benchmarks, and the PCI Security Standards. These policies regulate information security activities on an end-to-end basis, covering risk identification, access control, threat mitigation, and continuous monitoring. In detail, Bank Mandiri's information security governance encompasses:

1 Governance

Bank Mandiri establishes and implements supporting internal policies related to information security management, including:

1. Internal policies on information technology security and cybersecurity, which set out minimum requirements for data and information technology protection, as well as end-to-end security controls.
2. Internal policies on data management, covering governance aspects including data retention, applied bank-wide.
3. Internal policies on monitoring and response for handling cyber incidents.

2 Identify

Bank Mandiri routinely conducts security risk assessments to identify vulnerabilities, potential threats, and mitigation priorities.

3 Protect

Bank Mandiri implements various security controls, including:

- a. Network Security
- b. Endpoint and Server Security
- c. Application Security
- d. Identity and Access Management
- e. Vulnerability and Patch Management
- f. Encryption and Data Loss Prevention
- g. System and Configuration Hardening
- h. Security Awareness and Training
- i. Third-Party Security (Vendor Security)

4 Detect

Bank Mandiri utilizes real-time security monitoring systems supported by a Security Operations Center (SOC) team that operates 24/7. System activities and logs are regularly analyzed to detect anomalies or indications of breaches, enabling fast and structured response actions.



5

Respond & Recovery

Bank Mandiri establishes procedures governing incident handling mechanisms, covering identification, isolation, mitigation, root cause analysis, incident post-mortem (lessons learned), and incident reporting. In addition, the Bank has procedures in place for the recovery of critical systems to ensure service availability is maintained following an incident. Bank Mandiri also conducts cybersecurity testing, including incident response simulations, to ensure team readiness, minimize potential impacts on customers and operations, and strengthen the Bank's capability in managing cyber risks.

Bank Mandiri has Personal Data Protection Policy, Privacy Policy, and Information Security that apply across all business lines/operational activities Mandiri, covering all financial products delivered through both branch networks and digital platforms. These policies provide protection for customer and vendor data, both domestically and at Bank Mandiri's overseas branches. In particular, overseas branches of Bank Mandiri are also required to comply with the applicable local laws and regulations in each country of operation. In addition, all third parties that cooperate with Bank Mandiri and/or act on behalf of the Bank are required to comply with the security and data protection standards and

requirements established by Bank Mandiri in connection with such third-party engagements.

Bank Mandiri conducts evaluations of all internal provisions at least once a year (annual review), or in accordance with regulatory requirements, and at any time there are changes in external regulatory provisions that affect internal policies, or changes in business/operational needs. Bank Mandiri provides an internal platform/application accessible to all employees for obtaining information on applicable policies and procedures.



Artificial Intelligence Management

Bank Mandiri has implemented comprehensive Artificial Intelligence (AI) governance covering traditional AI, generative AI, and next-generation AI. This implementation is regulated under internal provisions on Artificial Intelligence Governance, requiring every AI model to be systematically documented, subjected to rigorous feasibility testing, and monitored on a regular basis. Through this approach, the deployment of AI at Bank Mandiri is conducted in a secure, ethical, transparent manner and in alignment with applicable regulations.

BankMandiri has established AI governance framework based on three primary aspects, namely Compliance, Risk Management, and the AI Lifecycle. These three aspects are further reinforced by the foundational pillars of Data Governance, Data Privacy & Protection, Technology & Infrastructure, Cybersecurity, and AI Competency, thereby ensuring that AI implementation within the Bank remains controlled, value-driven, and aligned with sound governance principles.

a. AI Foundation

The AI Foundation comprises the essential components that must be fully established and integrated to support compliance, risk management, and a robust AI lifecycle. The elements of the AI Foundation include:

1. Data Governance: Adequate data governance, including data quality and quantity as well as data security, constitutes a fundamental prerequisite for reliable and responsible AI implementation.
2. Data Privacy & Protection: Any AI system development involving the processing of personal data is required to apply the principle of privacy by design, ensuring that personal data protection is embedded from the planning stage through to system implementation.
3. Technology & Infrastructure: The Bank establishes policies and manages the role of technology and infrastructure to ensure that AI implementation operates securely, efficiently, and in accordance with operational standards.
4. Cybersecurity: Cybersecurity principles are comprehensively applied across all AI systems to safeguard against potential threats and to ensure that such systems operate securely, reliably, and in line with their intended objectives.
5. AI Competency: AI competency is a critical prerequisite in governance, ensuring that the roles and responsibilities of each unit are clearly defined, including the segregation of duties to support effective oversight and management, drive business enhancement, and ensure compliance with applicable regulations.

b. Aspect 1: Compliance

(1) AI Ethics Principles

AI must be developed and utilized in an ethical manner through the following principles:

- a. Reliability: AI must be reliable and accurate, and subject to periodic testing to maintain performance quality.
- b. Transparency & Explainability: AI-driven decisions must be clearly explainable through proper documentation and informative user interfaces.
- c. Security & Resilience: Systems must be designed and operated in a reliable manner and be resilient against disruptions and cyber threats.
- d. Accountability: All AI processes and decisions must be traceable through comprehensive documentation and activity logs.
- e. Data Privacy: AI must implement privacy by design, encryption, access controls, and comply with personal data protection regulations.
- f. Inclusivity, Ethics & Fairness: AI must be developed and applied ethically, without bias that could disadvantage certain groups.
- g. Human Oversight: Significant decisions remain under human supervision through mechanisms such as human-in-the-loop, human-on-the-loop, and human-in-command.
- h. Sustainability: AI development must take into account resource efficiency and environmental impact.

(2) Regulatory Compliance

AI implementation must comply with all applicable regulations.

(3) Audit

AI audits serve as an oversight instrument to manage risks arising from the use of AI by ensuring that technological implementation is conducted transparently, accountably, securely, and in compliance with applicable regulations.

c. Aspect 2: Risk Management

(1) Risk Identification and Assessment

AI-related risks are identified and assessed to determine the level of risk exposure.

(2) Risk Monitoring

The Bank is required to implement periodic and systematic risk monitoring across all stages of the AI lifecycle, with reference to the established risk identification and assessment results.

(3) Risk Control and Mitigation

Risk control is carried out preventively through the implementation of applicable policies and procedures, as well as through the follow-up of control weaknesses identified during the monitoring process or as a result of incident evaluations.

d. Aspect 3: AI Lifecycle

The AI Lifecycle encompasses the end-to-end management of AI, beginning with strategy formulation and development stages, followed by operational implementation and periodic evaluation, and continuing through enhancement or decommissioning processes based on monitoring results, to ensure performance, security, and regulatory compliance.

Implementation of Personal Data Protection and Information Security within Bank Mandiri

Data Management and Personal Data Protection

Personal Data Management and Protection

Bank Mandiri ensures that any use of data is supported by valid consent or other lawful bases, subject to periodic review. Personal data processing is carried out in a limited manner and strictly in accordance with its intended purposes, while ensuring the accuracy, completeness, and reliability of information. Bank Mandiri also safeguards personal data against loss, misuse, unauthorized disclosure, and alteration or destruction, while clearly informing customers of the purposes of data collection and related processing activities.

Bank Mandiri is committed to managing data independently, including the processing and deletion of data that is unlawful or unintentionally collected. This commitment is implemented through the application of data security management practices that encompass monitoring of asset management, protection during data migration and transfer processes, and data destruction in accordance with applicable procedures. Additional security measures implemented include:

1. Implementing data classification mechanisms to protect sensitive data from potential access by unauthorized parties.
2. Implementing access restrictions and controls over data repositories based on the principle of least privilege to ensure that only authorized parties can access such data.
3. Implementing Data Loss Prevention (DLP) mechanisms across all of the Bank's IT assets that support business activities to prevent the loss of sensitive data or information.
4. Secure file-sharing mechanisms integrated into data management technologies covering data collection, processing, storage, and transfer.
5. Security awareness and risk awareness programs for all employees to ensure adequate human resource capabilities in safeguarding and managing data.
6. Conducting data backups, switch-over, and disaster recovery training to ensure the resilience of data and business-supporting IT assets.

Personal Data Processing Consent Management

Bank Mandiri manages customer consent for personal data processing by prioritizing transparency and compliance with Law No. 27 of 2022 on PDP. A consent management system enables customers to grant, modify, or withdraw their consent at any time as required. Customer consent applies to the offering of the Bank's products and services as well as the selection of communication channels in accordance with the customer preferences. Consent provided by customers

also serves as the legal basis for personal data processing activities, including the collection, use, storage, updating, and deletion of personal data. Bank Mandiri informs customers of the purposes and legal bases for personal data processing, ensuring that consent is given knowingly and based on a clear understanding. In addition, Bank Mandiri does not use customer data for secondary purposes beyond the scope of approved transactions.

Data Collection, Use, Storage, and Retention

The collection, use, and storage of customer information are carried out in accordance with the principles of prudence and transparency, with all data collected by Bank Mandiri determined based on applicable transaction requirements.

Bank Mandiri is committed to minimizing requests for personal data and ensuring that the data collected is relevant and compliant with regulatory provisions, both general personal data and specific personal data.

General Personal Data

- 1 Full name
- 2 Gender
- 3 Nationality
- 4 Religion
- 5 Marital status
- 6 Other personal data that may be combined to identify an individual

Specific Personal Data

- 1 Health-related data and information
- 2 Biometric data
- 3 Genetic data
- 4 Criminal records
- 5 Children's data
- 6 Personal financial data
- 7 Other data as regulated under applicable laws and regulations

The use of customer data is strictly limited to legitimate banking transaction purposes, in accordance with applicable security and data protection regulations and customer consent. Such data is utilized to support the smooth execution of banking transactions, enhance service quality, fulfill legal obligations, and deliver an improved customer experience through the provision of relevant product and/or service offerings. All data usage is subject to strict oversight and remains in full compliance with applicable data protection regulations.

of 30 years after the End of Business (when the customer no longer holds any active products or services with Bank Mandiri). Upon the expiration of the retention period, personal data is destroyed. Bank Mandiri also does not collect personal data from third parties, except where required by law.

Referring to Law No. 27 of 2022 on Personal Data Protection (PDP) and internal provisions in the form of Operational Technical Guidelines (PTO) on Data Retention, Bank Mandiri retains personal data in accordance with a retention policy

Bank Mandiri manages personal data through various channels, including branch offices, call centers, and the Livin' by Mandiri application. Bank Mandiri applies data masking features to sensitive data in accordance with internal provisions set out in the Technical Guidelines on Security Baselines. In addition, Bank Mandiri implements data transmission limitations through Data Loss Prevention (DLP) tools, in line with internal provisions governed by the Technical Guidelines on Data Loss Prevention.

Disclosure and Control of Data to Suppliers and Business Partners (Third Parties)

To safeguard the confidentiality and security of personal data, Bank Mandiri does not rent, sell, or provide personal data to third parties for purposes other than the completion transactions or services, in accordance with applicable laws and regulations. Bank Mandiri also minimizes the disclosure of personal data based on transactional necessity and retains personal data only as permitted under prevailing regulations. Bank Mandiri has established stringent policies governing the disclosure of customer data to ensure regulatory compliance and protect customer privacy, as stipulated in its internal Personal Data Protection provisions issued in 2024.

These policies restrict data disclosure to legitimate purposes only, such as fulfilling legal and regulatory obligations and supporting the execution of banking transactions or services.

Data disclosure is conducted in a limited and consistent manner in accordance with the Company's Privacy Policy and is made only to relevant third parties, including suppliers, regulators, law enforcement authorities, or business partners with appropriate authorization. The policy also governs disclosures to parties such as joint controllers, processors, or other counterparties, subject to strict oversight. In particular, requests for data from law enforcement authorities or regulators are managed in accordance with data management policies governing disclosures related to anti-money laundering (AML), counter financing for terrorism (CFT), or specific audit requirements. Any third-party receiving customer data is required to enter into a confidentiality agreement or Non-Disclosure Agreement (NDA) to ensure the continued protection of such data.

As part of risk mitigation measures related to partnerships with suppliers and business partners (third parties), Bank Mandiri has implemented the following actions:

- 1 Inclusion of Personal Data Protection clauses in partnership agreements with third parties
- 2 Establishment of personal data protection security standards as an integral part of partnership agreements, with a focus on security aspects in personal data processing
- 3 Incorporation of Personal Data Protection implementation requirements into procurement processes through the Partnership Assessment Criteria (PAC)

Data Protection Programs Covering Suppliers and Business Partners (Third Parties)

Bank Mandiri conducts and reviews data security and Personal Data Protection risks related to third parties, including suppliers and business partners, to ensure compliance of the Bank's management of third party cooperation and to strengthen risk controls. Through the CISO Office Group, Bank Mandiri routinely inspects the security performance of third parties in protecting customers' personal information, covering aspects of human resources, processes, and technology to verify their compliance. These inspections are carried out through questionnaires, interviews, and on-site visits to third-party locations.

In addition, as part of Personal Data Protection measures, the Data Protection & Fraud Risk Group implements security safeguards by incorporating contractual clauses related to personal data processing and applying Partnership Assessment Criteria (PAC) in accordance with internal provisions prior to entering into partnership with third parties. This is intended to ensure that third parties use Bank Mandiri's customer information lawfully and in compliance with applicable requirements. The Partnership Assessment Criteria as referred to above include:

- 1 The existence of internal policies and provisions of prospective vendors related to personal data protection
- 2 Restrictions on the purposes of personal data processing by prospective vendors
- 3 Recording of personal data processing activities conducted by prospective vendors
- 4 Measures for safeguarding and maintaining the confidentiality of personal data by prospective vendors

This is to ensure that third parties use the Bank's customer information legally and in accordance with regulations.

Personal Data Protection Program

One of Bank Mandiri's efforts to ensure compliance with the Personal Data Protection Policy is a personal data protection strengthening program, which is embedded into the Bank's compliance governance, risk management, and technical operational systems through the Personal Data Protection Program (PPDP). In addition, Bank Mandiri periodically evaluates the policies and procedures implemented by relevant units and conducts internal audits as well as audits by independent third parties to assess compliance with the Personal Data Protection Policy.

The comprehensive personal data protection program has been developed by the Data Protection and Fraud Risk Group in coordination with related units, including the CISO Office Group, Enterprise Data Analytics Group, IT Application Support Group, Operational Risk Group, and Human Capital Strategy & Talent Management Group. The personal data protection program covers:

- | | |
|---|---|
| <ol style="list-style-type: none"> 1 Improvement of business processes 2 System development | <ol style="list-style-type: none"> 3 Refinement of internal provisions 4 Organizational strengthening |
|---|---|

Bank Mandiri's personal data protection strengthening program covers not only customer personal data, but also the personal data of employees and third parties partnering with the Bank. During the reporting period, Bank Mandiri reviewed its internal regulations and appointed PDP officers, provided Records of Processing Activities, and conducted Data Protection Impact Assessments. The programs implemented included metadata management, data quality improvement, and adjustments to customer requirements, supported by personal data protection training delivered through the Mandiri University Group.

Bank Mandiri also conducted a comprehensive review of its personal data protection program to ensure operational compliance with the PDP Law. In addition, Focus Group Discussions (FGDs) with various associations in Indonesia, international institutions, and consultants to discuss best practices in personal data protection were organized.

Integration of Data Protection in Product and Service Development

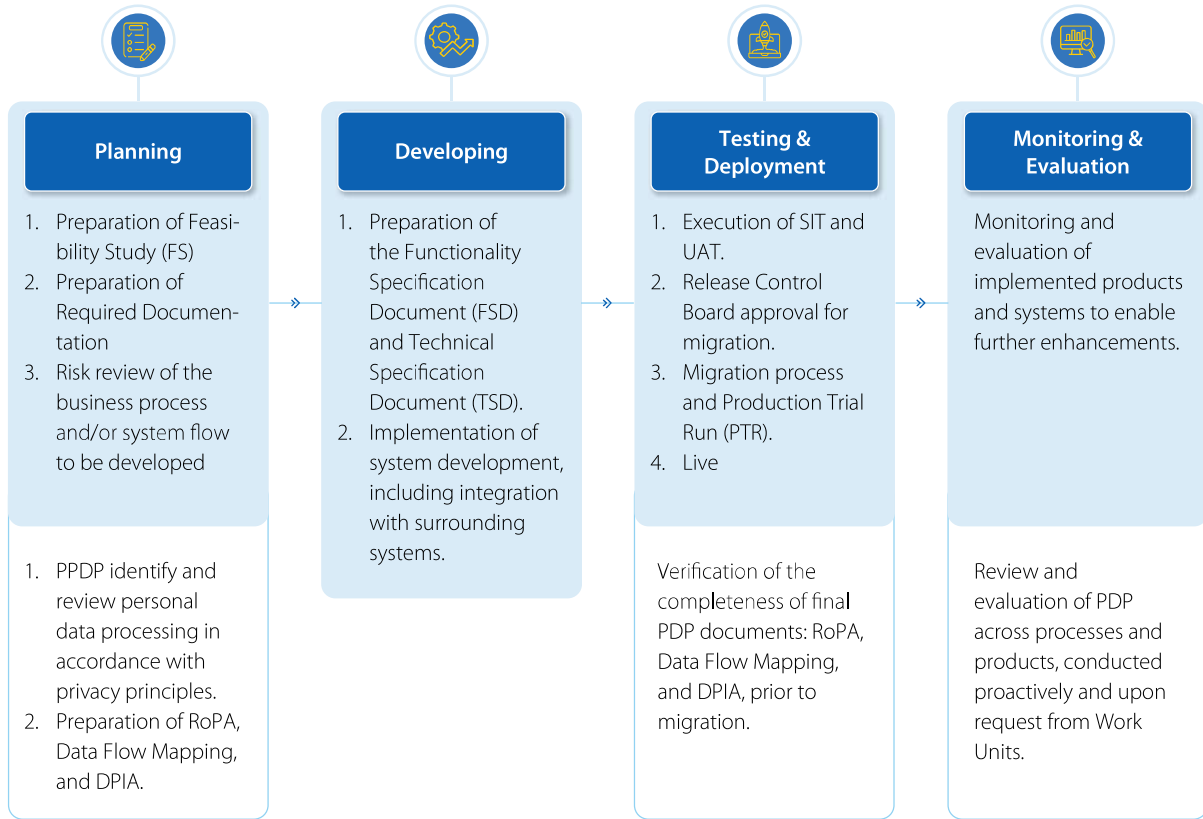
Bank Mandiri integrates data protection into the development of products and services to ensure data security across all business processes, from planning through implementation. Minimum security requirements and standardized security controls to mitigate vulnerabilities during the development stage have been implemented in accordance with internal provisions set out in the Technical Guidelines on Security Baselines, under which every information technology initiative and application development is required to meet established security requirements.

Bank Mandiri has also implemented the Privacy by Design concept, whereby personal data protection is integrated from the development stage. Privacy by Design encompasses 7 main implementation principles, namely:

1. **Proactive not reactive**, personal data protection is implemented to prevent incidents or personal data protection failures.
2. **Privacy by default**, personal data is minimized from the outset of processing by limiting processing to data that is strictly necessary.

3. **Privacy embedded into design**, personal data protection is embedded into the design and planning of products and services.
4. **Full Functionality**, personal data protection does not restrict functionality for services that are not related to personal data processing.
5. **End-to-end security**, data security is applied comprehensively throughout all stages of personal data processing.
6. **Visibility & transparency**, personal data processing is conducted in a transparent and accountable manner.
7. **Respect for user privacy**, personal data processing is user-centric and oriented toward Personal Data Subjects.

Privacy by Design aims to ensure compliance with the Personal Data Protection Law throughout all stages of processing, mitigate the risk of data breaches that may adversely affect the Bank, and optimize the operational effectiveness of personal data protection.



Remarks:

1. Record of Processing Activities (RoPA) is an inventory of personal data processing activities within a product or activity.
2. Data Flow Mapping refers to the mapping of data flows for a specific product or activity.
3. Data Protection Impact Assessment (DPIA) is an assessment of personal data protection related to high-risk personal data processing activities, including the associated mitigation measures.

Information Security Implementation

Bank Mandiri implements various security measures, including encryption, access controls, and regular security audits. The Personal Data Processing Unit ensures the security of customers' personal data by applying physical and electronic data security controls, data retention mechanisms, strict access management, and measures to prevent personal data protection failures. The unit is also responsible for managing data storage locations and media, following up on requests for data copies from data subjects, and recording and adjusting data storage processes as necessary.

Strengthening Information Security

Bank Mandiri adopts a multi-layered defense strategy to ensure information security by protecting applications, networks, and systems using advanced technologies that are continuously updated. The Bank implements a robust cybersecurity system with 24/7 continuous monitoring through an intelligence-driven Security Operations Center (SOC), leveraging machine learning and AI technologies. This monitoring covers endpoints, networks, applications, and servers to detect, prevent, and anticipate cyber threats, including potential data breaches and advanced persistent threats (APTs). The system also enables rapid and effective incident response to minimize impacts on operations and data protection. In addition, Bank Mandiri utilizes Cyber Threat Intelligence services to monitor and detect emerging cyberattack trends, including potential exposure of

the Bank's data on the dark web. The Bank also proactively conducts threat hunting activities and takes down fraudulent websites impersonating Bank Mandiri to mitigate cybersecurity risks and protect customer data.

Bank Mandiri's IT security capabilities are enhanced through strategic investments across all security layers, including endpoints, networks, applications, data, and infrastructure. Network and account anomaly detection is strengthened using artificial intelligence and machine learning, while layered and best-in-class security architectures are implemented to safeguard the Bank's systems and data and to identify and block security anomalies at every layer.

1 Endpoint Security

Bank Mandiri implements stringent security measures to address potential vulnerabilities in user endpoints through the application of various security controls, including the use of Virtual Private Networks (VPNs), Network Access Control (NAC), antivirus and anti-malware protection, Endpoint Detection and Response (EDR), disk encryption, and Multi-Factor Authentication (MFA). With respect to server security, both branch servers and data center servers are protected through the application of security patches and anti-malware solutions to ensure system integrity and prevent potential cyber threats. These endpoint security measures are implemented consistently and are continuously monitored and updated.

2 Network Security

Internal network security is strengthened through the deployment of layered and redundant security devices, including Intrusion Prevention Systems, Anti-DDoS solutions, Antispam, Virtual Patch, and Web Application Firewalls. These controls are deployed at both the Data Center and the Disaster Recovery Center to ensure service availability and readiness in emergency situations in accordance with the Business Continuity Plan.

3 Application Security

To identify and address potential security gaps, Bank Mandiri conducts security assessments for all applications under development. The Bank implements a Secure System Development Life Cycle at every stage of system and application development to identify and mitigate security vulnerabilities at an early stage. Bank Mandiri also adopts Agile Development to respond swiftly to business needs. Both approaches are reinforced through Dynamic Application Security Testing (DAST) and Static Application Security Testing (SAST). Source code management is carried out centrally through the use of repositories, version control, and secure source code reviews. The Bank also performs penetration testing to assess system resilience against potential real-world attacks, ensuring that vulnerabilities are identified and remediated before new applications or features are deployed.

In addition, Bank Mandiri has digital forensics capabilities to support security incident investigations, post-incident recovery, and the enhancement of its overall security posture. Furthermore, applications accessed by customers and employees are equipped with Multi-Factor Authentication (MFA) and PIN-based transaction security to strengthen protection against unauthorized access and digital transactions.

4 Encryption and Data Protection

Data at Bank Mandiri is protected through encryption during Data-in-Use and Data-in-Transit to prevent unauthorized access. These measures include Secure Managed File Transfer (MFT) for data transfers, Advanced Encryption Standard (AES) for electronic data, and Transport Layer Security (TLS) for communications. Personal data is also safeguarded through Data Loss Prevention (DLP) and Identity and Access Management (IAM), as well as de-identification techniques such as anonymization and pseudonymization.

5 Infrastructure Security

The IT infrastructure is strictly managed through routine activities such as vulnerability analysis, including patching and hardening, penetration testing, and cyberattack simulations.

6 Identity and Access Management

User access rights are managed centrally through Identity Management, while high-privilege access is governed through Privileged Access Management (PAM), which is equipped with Privileged Threat Analytics (PTA) to detect potential threats and generate alerts in accordance with predefined rules.

7 Third-Party IT Security

Bank Mandiri recognizes the information security risks arising from third-party IT service providers engaged by the Bank. Accordingly, the Bank implements risk-based third-party risk management to ensure the adequacy and capability of third-party IT resources across people, process, and technology aspects. Prior to and throughout the engagement, the Bank requires the execution of Non-Disclosure Agreements (NDAs) and conducts vendor security assessments coordinated by the CISO Office. Information security reviews are performed based on the level of vendor involvement and criticality, using methods such as questionnaires, interviews, and/or site visits, to ensure that appropriate security controls are implemented by third-party IT providers.



Encryption is used as a protective measure to prevent unauthorized access to sensitive and personal data. And applied in data management processes, both during data transmission (Data-in-Transit) and when data is at rest (Data at Rest), ensuring that data remains secure from unauthorized parties. Encryption controls include:

1

Data Transfer, using Secure Managed File Transfer (MFT) for data exchange with third parties.

2

Drive Encryption, applying encryption controls to data storage media.

3

Advanced Encryption Standard (AES), encrypting electronic data.

4

Communication Encryption, encrypting communication channels through the implementation of Transport Layer Security (TLS).

User access rights are centrally managed through the Identity Management system. For the management of highly privileged access (power users), Bank Mandiri uses Privileged Access Management (PAM) equipped with Privileged Threat Analysis (PTA) features to detect and generate notifications in accordance with established rules.

Information Security Testing

Bank Mandiri routinely maintains its IT infrastructure security tools by taking into account the technological lifecycle and any obsolescence in the systems in use. Security enhancements are carried out through periodic activities such as vulnerability analysis conducted by independent third parties, including penetration testing and simulated hacker attacks.

To maintain and evaluate cybersecurity resilience and security, as well as to train readiness in incident response processes, Bank Mandiri periodically conducts cybersecurity resilience and security testing in accordance with SEOJK No. 29/SEOJK.03/2022 on Cybersecurity Resilience and Security for Commercial Banks.

1

Vulnerability-Based Testing

Penetration testing for every new application development and periodically for internet-facing and or highly critical applications, at least once a year. Penetration testing is performed by independent external parties holding internationally recognized certifications.

2

Scenario-Based Testing

Scenario-based testing through various activities, including the following:

a. Table-top Exercise

Discussion-based testing involving cross-functional personnel from relevant work units. Each unit discusses response and mitigation measures for cyber incidents in accordance with their respective roles and responsibilities. Tested scenarios include ransomware attacks, illegal hacking, unauthorized access, data breaches, and email-based threats

b. Phishing Drill

Social engineering attack simulations in the form of phishing emails designed to prompt employees to disclose sensitive information, such as passwords. These simulations are carried out using phishing email training tools that automatically distribute simulated phishing emails to all employees. The simulations aim to help employees identify and report phishing emails under conditions closely resembling real-world scenarios.

c. Adversarial Attack Simulation Exercise (AASE)

Real-life hacker attack simulations performed by independent parties to test cyber resilience and to identify potential security gaps and vulnerabilities from people, process, and technology perspectives at Bank Mandiri. One form of its implementation is the Adversarial Attack Simulation Exercise (AASE), which involves attack simulations conducted by independent third parties on the Bank's internal systems. AASE includes testing of third-party connections that interact with the Bank's systems and data through best practices adoption in cybersecurity testing, in line with the prudential principle.

Examples of tested scenarios include unauthorized access, theft of source code from code repositories, interception of unencrypted API communications, disabling of defense systems, and theft of confidential data from data centers. Identified vulnerabilities, including third-party attack surfaces that could be exploited to compromise the Bank's systems and data, become a key focus of Bank Mandiri's continuous improvement program for cybersecurity controls.

Simulation results indicate that attack objectives are not achieved across all scenarios, with all security control aspects receiving a "Good" rating. Reports on the results of cyber resilience and cybersecurity testing are submitted to the Board of Directors and regulators in accordance with applicable requirements. Through these simulations, Bank Mandiri successfully reduces risks arising from third-party attack surfaces while strengthening its overall cybersecurity posture.

Information Security Breach Management

Bank Mandiri uses Data Loss Prevention (DLP) tools, Identity and Access Management (IAM), and Multi-Factor Authentication (MFA) to prevent both intentional and unintentional data leakage. In addition, personal data is safeguarded through de-identification techniques such as anonymization and pseudonymization, ensuring that data cannot be directly identified without authorized access. These proactive measures prevent threats and enable effective incident response, thereby ensuring that customer data protection remains in line with the highest security standards. [\[GRI 3-3\]](#)

Bank Mandiri has the capability to detect and respond to cyber-attacks through a Security Operations Center (SOC) that operates 24/7. The SOC is consistent, effective, and measurable, a reactive response to information security incidents. As a proactive measure, Bank Mandiri conducts continuous monitoring and risk mitigation in response to evolving cyber threats using leading Threat Intelligence Services, and has developed internal through cyber security defender to protect its brand and websites from phishing threats, online fraud, unauthorized access, and impersonation.

Bank Mandiri has a Computer Security Incident Response Team (CSIRT), registered with the National Cyber and Crypto Agency (BSSN), to facilitate collaboration, coordination, and information sharing in the handling of cyber incidents. CSIRT conducts regular testing and security incident simulations to strengthen preparedness in responding to incidents. The SOC team, together with CSIRT, responds swiftly and effectively by carrying out response actions, remediation, or mitigation in

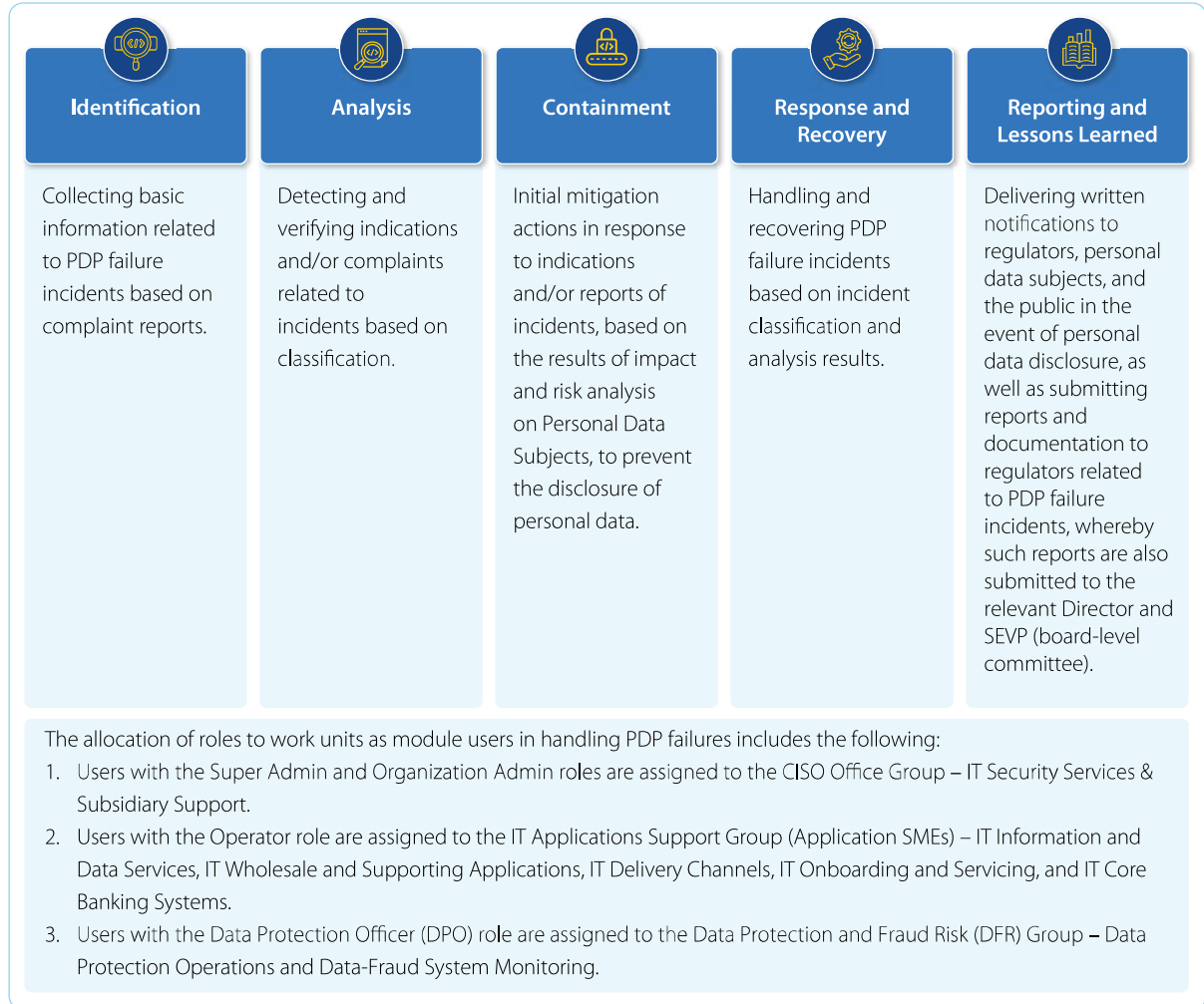
accordance with the cyber incident response framework, which generally includes:

1. Identification and analysis of the incident scope and determination of appropriate response measures.
2. Containment, through mitigation processes to prevent further damage.
3. Eradication and recovery, comprising actions to terminate the incident and restore affected systems.

Bank Mandiri not only focuses on incident responses through the CSIRT, but also strengthens early reporting by implementing a clear and documented escalation process through the designated email service provided. This can be used by employees when identifying anomalies related to information security and data protection. Information regarding this reporting channel has been regularly communicated to all employees through posters, newsletters, and podcasts.

Bank Mandiri has also developed recovery and business continuity management strategies to mitigate impacts and restore the security of systems and networks, which are specifically governed under internal policies. Bank Mandiri also maintains digital forensic capabilities to support security incident investigations, facilitate post-incident recovery, strengthen its security posture, and prevent the recurrence of similar incidents. The cyber incident response framework is continuously enhanced based on lessons learned from previously resolved incidents. In addition, Bank Mandiri has mechanisms for handling Personal Data Protection failures (data breaches), as stipulated in internal regulations.

Data Breach Handling Mechanism



During the reporting period, Bank Mandiri recorded no cases of breaches or misuse of customer data and privacy. In over three consecutive years (2023–2025), there have been no information security breaches, resulting in zero impact on customers, clients, or employees. Any complaints related to privacy breaches are followed up in accordance with the applicable incident handling procedures at Bank Mandiri. [\[GRI 418-1\]](#)

In the event of a customer personal data breach, Bank Mandiri promptly handles the incident in accordance with its internal policies governing cyber incident handling and its internal policies on the management of personal data protection failures which include breach notification of the personal data protection failure to regulators and the affected data subjects, as well as other relevant Technical Guidelines.

In the event of a personal data breach, Bank Mandiri undertakes prompt and structured handling in accordance with internal provisions governing the management of personal data protection failures. If the breach is caused by a cyber incident, Bank Mandiri immediately activates the cyber incident response mechanisms as stipulated in the relevant internal regulations.

As stipulated in the Bank's internal regulations on cyber incident handling, the CISO Office Group is responsible for coordinating and managing all stages of cyber incident response, ranging from identification, analysis, isolation, eradication, and recovery, to the conduct of post-incident evaluation and lessons learned once the incident is formally closed. Throughout the incident handling process, Bank Mandiri assesses the impact and urgency level of the incident, which serves as the basis for determining escalation requirements as well as the appropriate form and mechanism of reporting.

This approach reflects a commitment to safeguarding data security, strengthening information technology risk governance, and continuously enhancing cyber resilience.

Awareness and Training on Privacy and Data Security [GRI 404-2] [OJK F.22]

Mandatory training and capability development provided to all employees, vendors, and contractors at least once a year strengthens the management of personal data protection and information security. The training and certifications cover both technical and non-technical competencies, including Certified Information Privacy Manager (CIPM), Certified Ethical Hacker (CEH), Certified Information Systems Security Professional (CISSP), Certified Information Systems Auditor (CISA), Offensive

Security Certified Professional (OSCP), eLearn Security Junior Penetration Tester (eJPT), Computer Hacking Forensic Investigator (CHFI), Palo Alto Networks Certified Network Security Engineer (PCNSE), Certified Network Defender (CND), Certified SOC Analyst (CSA), Certified Encryption Specialist (ECES), cybersecurity awareness training, as well as product knowledge enhancement to deepen understanding of the Bank's security systems.

Personal Data Protection, Information Security, and Cybersecurity Awareness

Information security awareness programs are conducted regularly on a bank-wide basis to enhance understanding and foster a work culture oriented toward information security. These programs include information security campaigns delivered through various media, such as monthly bulletins, quarterly posters, quarterly podcasts, and quarterly phishing simulation exercises. Topics covered include data protection and confidentiality, emerging cyberattack trends, phishing identification and prevention, and secure digital transactions. In addition, Bank Mandiri conducts annual cyber risk awareness certification programs for all employees, vendors, and contractors.

Bank Mandiri implements mandatory learning programs on information security and data protection in the form of e-learning for all employees as part of employee compliance evaluations. The implementation and completion rates of these trainings are systematically monitored to ensure employees' understanding of and compliance with applicable security policies and standards. The programs that have been implemented are as follows:

Phishing Drill

The implementation of information security is key elements in employee performance assessments, evaluated through employees' understanding and responses during training, vigilance in phishing simulations, compliance with information security policies, and awareness of potential cyber threats. The results of this phishing simulation serve to enhance employees' understanding of phishing cyberattacks via email and to strengthen the security culture within the workplace.

Bank Mandiri routinely conducts phishing drills, which are social engineering simulations designed to train employees in recognizing and reporting phishing emails. These simulations use emails containing messages intended to manipulate employees into entering credentials (such as usernames, passwords, or corporate personal email information). Therefore, this is expected to build employees' muscle memory and readiness in responding to real attacks.

During the reporting period, Bank Mandiri implemented various training and awareness programs on personal data protection to enhance employees' knowledge and awareness. All employees, regardless of position or function, are required to participate in training related to information security and data protection. The programs that have been implemented include the following:

Personal Data Protection Awareness Activities

Personal Data Protection awareness is governed under the Operational Technical Guidelines on Personal Data Protection – Awareness. The implementation of awareness activities includes:

1 Personal Data Protection (PDP) Poster

A one-page poster containing quotations or call-to-action messages encouraging employees to be more vigilant regarding potential risks and mitigation measures related to the implementation of personal data protection.

2 Newsletter

Articles/infographics providing comprehensive explanations of risk issues and tips related to personal data protection.

3 Personal Data Protection (PDP) Cartoon

Short, cartoon-style comics featuring light and contemporary content that depicts daily work activities.

4 Personal Data Protection (PDP) Narrative Video

Short-duration videos containing information, calls to action, and awareness messages regarding the implementation of personal data protection, including applicable sanctions.

5 Personal Data Protection (PDP) Pulse Check

Surveys/checklists consisting of short questions for employees regarding readiness for the implementation of personal data protection in each work unit, both at the Head Office and Regional Offices.

6 Personal Data Protection (Consent) Education

Education for customers through social media in the form of videos and posters on Meta, TikTok, Google Android and iOS, and X. Video campaigns are conducted on Meta (consent), TikTok, and Google.



7

Personal Data Protection Guidebook

A summary of policies related to Personal Data Protection, distributed to all employees in the form of a booklet to enhance understanding of the key aspects of Personal Data Protection implementation.



Cybersecurity Awareness Activities

Cybersecurity awareness activities are governed by the Operational Technical Guidelines on Risk Awareness (OPERA) and the Operational Technical Guidelines on Security Awareness. The implementation of awareness initiatives includes:

1

Posters on Operational Risk (including cybersecurity-related risks)

One-page posters containing key messages or reminders encouraging employees to understand and internalize controls over cybersecurity-related risks.

5

Checklists

Surveys or checklists consisting of brief questions to assess employees' readiness in implementing personal data protection measures across both Head Office and Regional Offices.

2

Newsletters

Articles or infographics providing explanations of risk issues and corresponding controls related to cybersecurity risks, serving as guidance for all employees.

6

Learning Programs

Operational risk management learning modules delivered through online and offline training sessions, e-learning platforms, and employee handbooks.

3

Comics/Cartoons

One-page comic or cartoon articles featuring fictional characters and addressing current operational risk themes, including cyber risks, to reinforce employee awareness.

7

Forums

Broadcasts or live video streaming sessions featuring current operational risk topics, including cybersecurity risk issues, followed by interactive question-and-answer sessions to enhance employee understanding.

4

Clips

Short videos highlighting operational risk issues and mandatory controls that employees are required to implement.

Vendor Training and Capability Development

In 2025, Bank Mandiri once again held its annual Vendor Meeting under the theme “Synergizing Growth through Strategic Partnership” to strengthen collaboration with strategic partners. The forum was conducted on 4 December 2025 and attended by 493 vendors, comprising 168 construction vendors, 208 non-IT vendors, and 117 IT vendors.

During the forum, several key topics were presented, including:

1 Vendor-Related Refreshment

A refreshment session on vendor management at Bank Mandiri, including the importance of updating vendor data, ensuring data entry accuracy, and evaluating vendor data that is not updated on a regular basis.

2 Implementation of the Personal Data Protection Law (PDP Law)

A refreshment session on the completion of the Personal Data Protection Partnership Assessment Criteria (PAC), which vendors are required to complete during registration as Bank Mandiri vendors and when undertaking assignments related to Personal Data Protection.

3 Gratification Control and Whistleblowing System Letter to CEO (WBS-LTC)

A refreshment session on anti-gratification provisions as well as the Whistleblowing System - Letter to CEO (WBS-LTC) at Bank Mandiri, including the steps for their implementation within Bank Mandiri.

In addition, Bank Mandiri has developed a Personal Data Protection Playbook for Vendors to facilitate vendors in carrying out their responsibilities within the scope of cooperation related to the processing of personal data, thereby ensuring data security and compliance with the Personal Data Protection Law (PDP Law).

Privacy and Data Security Training in 2025 (GRI 2-24, 404-2) [OJK F-22]



Training Scope

Certified Information Privacy Manager (CIPM), Certified Ethical Hacker (CEH), Certified Information Systems Security Professional (CISSP), Certified Information Systems Auditor (CISA), Offensive Security Certified Professional (OSCP), eLearn Security Junior Penetration Tester (eJPT), Computer Hacking Forensic Investigator (CHFI), Palo Alto Networks Certified Network Security Engineer (PCNSE), Certified Network Defender (CND), Certified SOC Analyst (CSA), Certified Encryption Specialist (ECES), Personal Data Protection Law (PDP Law) E-Learning, Implementation of the Personal Data Protection Law in the Banking Industry, Record of Processing Activities (RoPA), Cyber Risk Awareness, product knowledge enhancement to deepen understanding of the Bank's security systems, and other relevant programs.



Discipline and Sanctions for Violations

Provisions on compliance with personal data protection incorporated into the Employee Integrity Pact, under which employees commit to protecting and safeguarding the confidentiality, reputation, credibility, and interests of Bank Mandiri. This also includes an active role in supporting the implementation of personal data protection and preventing the misuse of personal data that could cause harm to individuals or other parties.

Bank Mandiri imposes sanctions on employees who violate and/or fail to fulfill their obligations as stipulated in regulations related to Personal Data Protection. Sanctions are imposed in accordance with the Employee Disciplinary Regulations as governed under the relevant Human Resources Standard Operating Procedures.

Bank Mandiri classifies violations related to privacy, data security, or cybersecurity as breaches of the Code of Ethics. Employees who commit such violations are subject to disciplinary actions in accordance with the Employee Disciplinary Regulations,

as stipulated in the Human Resources Standard Procedures (SPSDM). Disciplinary measures may range from a first written warning to termination of employment. For levels and sanctions for Code of Ethics violations, refer to the chapter on Strengthening Governance and Sustainability Commitment. In addition, Bank Mandiri refers to Law No.27 of 2022 on Personal Data Protection, Articles 25–46, which regulate administrative sanctions for data controllers. These sanctions include:

1. Written warnings.
2. Temporary suspension of personal data processing activities.
3. Deletion or destruction of personal data.
4. Administrative fines of up to 2% of annual revenue or income, depending on the nature and severity of the violation.

All employees are responsible for information security and personal data protection at Bank Mandiri, as stipulated in the relevant information security and data protection policies and procedures, including:

1. Internal provisions related to information technology and cybersecurity safeguards are applicable to all employees. They include, but are not limited to, the use of strong passwords, the use of standardized work devices, secure network usage, and the obligation to maintain the confidentiality of the Bank's data and information. In addition, all employees are expected to play an active role in preventing cyber risks by promptly reporting any suspicious activities to the CISO Office Group or via email at lapor.ciso@bankmandiri.co.id.
2. Operational Technical Guidelines on Personal Data Protection, covering:
 - a. Lawful Basis for Processing (Personal Data Processing Grounds)
 - b. Third-Party Contract Management
 - c. Records of Processing Activities and Data Protection Impact Assessments
 - d. Data Subject Requests
 - e. Data Breach Management

Personal Data Protection and Information Security Audit

[GRI G4 FS9]

As part of the Bank's commitment to implementing the principles of Good Corporate Governance and supporting the sustainability of its business operations, Bank Mandiri conducts reviews of information security controls. Subsequently, the audit results are reported to the Board of Commissioners and the Audit Committee.

In 2025, the Internal Audit function conducted audits aimed at ensuring cybersecurity and data security across critical business process areas, namely:

Information Security and Data Privacy Audit

The Information Security and Data Privacy Audit focused on evaluating the adequacy and effectiveness of the information security control framework and personal data management.

Personal Data Protection Audit

The Personal Data Protection Audit directed at assessing the safeguarding of personal data management implementation within business processes, as well as compliance with the Personal Data Protection Law (UU PDP).

Information Security Safeguard Audit

The Information Security Safeguard Audit assessed the effectiveness of security controls and the strengthening of cybersecurity across critical information technology assets and applications, as well as overall cyber resilience capabilities.

The implementation of these audits was designed based on an analysis of key risks that formed the basis for the 2025 Annual Audit Plan (AAP). Accordingly, the audit scope was aligned with the Bank's risk profile, the need to strengthen cyber resilience, strategic priorities, and applicable regulatory requirements.

External Audit [GRI G4 FS9]

Based on the 2025 Annual Audit Plan (AAP), a Data Privacy Audit conducted by an independent external auditor was carried out to evaluate the adequacy and effectiveness of Personal Data Protection controls (Privacy Data Security) and Information System Security, including applications of Payment Service Providers (PJP), as well as cyber resilience.

External independent audits are conducted at least once a year, in accordance with PADG No. 24 of 2024 on Information System Security and Cyber Resilience (KKS), covering a number of critical application systems. This included payment application

systems, the standards for which are also governed by Bank Indonesia Regulation No. 23/6/PBI/2021 on Payment Service Providers.

Audits conducted by external parties form part of the independent assurance mechanism over the effectiveness of security controls and cyber resilience. This includes validation of the level of compliance, the effectiveness of the risk management system, and the implementation of personal data protection practices.

The scope of the external audit examination includes the following areas:

1. Governance and Risk Management

The design of operation and risk management controls within policies, standard procedures, and operational mechanism of service systems.

2. Operation and Infrastructure

IT RASS (reliability, availability, scalability, and security) of service systems, infrastructure, and networks in accordance with the business impact analysis.

3. Business Continuity Plan and Disaster Recovery Plan

Disaster recovery planning and testing for critical service systems.

4. Consumer Protection

The design and implementation of controls for handling customer complaints.

5. Information Security and Data Protection

The design of controls over application user access and the safeguarding of superuser accounts in accordance with the principle of least privilege.

6. Fraud Management

The identification of potential fraud at the account, transaction, and network levels, as well as the implementation of anti-money laundering and counter-terrorism financing measures.

7. Management of Goods and/or Services Providers

Security controls over the due diligence process, personal data protection clauses, and the periodic evaluation of vendor performance.

8. Cyber Incident Prevention and Response

The identification of security vulnerabilities, the implementation of detection controls, and the follow-up response to cyberattacks.

Internal Audit [GRI G4 F59]

Through its Internal Audit function, Bank Mandiri has conducted Personal Data Protection (PDP) Audits and Information Security Safeguard Audits. These evaluated the adequacy and effectiveness of personal data protection safeguards,

information security controls, and cyber resilience, particularly across information technology assets and applications that are critical to the Bank's operations, including those of its subsidiaries, as follows:

Personal Data Protection Audit

In 2025, through its Internal Audit function, Bank Mandiri conducted a Personal Data Protection (PDP) Audit to evaluate the adequacy of policies, processes, and controls in the management of personal data. The PDP Audit was carried out with reference to Law No. 27 of 2022, with the audit scope covering the implementation of personal data protection across head office operations, regional/branch offices, and subsidiaries.

The audit was conducted in a phased and risk-based manner, taking into account the characteristics of personal data processing activities within critical business processes. The examination was divided into two (2) phases, as follows:

Phase – 1

The audit focused on assessing the appropriateness of the legal basis for personal data processing and consent mechanisms, as well as the effectiveness of education programs and efforts to enhance understanding (training and awareness) related to PDP implementation.

Phase – 2

The audit focused on evaluating the implementation of PDP within operational processes, including the management of data retention periods and data minimization, the recording of personal data processing activities, and the conduct of initial risk assessments through Data Protection Impact Assessments (DPIA).

In addition, the audit also reviewed the management of third parties involved in personal data processing, as well as the adequacy of personal data information security controls across the stages of data management, storage, and distribution of customer personal data.

Information Security Safeguard Audit

Bank Mandiri has conducted Information Security Safeguard Audits with a focus on strengthening cybersecurity and assessing the adequacy of information security controls. These were carried out based on the risk profile and the criticality level of information technology assets.

Phase – 1

Information Security Safeguard Audit of the Sharia Subsidiary. This examination covered the evaluation of security controls over internet-facing IT assets, particularly business-supporting applications, as well as the adequacy of endpoint security, including servers, laptops, and desktop computers.

Phase – 2

Information Security Safeguard Audit at the Head Office. This focused on Cyber Threat Intelligence, including the evaluation of activities for detecting potential data leakage, identifying external cyber threats, and monitoring and following up on incident alerts.

Phase – 3

This examination covered the evaluation of security controls over internet-facing IT assets of subsidiaries, particularly mobile banking applications, security operations, the implementation of security controls on endpoints, Core Banking Systems projects, and the adequacy of cyber resilience and cybersecurity governance.

Certification

Information Management Systems Certification

ISO/IEC 27001:2022

Bank Mandiri is committed to implementing an Information Security Management System in accordance with ISO/IEC 27001:2022 by applying the principles of confidentiality, integrity, availability, reliability, continuity, and compliance, while emphasizing effectiveness and efficiency through the bank-wide implementation of internal information technology policies.

Bank Mandiri obtained Information Security Management System (ISMS) certification in accordance with the ISO/IEC 27001:2022 standard. In 2025, Bank Mandiri renewed its certification covering information security services provided by the Security Operations Center (SOC) for managing cybersecurity threats across banking systems and cyber operations, the provision of application development and IT operations related to Livin' by Mandiri and Kopra by Mandiri, as well as the provision of Data Center and Disaster Recovery Center infrastructure and operations.

ISO/IEC 17025:2017

Bank Mandiri operates a digital forensic laboratory managed by the CISO Office Group and has obtained certification for compliance with ISO/IEC 17025:2017, as assessed and issued by the National Accreditation Committee (KAN). Examinations are conducted on digital evidence through process stages that include identification, collection, acquisition, and preservation. Through the conduct of investigations and the operation of the digital forensic laboratory, Bank Mandiri has been able to identify the causes, impacts, and risks of incidents affecting the Bank's systems and applications.

Policy Alignment with Subsidiaries

Bank Mandiri aligns with its subsidiaries through the Integrated Governance Committee (KTKT), one of whose key agendas is to ensure consistency in the implementation of Personal Data Protection and information security across subsidiaries, including through the adoption and application of established frameworks and standards. In the area of personal data protection, Bank Mandiri's Personal Data Protection Officer (PPDP)/Data Protection Officer (DPO) also aligns data protection implementation across the Mandiri Group Financial Conglomeration through monitoring and assistance provided to subsidiaries to ensure readiness in implementing personal data protection in accordance with Bank Mandiri's standards. Throughout 2025, Bank Mandiri organized 4 (four) personal data protection forums for all subsidiaries to ensure that personal data protection has been implemented comprehensively and in compliance with applicable laws. In addition, all Bank Mandiri subsidiaries have established privacy policies published on their respective corporate websites.

From cybersecurity risk management aspects, in 2025, Bank Mandiri through its Operational Risk Group, conducted socialization sessions on the Cybersecurity Risk Management Framework with its subsidiaries to align the cyber risk management framework between the Bank and its subsidiaries. In addition, the Bank harmonized the cyber maturity assessment methodology with its subsidiaries. This initiative was undertaken

to standardize the evaluation mechanism for cyber maturity reports that are regularly submitted to the regulator, thereby eliminating gaps in the assessment process and ensuring that the maturity scores of Bank Mandiri and its subsidiaries are comparable. With comparable results in place, the evaluation of the implementation of risk management practices across Bank Mandiri and its subsidiaries can be conducted effectively and optimally.

In the area of information security, the CISO Office Group works in synergy with subsidiaries on information resilience and security by establishing Mandiri Group information security standards that include non-negotiable controls to anticipate cyber-attacks, while taking into account the system complexity of each subsidiary. Compliance with these standards and controls is monitored and periodically reported to the Boards of Commissioners and Directors of Bank Mandiri and its subsidiaries.

In 2025, the CISO Office Group organized knowledge-sharing forums to further strengthen cyber resilience and information security across the Mandiri Group. In general, information security policies at subsidiaries refer to the information security policies applicable at Bank Mandiri, while remaining tailored to the operational conditions of each entity.



Information Security and Personal Data Protection Policies at Subsidiaries

Mandiri Taspen | <https://www.bankmandiritaspen.co.id/article/en-privacy-policy/en>



PT Bank Mandiri Taspen (hereinafter referred to as "Bank Mandiri Taspen"), as the Personal Data Controller, is committed to ensuring security and protection to provide a safe and comfortable transaction experience.

With full responsibility, this Privacy Policy details the definitions, types, legality, and purposes of personal data processing. In addition, Bank Mandiri Taspen explains the management and transfer of personal data, the duration of processing, and the procedures for amending the privacy policy.

Bank Syariah Indonesia | <https://www.bankbsi.co.id/kebijakan-privacy/bsi>



The Privacy Policy of PT Bank Syariah Indonesia regulates provisions related to the acquisition, collection, and other activities concerning Customer Data, including the Personal Data of customers of PT Bank Syariah Indonesia Tbk.

The BSI Privacy Policy applies to all customers and forms an integral part of the terms and conditions applicable to each BSI product and service.

Mandiri Utama Finance | <https://www.muf.co.id/kebijakan-privasi/>



MUF ensures that customers are informed about how MUF collects, uses, and protects Personal Data when they agree to use the products and/or services provided.

The processing of Personal Data by MUF is intended to facilitate financing applications or product management processes, including profiling, scoring, credit analysis, surveys, and assessment of creditworthiness, conducted in accordance with the principles of Customer Due Diligence (CDD) and Enhanced Due Diligence (EDD).

Mandiri Tunas Finance | <https://www.mtf.co.id/id/kebijakan-privasi-mtf1access>



The MTF Privacy Policy applies to each product and/or service offered by MTF that can be utilized, used, or accessed by customers through financing facilities for any type of financing.

MTF makes every effort to ensure that customers' personal data remains secure and confidential, in accordance with the applicable laws and regulations on personal data protection.

AXA Mandiri Financial Services | <https://www.axa-mandiri.co.id/en/web/customer/kebijakan-privasi>



AXA Mandiri innovates to enhance customer transaction experiences while safeguarding personal data through tailor-made protection, simplified information, and streamlined procedures. AXA Mandiri is responsible for maintaining the security and confidentiality of customers' personal data in accordance with applicable laws and regulations.

AXA Mandiri is committed to protecting customer data by implementing physical, technical, and organizational measures to prevent unauthorized access, use, or disclosure. Personal data will not be provided or disclosed without consent, and customer identities are verified prior to any access to or modification of data.

Mandiri Sekuritas | <https://www.mandirisekuritas.co.id/en/privacy-policy>



Mandiri Sekuritas safeguards the privacy and security of customers' and prospective customers' personal data in accordance with applicable laws and regulations. The privacy policy covers various aspects of personal data management, ranging from data collection and use to data disclosure when customers use or access Mandiri Sekuritas' electronic systems. The policy also includes detailed provisions regarding customer preferences, including data collection, use, and tracking, cookies, data transfer and disclosure, data security, the use of third-party service providers, links to other websites, and the applicability of the privacy policy.

Mandiri Capital Indonesia | <https://mandiri-capital.co.id/kebijakan-privasi>



MCI provides information on its privacy policy on its website, including the collection and use of personal information such as names, addresses, and email addresses that are voluntarily provided by visitors. Such personal data is used to enhance services for customers in accordance with applicable laws and regulations. While customers are not required to provide all personal data, the absence of certain information may affect access to features on the website. MCI also collects data through cookies and statistics to understand visitor behavior and improve service quality. Users have the right to disable cookies when accessing the website.

Bank Mandiri (Europe) Ltd. | <https://www.bkmandiri.co.uk/media/2024/12/2-Privacy-Policy.pdf>



Bank Mandiri (Europe) Limited protects customer privacy through the implementation of a clear privacy policy. This policy outlines procedures to safeguard data confidentiality, including the use of cookies, and ensures that all communications and personal identification information are not disclosed without consent or beyond the provisions set out in the privacy policy. Any inquiries related to privacy are also governed under this policy to ensure the security of customer data.

Mandiri International Remittance Sdn. Bhd. | <https://www.mandiriremittance.com/privacy-policy/>



The Privacy Notice of Mandiri International Remittance Sdn. Bhd. (MIR) explains the use of customers' personal data. MIR ensures that the processing of personal data complies with the Personal Data Protection Act 2010. This notice applies to personal data voluntarily provided by customers when accessing MIR services, as well as to the website and all products and services offered. The policy governs the purposes and types of personal data, disclosure, security, storage, integrity, and the principles of access to personal data processed by MIR.

Driving Excellence Through Talent and Leadership

Employment Practices

Bank Mandiri has a range of strategic programs aimed at enhancing employee well-being, competencies, and potential to foster an inclusive, fair, and supportive work environment that enables individual development across the organization. This commitment is implemented through the fulfillment of labor rights and the provision of safe, equitable, and dignified working conditions for all employees, contractors, and partners throughout the Bank's value chain.

As part of paying a living wage, the Company ensures that all employees receive remuneration above the applicable statutory minimum wage, not only to meet regulatory requirements but also to support a decent standard of living. Wage levels are reviewed periodically to maintain fairness and internal equity, including ensuring proportional pay gaps across roles. This approach is further strengthened through market and peers benchmarking to safeguard the competitiveness of compensation and support talent attraction and retention.

To promote employee welfare and work-life balance, Bank Mandiri applies policies focused on avoiding and reducing excessive overtime, setting maximum working hours in accordance with prevailing labor regulations. Overtime is monitored to ensure it remains within reasonable and regulated limits, while all employees are paid for annual leave, enabling adequate rest and recovery.

The Company also upholds its commitment to equal remuneration for men and women, ensuring that compensation is determined without discrimination. Regular evaluations are conducted to identify and address potential remuneration gaps, reinforcing fairness and consistency across the workforce.

[IDX 5-01]

In managing employment transitions, Bank Mandiri complies with applicable laws and regulations by setting minimum consultation and notice periods prior to employment termination, at least 7-14 working days, supported by transparent communication between management, employees, and labor unions.



Human Capital Management Responsibilities

Human capital management is carried out in a structured manner through a clear allocation of roles and responsibilities across each governing body and work unit in accordance with their respective authorities.

- 1 Board of Commissioners**
 Has the authority to ratify strategic policies in the field of human capital in accordance with the Articles of Association.
- 2 Board of Directors**
 Holds the authority to approve policies and determine the strategic direction in the field of human capital.
- 3 Board Committees**
 - a. Policy & Procedure Committee (PPC)
 Discusses and recommends adjustments/refinements to policies and establishes Company procedures related to human capital management.
 - b. Human Capital Policy Committee (HCPC)
 Establishes and develops the organizational structure, determines the Company's Human Capital management strategy, and sets the strategic direction for the development of the Human Capital Information System.
- 4 Mandiri University Governing Board**
 Acts as the steering board responsible for determining the strategy and policies of Mandiri University, as well as training and development (learning & development) strategies and policies.

The duties and responsibilities of work units responsible for human capital governance include the following elements:

Work Unit	Duties and Responsibilities
The Human Capital overseeing the Strategy & Talent Management function (HCSTM)	<ol style="list-style-type: none"> 1. Analyze, conduct assessments, and provide recommendations on human capital management policies/strategies to ensure alignment with the Bank's vision, corporate strategy, and capabilities. 2. Formulate and evaluate ongoing human capital management policies/strategies related to talent management and talent analytics & strategy, and carry out necessary enhancements. 3. Integrate the implementation of strategic initiatives and business process improvements within Human Capital. 4. Develop strategies, plans, and monitor executive-level and top managerial-level talent development programs. 5. Develop strategies and work plans; communicate, implement, measure/evaluate, and refine bank-wide corporate culture internalization strategies and programs.



Work Unit

Duties and Responsibilities

Human Capital overseeing the Performance & Remuneration function (HCPR)

1. Analyze, conduct assessments, and provide recommendations on human capital management policies/strategies to ensure alignment with the Bank's vision, corporate strategy, and capabilities, including but not limited to:
 - a. Assessment of the establishment and alignment of organizational structures.
 - b. Workforce capacity planning analysis based on the Bank's short-term and long-term business strategy.
 - c. Preparation and monitoring of the Bank-wide Personnel Expense Budget (BTK).
 - d. Assessment and analysis of adjustments to remuneration, benefits, and recognition policies.
 - e. Development of strategies and coordination of employee performance appraisal implementation.
2. Formulate and evaluate ongoing human capital management policies/strategies related to organizational development, performance management, and rewards management, and carry out necessary enhancements.

Human Capital overseeing the Services function (HCS)

1. Implement all human capital policies/procedures approved by the Board of Directors or Committees under the Board of Directors, including but not limited to:
 - a. Following up on approvals for the establishment or alignment of organizational structures, including adjustments to employee data.
 - b. Developing policies and plans for workforce fulfillment from both external and internal sources based on capacity planning.
 - c. Implementing Bank-wide workforce fulfillment in coordination with the Human Capital Business Coordination function and Regional Human Capital units.
 - d. Updating employee databases in the eHCMS system, as well as managing service centers and employee services.
 - e. Following up on remuneration, benefits, and recognition policies through payroll processing.
 - f. Coordinating reporting for Executive Officers and Asset Disclosure Reports for State Officials (LHKPN) from each Executive Officer.
2. Coordinate the implementation of human capital policies/procedures related to workforce fulfillment, operations, and human capital services Bank-wide.

Human Capital overseeing the Training and Development function (MUG)

1. Plan and manage the employee training and development budget.
2. Formulate Bank-wide training and development policies/strategies in coordination with the Strategy & Talent Management function.
3. Develop annual employee training and development plans.
4. Prepare training and development implementation guidelines.
5. Provide and manage systems, infrastructure, and facilities supporting training and development programs.
6. Coordinate and implement Bank-wide training and development activities.
7. Evaluate the implementation of training and development programs and provide improvement solutions aligned with business needs.

Work Unit

Duties and Responsibilities

Human Capital overseeing the Engagement and Outsource Management function (HCEOM)

1. Communicate all human capital management policies/procedures to all work units.
2. Develop and establish harmonious industrial relations policies and strategies within the Bank, including managing retiree relations.
3. Develop and implement initiatives to enhance employee engagement.
4. Manage the Special Employee Development Unit.
5. Coordinate the drafting and refinement of all human capital management policies/procedures in alignment with the Bank's Policy Architecture and perform dual control over such provisions.
6. Conduct outsourced workforce capacity planning analysis based on short-term and long-term business strategies.
7. Develop policies and plans for outsourced workforce fulfillment based on capacity planning.
8. Be responsible for vendor management of outsourced workforce services in accordance with established regulations.
9. Monitor outsourced workforce service budget utilization and manage and monitor the Kriya Mandiri Internship Program budget process based on workforce planning needs.
10. Prepare accurate and timely reports on outsourced workforce services and the Kriya Mandiri Internship Program for regulatory reporting purposes.
11. Execute approved actions related to remuneration, benefits, and recognition policies for outsourced personnel and the Kriya Mandiri Internship Program.

Human Capital overseeing the Business Coordination function (HCBP)

1. Act as a partner to Heads of Work Units in performing human capital management functions within their coordination scope, including:
 - a. Providing input regarding the establishment and/or adjustment of organizational structures.
 - b. Analyzing the calculation of human resource requirements in the work units within their coordination.
 - c. Conducting workforce fulfillment processes within their coordination scope in accordance with authority.
 - d. Analyzing and proposing training and development program needs in the work units under their coordination in coordination with MUG.
 - e. Advising Heads of Work Units (EMM) in determining talent groups and proposing them to the relevant Director.
 - f. Determining successors and proposing them to the relevant Director in coordination with Heads of Work Units.
 - g. Establishing and monitoring development plans for talent and successors in coordination with related work units.
 - h. Implementing the employee performance management process in the work units within their coordination, in coordination with the respective Heads of Work Units.
 - i. Assisting the rewards management function in communicating employee recognition.
 - j. Assisting the industrial relations function in resolving employment cases.
2. Communicating and implementing human capital policies/procedures to employees within their coordination scope.
3. Providing feedback on policies/procedures, including analyzing specific needs of each coordinated work unit and coordinating with relevant subject matter experts.
4. Specifically for HCBP overseeing Regions, responsible for coordinating Regional HC functions.



Work Unit

Duties and Responsibilities

Regional Human Capital Office (HC Region)

1. Providing input to the Heads of Work Units under their coordination regarding human resource management functions, including:
 - a. Analyzing and proposing the calculation of human resource requirements in the work units in the Region under their coordination.
 - b. Actively participating in the process of fulfilling human resource needs in the work units in the Region under their coordination in accordance with their authority.
 - c. Coordinating the preparation of training and employee development program requirements in the work units in the Region under their coordination, in coordination with the Human Capital Work Unit overseeing the Business Coordination and MUG functions.
 - d. Determining the talent group in the Region and proposing it to the relevant officials in accordance with their authority, in coordination with the Heads of Work Units and the Human Capital Work Unit overseeing the Business Coordination function.
 - e. Determining the list of successors in the Region and proposing it to the relevant officials in accordance with their authority, in coordination with the Heads of Work Units and the Human Capital Work Unit overseeing the Business Coordination function.
 - f. Implementing the performance management process in the Region and proposing it to the relevant officials in accordance with their authority, in coordination with the Heads of Work Units and the Human Capital Work Unit overseeing the Business Coordination function.
 - g. Supporting the industrial relations function in resolving employment-related cases.
 - h. Updating employee data in each Region in a timely and accurate manner in accordance with their authority.
 - i. Coordinating and monitoring processes related to Executive Officers and LHKPN reporting for employees under their supervision.
2. Communicating and implementing human resource policies/procedures to employees in the Region under their coordination.
3. Providing feedback on human resource policies/procedures, including conducting analyses of the specific needs of each Work Unit under their coordination, and coordinating with the relevant human resource subject matter experts and the Human Capital Work Unit overseeing the Business Coordination function.

Corporate Transformation

1. Together with the Human Capital Work Unit overseeing the Performance & Remuneration function, conducting a review of proposals for the establishment or alignment of Group-level/equivalent organizational structures.
2. Conducting a review of the establishment or alignment of the organizational structure to ensure alignment with the Bank's long-term plan.
3. Conducting a review to ensure that the functions of work units do not overlap.

Work Unit

Duties and Responsibilities

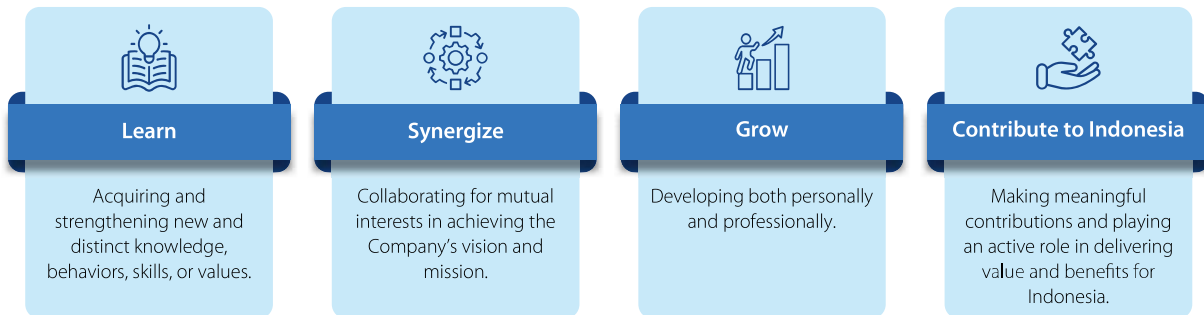
Related Work Units – Work units involved in human capital management or those with human capital requirements, consisting of Group-Level/Equivalent Units, Regional Offices, Areas, and Branch Offices

1. Being responsible for human resource management activities in their unit in accordance with the established authority, including:
 - a. Calculating the human resource requirement plan in their work unit by considering productivity, efficiency, and organizational effectiveness as input for calculating capacity planning.
 - b. Actively participating in the process of fulfilling human resource needs in their work unit in accordance with their authority.
 - c. Analyzing training and employee development needs in their work unit.
 - d. Conducting the employee performance appraisal process in their work unit.
 - e. Coordinating the implementation of training and employee development activities in their work unit.
 - f. Communicating human resource policies/procedures to employees in their work unit.
 - g. Controlling the updating of employee data under their supervision.
2. Making efforts to ensure the implementation of industrial relations in their work unit runs harmoniously.

Human Capital Development [GRI 404-2]

The Employee Value Proposition (EVP) encompasses four pillars, namely Learn, Synergize, Grow, and Contribute to Indonesia, and ensures that each employee not only develops professionally but is also able to make meaningful contributions to the Company and to society. [GRI 3-3]

Employee Value Proposition (EVP) Mandiri



The EVP is reinforced by the AKHLAK Core Values, the unique Mandiri DNA (M-DNA), and the Human Capital Strategy, which focuses on developing transformative business leaders with strong risk management capabilities and an orientation toward the principles of 'Always Deliver and Always Ahead'.

AKHLAK Core Values and Bank Mandiri's Unique Characteristics

Since 2020, all State-Owned Enterprises (SOEs) have been required to implement the AKHLAK core values, as stipulated in the Circular Letter of the Minister of SOEs Number SE-7/MB/07/2020 dated July 1, 2020 concerning the Core Values of Human Resources in SOEs.

To strengthen the sustainable implementation of AKHLAK, Bank Mandiri has developed the Mandirian DNA (M-DNA) framework

of unique characteristics shared by all employees. The M-DNA is the embodiment of the AKHLAK values, namely Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative.

In support of the achievement of Bank Mandiri's vision and aspirations, these characteristics are actualized through the collective Bergerak Berdampak movement to cultivate Mandirians who adhere to 'Always Deliver and Always Ahead'.

1 Think Big & Deliver Beyond Expectation

Mandirians who possess a broad spectrum of thinking and strong ambition to deliver meaningful impact and extraordinary contributions.

2 Start from The End

Mandirians who are able to develop plans based on clear end goals, enabling initiatives to be more strategic and tactical.

3 Create Our Own Game

Mandirians who are able to design unique strategies based on specific strengths, resulting in differentiated solutions that are not easily replicated.

4 Fast, Detail & Don't Want to Fail

Mandirians who execute swiftly and accurately to deliver outputs of exceptional quality.

5 Go to Z

Mandirians who demonstrate strong resilience in fulfilling responsibilities and ensuring sustainability.

Human Capital Strategy

THE BEST FINANCIAL INSTITUTION IN SOUTHEAST ASIA

Developing transformative business leaders who are capable of managing risks and committed to being always deliver & always ahead

<div style="text-align: center; background-color: #0070C0; color: white; padding: 5px; font-weight: bold; font-size: 24px; margin-bottom: 10px;">1</div> <div style="background-color: #0070C0; color: white; padding: 5px; font-weight: bold; font-size: 12px; margin-bottom: 10px;">Building World-Class Top Leaders Talent Factory</div> <p style="font-size: 10px; margin-bottom: 10px;">Aligning the Bank's vision and strategy to drive progressive execution.</p> <p style="font-size: 10px;">Developing employee capabilities through "Beyond Learning".</p>	<div style="text-align: center; background-color: #0070C0; color: white; padding: 5px; font-weight: bold; font-size: 24px; margin-bottom: 10px;">2</div> <div style="background-color: #0070C0; color: white; padding: 5px; font-weight: bold; font-size: 12px; margin-bottom: 10px;">Elevating a Future-Fit Organization and Highly Productive Workforce</div> <p style="font-size: 10px; margin-bottom: 10px;">Transforming organizational structure and employee productivity.</p> <p style="font-size: 10px;">Achieving superior talent performance through strategic remuneration schemes and the Performance Management System (PMS).</p>	<div style="text-align: center; background-color: #0070C0; color: white; padding: 5px; font-weight: bold; font-size: 24px; margin-bottom: 10px;">3</div> <div style="background-color: #0070C0; color: white; padding: 5px; font-weight: bold; font-size: 12px; margin-bottom: 10px;">Strengthening People Mindset and Groupwide Culture through Ethics and Integrity</div> <p style="font-size: 10px; margin-bottom: 10px;">Cultivating outstanding Mandirians through the internalization of M-DNA values.</p> <p style="font-size: 10px;">Creating a positive employee experience and becoming an employer of choice.</p>
--	---	--

In support of Bank Mandiri's 2025 strategy, Human Capital focuses on three main strategic initiatives: Capability (Building World-Class Top Leaders Talent Factory), Capacity (Elevating a Future-Fit Organization and Highly Productive Workforce), and Work Culture (Strengthening People Mindset and Groupwide Culture through Ethics and Integrity). These three initiatives were then implemented into six focus areas of the Human Resources Strategic Plan, with the following explanations:

1. **Capability** aligns the Bank's vision and strategy to drive progressive execution, while also developing employee capabilities through the Beyond Learning approach, with a focus on strengthening leadership and future business readiness.
2. **Capacity** transforms the organizational structure, enhances employee productivity, and creates superior talent performance through the implementation of strategic remuneration schemes and a competitive Performance Management System (PMS).
3. **Work Culture** aims to cultivate outstanding Mandirians through the internalization of M-DNA values, creating a positive employee experience that strengthens employee engagement and positions Bank Mandiri as an employer of choice.

Bank Mandiri regularly evaluates human capital risks to ensure that its workforce remains competent, motivated, and aligned with business needs. The key risks include:

- ▶ Amid a high retirement rate of leaders at the BOD-1 level, potential leadership gaps and unpreparedness may mean the acceleration of successor development and readiness has not been fully optimized.
- ▶ Organizational unpreparedness in responding to future business needs, due to individual and organizational productivity that is not yet fully aligned with the Bank's strategic direction and transformation agenda.
- ▶ Declining employee motivation and performance, influenced by performance management systems and remuneration schemes that are not yet fully linked to strategic targets and superior performance outcomes.
- ▶ Low employee engagement and productivity, resulting from human capital processes that have not been optimally digitalized and limited utilization of technology, including artificial intelligence.
- ▶ High employee turnover, driven by job dissatisfaction and challenges in retaining talent amid increasingly intense competition within the same industry.



A range of strategic measures mitigate these risks, including:

- 1 Acceleration of successor readiness through accelerated and expanded development**

Bank Mandiri ensures that top talent projected as BOD-1 successors receives structured leadership development programs through a blended learning approach, developing resilient Mandirians who are ready to assume strategic positions within the Bank.
- 2 Alignment of the Bank’s vision and strategy to drive progressive execution**

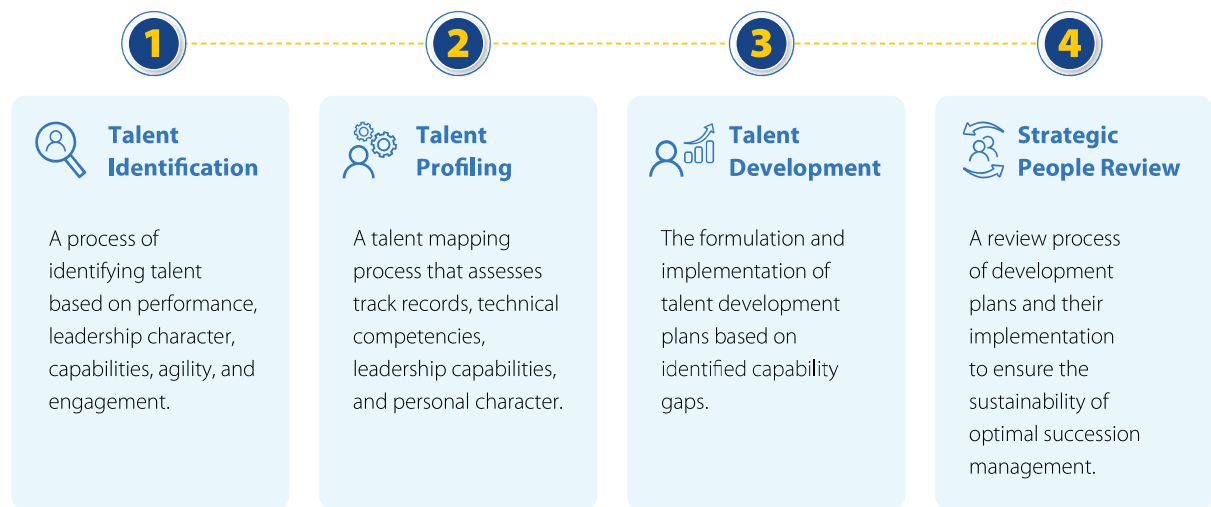
Bank Mandiri continuously strengthens the understanding of its Strategic Vision across all levels of the organization and ensures alignment with the Strategic Business Journey through various forums and initiatives, including the Mandiri Leadership Forum, Board Retreat, Leaders Connect, Mandiri Strategic Thinking Initiatives (MSTI), and the Mandiri Human Capital Forum.
- 3 Creation of superior talent performance through strategic remuneration schemes and the Performance Management System (PMS)**

A competitive remuneration strategy and PMS foster a transparent and accountable work culture, motivating employees to deliver beyond expectations.
- 4 Development of employee capabilities through the “Beyond Learning” approach**

Bank Mandiri enhances employee capabilities through integrated leadership and technical competency development to build a strong and sustainable learning culture.
- 5 Creation of a positive employee experience and a strengthening of position as an employer of choice**

Bank Mandiri builds employee well-being and enhances engagement through the implementation of a Well-being Framework that drives employee engagement and productivity.

In preparing high-potential talent to become future leaders in strategic positions, Bank Mandiri implements a structured approach focused on the identification, development, and retention of individuals with strong leadership potential. This approach is carried out through four main stages, namely:



To ensure that every employee has equal opportunities to develop, Bank Mandiri provides a range of learning and competency development programs for all employees, including both permanent and contract employees.

Leadership Development Training Programs [GRI 404-2] [OJK F.22]

Bank Mandiri has a comprehensive succession planning and development program implemented through structured and tiered leadership development training programs. In its implementation, Bank Mandiri collaborates with various educational institutions, including top universities such as

Singapore Management University, IMD Business School, INSEAD, London Business School, as well as the Bandung Institute of Technology. In addition, Bank Mandiri also partners with the Danantara School of Excellence (DSE) in delivering its Leadership Development Programs.



Orientation Phase (Onboarding)

Orientation for new employees and employees assuming new positions (rotation or promotion).

Onboarding for New Officer Development Program (ODP) and Staff Development Program (SDP) Employees

A flagship talent development program designed to prepare Mandirians as Leaders of the Future, equipped with comprehensive banking knowledge, mastery of future-ready competencies, and strategic leadership characteristics.

Talent development is delivered through an experiential learning journey based on business cases, namely WholesaleX, BranchX, and DigitalX. This provides in-depth exposure to the Bank's core banking businesses, combined with hands-on experience through real-case assignments.

Participants receive mentorship from top management, including Senior Executive Vice Presidents (SEVPs) and members of the Board of Directors, to accelerate the development of future leaders who are ready to support the achievement of Bank Mandiri's three Strategic Objectives, namely Main Transaction Bank, Largest Lender, and Leader in Low-Cost Funding.

ODP
681
Employees

SDP
945
Employees

Onboarding - Executive

An orientation program for L2 employees (BOD-1 level, Group Heads, RCEOs, and equivalents) aimed at strengthening leadership characteristics as strategic business leaders.

29
Employees

Mandiri People Manager - Executive

Training programs for L2 employees (BOD-1 level, including Group Heads, RCEOs, and equivalent positions) are designed to formulate strategic objectives, uphold integrity, and strengthen leadership capabilities. They also aim to enhance adaptability, foster innovation, and prepare leaders to respond to change with flexibility while remaining relevant amid an increasingly dynamic business environment.

74
Employees



Mandiri People Manager - Mastery

Training for L3 employees (BOD-2 level, including Department Heads and Area Heads) integrates M-DNA as a core work approach and leadership style. The program enhances effectiveness in leading teams through productive communication and high-performance team management, while fostering a strong sense of purpose in every aspect of work.

116
Employees

Mandiri People Manager - Advance Fundamental

Training programs for L3 employees (BOD-2 level) enhance managerial and leadership skills in line with the Mandirian characteristics of Always Deliver and Always Ahead, enabling them to drive superior performance and proactively address business challenges.

247
Employees



Equipping Phase

Practical managerial skills training related to leadership capabilities.

Mandiri Strategic Thinking Initiatives (M-STI) and Mandiri Sticky Relationship Academy (M-SRA)

M-STI provides a comprehensive framework and set of tools to support effective strategy execution and address a wide range of strategic challenges. Through interactive, simulation-based approaches and case studies, the program encourages participants to develop strategic thinking capabilities and deliver performance that delivers beyond expectations.

292
Employees

M-SRA is a development program designed to strengthen relationship management capabilities, both internally across work units and externally with customers and strategic partners. The program aims to build strong, sustainable, and mutually beneficial relationships, thereby fostering a more effective collaboration and supporting improved business performance. Through focused training, M-SRA equips participants with communication, empathy, and collaboration competencies as the foundation for effective professional relationships.

Managerial Series Program

A managerial skills training program aimed at building employee understanding and capabilities in line with the Mandirian Way, to shape an effective leadership mindset.

2,803
Employees



Developing Phase

Accelerating high-potential talent to enhance capabilities toward the next level.

Executive Development Program (EDP)

A program for the Board of Commissioners, Board of Directors, and SEVPs, aimed at enhancing leadership and technical capabilities in line with Bank Mandiri's business needs through training at global universities, while also strengthening relationships with stakeholders.

In 2025, there were no members of the Board of Commissioners, Board of Directors, or SEVPs participating in the EDP

Mandiri Advance Senior Leaders Program (MASLP)

A program designed to prepare top talent at the BOD-1 level for the next leadership level, with a focus on enterprise thinking, strategic leadership, people focus, and digital leadership.

As of 2025, a total of 77 employees have participated in the MASLP program

Mandiri Advance Leaders Program (MALP)

A program that prepares top talent at the BOD-2 level for the next leadership level, with a focus on intrapreneurship, strategic leadership, people focus, and digital leadership.

As of 2025, a total of 268 employees have participated in the MALP program

Mandiri Advance First Leaders Program (MAFLP)

A program for top talent at the BOD-3 level (Team Leaders, Branch Managers, or equivalent), focusing on people management, digital mindset, strategy, and innovation.

As of 2025, a total of 1,192 employees have participated in the MAFLP program

Graduates Scholarship Program

A postgraduate scholarship program at leading global universities for L3 and L4 employees, fully funded by Bank Mandiri.

As of 2025:

- 254 employees have received scholarships to pursue master's degrees overseas
- 76 employees have received scholarships to pursue master's degrees domestically



Mission-Based Development

Leadership programs at Bank Mandiri focus on Human Capital efforts to strengthen the culture of Mandirian Pembelajaran Tangguh. To support this culture, Human Capital applies a gamification approach in employee development through the concept of mission-based development. Each position level at Bank Mandiri is assigned specific missions designed to accelerate competency development and leadership capabilities.

Missions Assigned to Employees Across Different Levels:

BOD-1 Mission

Discuss team development and succession plans to serve as a role model in building and developing capabilities.

BOD-2 Mission

Propose development initiatives with superiors and actively participate in reviewing development missions to accelerate capability building.

BOD-3 Mission

Engage in dialogue with superiors to design development plans and implement capability development in line with the agreed plans.

BOD-4 Mission

Engage in dialogue with superiors to support development planning and proactively implement development initiatives.

Graduate Traineeship/Apprenticeship Programs

In response to increasingly competitive industry dynamics, Bank Mandiri is committed to supporting the younger generation in preparing for entry into the workforce, providing training and internship programs for fresh graduates that are designed

to equip them with industry-relevant skills and practical experience. The available training programs include:

Officer Development Program (ODP)

A flagship talent development program designed to prepare Mandirians as Leaders of the Future with comprehensive banking knowledge, mastery of future-ready competencies, and strong strategic leadership character.

Talent development is delivered through an experiential learning journey based on business cases, namely WholesaleX, BranchX, and DigitalX providing in-depth exposure to the Bank's core banking businesses as well as hands-on experience

through real-case assignments.

In addition, participants receive mentorship from Top Management, including Senior Executive Vice Presidents (SEVPs) and members of the Board of Directors, to accelerate the development of future leaders who are ready to support the achievement of Bank Mandiri's three Strategic Objectives, namely Main Transaction Bank, Largest Lender, and Leader in Low-Cost Funding.

In 2025, the ODP program recorded a total of **681 participants**

My Digital Academy

A talent acceleration program focused on enhancing engagement and early recruitment for final-year students and fresh graduates from leading universities in Indonesia. The program is delivered through two tracks, IT Stream and Business

Stream, which are designed in alignment with strategic needs. The program consists of two main phases as follows:

1 National Camp for Future-Ready Talent (6 weeks)

An intensive bootcamp aimed at strengthening participants' capabilities in business application development and data analytics, enriched with business cases and project simulations to build problem-solving skills and an innovation mindset.

2 Internship (3 months)

Hands-on, on-the-job experience within strategic business units to equip participants with a comprehensive, end-to-end understanding of business processes. Participants also manage mini-projects and contribute to real projects, with early exposure to leadership from the initial stages of their career development.

Through a targeted sourcing approach, this flagship talent pipeline prepares a future-ready workforce that is relevant and capable of supporting organizational needs.

In 2025, the number of My Digital Academy participants reached **415 individuals** (internship participants)

Internship

As part of its support for and contribution to government programs aimed at encouraging and providing opportunities for the younger generation to gain exposure to the world of work and enhance their competencies as preparation for becoming professionals, Bank Mandiri participates in two partnership-based internship programs. These include the Magang Generasi Bertalenta (MAGENTA) Program, implemented in collaboration with the Forum Human Capital Indonesia (FHCI) and State-Owned Enterprises (SOEs) since 2023, as well as the National Internship Program, conducted in cooperation with the Ministry of Manpower since 2025.

The program offers hands-on experience in a real banking environment while building the skills needed to transition into

the professional world. Bank Mandiri's Internship Program is designed to offer students and fresh graduates opportunities to broaden their understanding of the workplace and develop competencies essential for building a professional career. The program aims not only to deliver practical work experience, but also to foster the development of participants' interests, talents, and new skills. In addition, the Internship Program contributes to strengthening Bank Mandiri's brand as an employer of choice in support of its recruitment strategy.

In 2025, a total of 1,550 participants joined the Internship Programs under the two schemes, with the following details:

Ministry of Manpower Internship Program: 1,345 participants

MAGENTA Program and General Internship: 205 participants

Field Work Practice

As part of Bank Mandiri's social responsibility to the community, particularly in the field of education, opportunities for senior high school students or equivalent to participate selectively in Field Work Practice programs across various Bank work units are

provided. This program provides hands-on work experience, encouraging the development of participants' interests, talents, and skills to prepare them for entry into the professional world.

In 2025, the number of PKL participants reached 22 students

Kriya Mandiri Program: Bank Mandiri's Tangible Contribution to National Development

The Kriya Mandiri Program is an integrated internship initiative aimed at supporting the development of high-quality human resources as a key asset in driving corporate progress and national economic growth. Aligned with the Employee Value Proposition "Learn, Synergize, Grow, and Contribute to Indonesia," this program provides opportunities for fresh graduates to gain exposure to the world of work while

sharpening their competencies to be competitive in the job market. The program combines theoretical learning with practical experience, equipping participants with relevant banking knowledge and skills. Kriya Mandiri offers opportunities across various positions, including front office roles (Tellers and Customer Service Officers) at branch units, as well as back-office roles at the Head Office and branch offices.

In 2025, the number of participants in the Kriya Mandiri Program reached 3,571 individuals

Technical Development Programs

To ensure employees possess the skills required for their respective roles, Bank Mandiri delivers a range of job-specific development and certification programs tailored to technical and role-based competencies, partnering with educational institutions to develop and deliver joint training programs for staff, collaborating with organizations such as the National Professional Certification Agency (BNSP), the Banking Professional Certification Institute (LSPP), the Risk Management Certification Agency (BSMR), the Indonesian Mutual Fund and Investment Association (APRDI), and the Indonesian Capital Market Professional Certification Institute (LSPPMI). These

partnerships are complemented by collaborations with other institutions and industry practitioners that offer specialized expertise and advanced professional capabilities.

These competency development programs are managed by the Mandiri University Group, which applies the Leadership Capability Model (LCM) and the Technical Capability Model (TCM) to ensure structured and relevant capability development, and include:

Upskilling & Reskilling

This training program supports employees in adapting to industry dynamics and evolving roles arising from the Bank's strategy to optimize the potential of its customer ecosystem. Through skill enhancement (upskilling) to support new roles and the development of new capabilities (reskilling) for employees undergoing role transitions, the program aims to minimize potential negative impacts on individual roles and work processes, while maintaining operational continuity and organizational competitiveness.

The scope of training includes enhancing and adjusting competencies relevant to current roles as well as emerging roles, including strengthening capabilities in service digitalization, process automation, financial crime risk management, and understanding changes in regulations and customer expectations. The program also supports employee readiness in addressing the impacts of industry transitions, including climate transition, by strengthening understanding of business risks and opportunities such as green financing, as well as adjusting skills for employees affected by role transitions to support increased transactions and business acquisition within the business ecosystem.



Training Scope

Upskilling Organization on AI, Cybersecurity Framework, AI for Lifelong Learning, Leadership in the Zoom Economy, Team Upskilling, Reskilling for Successor Branch Managers, Strategic Business Leadership, Learning Strategies, Business Segment Solutions, Development Accelerator, and New Banking Staff Training.

Number of Training Programs

13

Programs



Total Training Hours

2,818

Hours



Number of Participants

666

Participants

Including permanent and contract employees





Operation Transformation

This training strengthens employees' capabilities to support comprehensive business transformation, ranging from process simplification and improved operational efficiency to the effective use of digital technologies. Through the Digital Transition Program, Bank Mandiri equips employees with relevant competencies to adapt to new operating models as well as updated work systems, processes, and technologies.

These competencies are delivered through various training initiatives at strategic moments such as onboarding, job rotations, the introduction of new systems, and regular annual training, thereby optimizing performance and ensuring that digital transformation across the organization is effective and aligned with Bank Mandiri's operational modernization targets.



Training Scope

Digital Banking Transformation, Data Analytics & Transformational Mindset, Business Analysis Techniques, Digital Transformation in Supply Chains, Generative AI and Workplace Transformation, Leading Secure Digital Transformation, Agile Leadership Transformation, Ecological Transformation, Real-World Data Transformation, and the Mandiri Leadership Forum.

Number of Training Programs

34

Programs



Total Training Hours

3,570

Hours



Number of Participants

1,349

Participants

Including permanent and contract employees



Beyond Lending

Training for commercial (wholesale) business units to enable employees to offer transaction solutions beyond lending to customers



Training Scope

Wholesale Transaction Banking Program, Credit Analyst Program, Financial Modelling, Structured Finance, Microsoft Power Automate, SAP S/4HANA Beyond the Basics, Delivering Excellent Service to Drive Business Growth, Indonesia Human Capital & Beyond Summit, Learning Reimagined: Workforce for 2030, and Digital Banking Solutions.

Number of Training Programs

28

Programs



Total Training Hours

17,832

Hours



Number of Participants

584

Participants

Including permanent and contract employees



Mandirian Ready to Go Digital

Training designed to enhance employees' digital capabilities by strengthening competencies in technology, data analytics, cybersecurity, digital governance, as well as innovation in digital-based products and services.



Training Scope

Digital-Based Products & Services (Bronze & Silver), Digital Marketing Strategy, Robotic Process Automation (RPA), Citizen Developer, Digital Governance & Risk Management, Digital Regulatory Compliance, UiPath RPA, RPA & Cognitive Technology for Leaders, and the Mandirian Ready to Go Digital Webinar Series.

Number of Training Programs

16

Programs



Total Training Hours

1,222

Hours



Number of Participants

268

Participants

Including permanent and contract employees



Bank Mandiri Training and Certification Institutions

Bank Mandiri has its own Training Institution and Professional Certification Body that support the enhancement of employee competencies through job-specific training programs and professional certifications aligned with employee roles.

Training Institution (LPK)

An officially licensed training institution authorized by the Jakarta Manpower Office for Competency-Based Training for Bank Mandiri employees. The LPK is designed to meet regulatory standards related to the Payment System and Rupiah Currency Management (SPPUR), develop employee knowledge, skills, and attitudes, and optimize the use of BTK Training facilities.

Professional Certification Body (LSP)

The Bank Mandiri LSP was established based on the Board of Directors' Decree No. KEP.DIR/10A/2023 dated March 6, 2023 and obtained an official license from the National Professional Certification Agency (BNSP) under license number BNSP-LSP-2446-ID on March 14, 2024. The establishment of this LSP represents the implementation of Law No. 4 of 2023 on the Development and Strengthening of the Financial Sector, as part of Bank Mandiri's commitment to enhancing employee competence, competitiveness, and quality in accordance with nationally and internationally recognized standards. As a Second-Party Professional Certification Body (P2), the LSP focuses on providing competency certification services for Bank Mandiri employees and its business network, including Bank Syariah Indonesia (BSI), Bank Mantap, Mandiri Utama Finance Group (MUG), and Mandiri Tunas Finance (MTF). Its certification programs cover General Banking Officer Level I, Instructor-Level Training, Compliance in the General Banking Sub-Sector, Customer Feedback Management, and Basic Software Development. The LSP Bank Mandiri is supported by a solid organizational structure comprising a Steering Committee, an LSP Chairperson, and three main divisions: Administration, Certification, and Quality Management. In addition, the institution ensures credibility and objectivity through the Scheme Committee and the Impartiality Committee.

Support for Scholarship and Professional Certification Programs

Bank Mandiri supports the development of employee competencies by providing financial assistance to enable employees to pursue academic degrees or professional certifications. This initiative ensures equal access to upskilling opportunities and the fulfillment of professional requirements,

covering all categories of workers, including permanent employees, contract employees, outsourced workers, contractor workers, and part-time workers.

Postgraduate Scholarship Program

Selected Mandirians are able to pursue further education at leading universities, both domestically and internationally, broadening participants' perspectives and enhance their skills,

and enabling them to make maximum contributions to Bank Mandiri and communities.

Mandiri Executive Scholarship for Postgraduate (MESP)

A domestic master's degree scholarship program for top talent at the BOD-2 level, aimed at developing skills that support the Company's long-term strategy. Bank Mandiri currently collaborates with Monash University Indonesia in implementing the MESP program. As of 2025, a total of 76 employees have participated in the field of Master of Business Innovation.

Overseas Master's Degree Scholarship Program

The overseas master's degree scholarship program is available for top talent at the BOD-3 level who meet specific criteria, with the objective of enhancing global exposure, networking, and international perspectives. As of 2025, a total of 254 employees have pursued their studies at leading global universities, including Carnegie Mellon University, NYU STERN, HEC Paris, The University of Manchester, The University of Melbourne, IE University, EDHEC, IMD Business School, and ESADE, pursuing programs in Master of Science, Master of Business Administration, and LL.M.

Certification Program

The certification program at Bank Mandiri addresses competency requirements in accordance with regulatory provisions and internal standards. These certifications are mandatory, as stipulated either by external parties such as regulators or by Bank Mandiri internally. Such certifications must be held by employees in specific roles to ensure that employees possess and maintain competencies in accordance with job requirements.

Such certifications are obtained through nationally recognized institutions, including certifications issued by The National Professional Certification Agency (BNSP), through officially authorized Professional Certification Bodies (LSP), thereby ensuring that employee competencies are objectively verified and standardized.

Certification Name	Purpose	Target Participants
Certifications Required by Regulators		
Risk Management Certification.	Demonstrates competency in risk management.	Management, officers, and employees of Bank Mandiri.
Treasury Dealer Certification.	Competency for treasury activities at three levels: basic, intermediate, and advanced.	Officers and staff conducting treasury activities.

Certification Name	Purpose	Target Participants
Mutual Fund Selling Agent Representative Certification (WAPERD).	Competency in mutual fund marketing in accordance with regulator (OJK) requirements.	Frontliner employees of Bank Mandiri.
Securities Marketing Intermediary Agent Certification (WPPEP).	Provision of competency for selling securities products.	Officers and employees of Bank Mandiri.
Payment Systems and Rupiah Currency Management Certification (SPPUR).	Competency in payment systems and rupiah currency management.	Bank Mandiri employees in payment systems and currency management functions.
Human Resource Management Certification (MSDM).	Work competency in the field of human resource management.	Bank Mandiri employees/officers in human resources functions.
Certifications Required by Internal Bank Mandiri		
Competency-Based Interview (CBI) Certification	Competency in conducting competency-based interviews for recruitment processes.	Leaders serving as unit heads and interviewers from the human resources function.

In 2025, Bank Mandiri provided financial support through Bank Mandiri-funded certification programs to 9,715 employees, comprising 8,913 permanent employees and 802 contract employees.

The Bank Mandiri certification program is an important part of employee development initiatives aimed at enhancing skills in a measurable manner. In 2025, a total of 9,715 employees,

equivalent to 25.12% of the total workforce participated in this program and recorded improvements in skills relevant to their respective fields of work. The program not only strengthens individual capabilities but also delivers tangible benefits to the Company through increased productivity that supports the achievement of business objectives.

Coaching and Mentorship

Mentorship programs in human capital development strengthen guidance and support for employees, connected with experienced mentors who provide direction and insights throughout their professional journeys.

Development Dialogue Program

A continuous feedback mechanism, this program is a year-round coaching process between employees and their Employee Managers (direct supervisors), with a primary focus at the beginning and mid-year in line with the performance management cycle, particularly during the Goal Setting and Mid-Year Review stages.

Through Development Dialogue, Bank Mandiri ensures alignment between individual objectives and the Bank's goals, while also providing feedback on performance achievements and clarifying work expectations. The program also serves as a platform to identify gaps in leadership and technical capabilities that require enhancement, as well as to formulate structured employee development plans.

Women Empowerment

As part of the Srikandi Mandiri initiative, the Women Empowerment Program focuses on the development of employees, particularly at the L3 and L4 levels, through a holistic mentoring approach. In this program, experienced Mandiri leaders (L2, L3+, and L3) serve as mentors with the following objectives:

- **Building Community:** Creating a supportive network among female employees to share experiences and inspiration.

- **Providing Exposure:** Facilitating opportunities for employees to connect with career sponsors and access further development opportunities.
- **Knowledge Sharing:** Organizing discussion sessions between mentors and mentees to exchange practical knowledge, strengthen professional skills, and enhance the confidence of female employees.

Competency Development Through Teams and Networks [GRI 404-2] [OJK F.22]

Bank Mandiri provides various collaborative learning platforms that enable employees to develop competencies informally through cross-functional interactions, professional networks,

and internal communities. This approach complements formal training and is designed to foster continuous learning across the organization.

Internal Learning Communities

Community Names: **Mandiri Lets Grow, Mandiri Facilitator Squad, and Mandiri Learning Festival**

These communities serve as platforms for employees to collaborate, discuss, and share experiences related to both technical and non-technical skills.

Total communities:	Employees involved:
3	590

Cross-Division Collaboration Forums

Forum Names: **General Bankers Community and Legal Warrior**

Forums that bring together employees from various work units to discuss operational issues, strategic projects, or specific learning cases.

Total forums:	Employees involved:
2	2,049

Digital Discussion Groups

Group Names: **Data Quality, Mandiri Innovation Xperience, and Kopra Community Network**

Discussion groups facilitated through the Company's internal media to enable employees to exchange knowledge quickly and flexibly.

Total forum:	Employees involved:
2	1,572

Participation in External Professional Networks

Activity Names: **Josh Bersin Academy, Disruptive HR, The Conference Board, Asosiasi CorpU Indonesia, EFMD Corporate Learning Improvement Process**

Employee participation in industry communities, professional associations, or other network-based activities.

Total forum:	Employees involved:
4	48

Cultural Education Training

The diversity of employee backgrounds at Bank Mandiri serves as an important foundation for strengthening cross-cultural competencies. In line with this, cultural education programs through the mandatory Culture Class for new employees and new leaders (new hires/new leaders) in both the ODP and SDP programs are conducted, aiming to enhance employees' understanding of diversity and cultural perspectives in the workplace.

Training materials cover the Company's core values, the unique M-DNA characteristics, integrity, and the Respectful Workplace Policy. The program also addresses the importance of respecting differences in values and cultures at work, strengthening effective communication skills with colleagues from diverse backgrounds, and raising awareness of unconscious bias that may influence judgment and interactions among employees. In 2025, the Culture Class was attended by 1,628 employees across a total of 52 ODP and SDP classes.

ESG-Related Competency Development [GRI G4 FS4]

Environmental, social, and governance (ESG) principles have been implemented into the human capital development curriculum, with the aim of shaping Mandirians who are not only competent but also highly aware of sustainability across all aspects of business processes. ESG-related learning is delivered

through various platforms, including e-learning, in-person and online training, as well as Internal Discussion Forums (FDI), providing employees with opportunities to deepen their understanding and apply sustainability values in their day-to-day work.

All employees have participated in ESG-related competency development through

77 sustainability-related training programs

Evaluation of Training and Employee Development Performance

Bank Mandiri set a target for employee participation in training and development programs at a minimum of 80% of total employees, with an average of more than 16 training hours per employee in 2025. This target was to strengthen competencies, enhance digital skills, and ensure that employees possess the capabilities required to support sustainable business growth. [GRI 404-1]

Bank Mandiri successfully exceeded the established targets, as in 2025, employee participation in training programs reached 98.3% of total employees. In addition, the average training hours per employee reached 87.6 hours per employee, reflecting a significant achievement compared to the initial planned targets. [GRI 404-1]

Inclusive Culture and Respect for Human Rights [OJK F.18]

Bank Mandiri is committed to an inclusive work culture that respects human rights as an integral part of human capital management. This commitment is reflected through policies, programs, and internal mechanisms that ensure every employee is treated fairly, equally, and free from discrimination,

as well as protected from practices that violate human dignity. This approach forms the foundation for creating a safe and supportive work environment that enables every individual to develop optimally.

Commitment to Human Rights and Diversity [IDX S-09, S-10]

Diversity, equity, and inclusion policies grounded in human rights principles are an initial step toward creating an inclusive work environment. Bank Mandiri is committed to respecting and complying with international labor principles as set out in the conventions of the International Labour Organization (ILO). All labor policies and practices are aligned with ILO principles, including the promotion of fair treatment, dignity at work, and respect for fundamental human rights. [GRI 3-3]

The Company respects and prevents violations of fundamental human rights, including taking a firm stance against human trafficking, forced labor, and child labor in all operational activities and business relationships of Bank Mandiri. Company also fully respects and upholds freedom of association and the right to collective bargaining, enabling employees to organize and engage in constructive dialogue without intimidation or discrimination.

As part of this commitment, the implementation of human rights at Bank Mandiri is governed by the Human Rights Principles in Employment policy and the Respectful Workplace Policy (RWP). These provide clear guidelines to ensure that human rights are respected across all internal operations, including human capital management, business activities, and the delivery of products and services. The same principles apply to suppliers and business partners, ensuring consistent implementation of human rights standards throughout Bank Mandiri's value chain and business ecosystem. Bank Mandiri has created a fair and inclusive work environment for all employees and, in pursuing this objective, ensure equality across all aspects of human capital management, without any discriminatory practices.

In addition, Bank Mandiri is committed to preventing all forms of discrimination, including gender, race, religion, age, disability, or social status. Equality and fairness are upheld across all aspects of employment, including recruitment, career development, remuneration, and termination. The Company further respects other fundamental rights, such as the right to a safe and healthy workplace, the right to fair remuneration, and the right to dignity and respect at work.

This commitment is reinforced through the signing of an Integrity Pact and Annual Declarations by all employees, management, and members of the Board of Directors and Board of Commissioners, ensuring accountability and consistent implementation of human rights principles at every level.

Human Rights Risk Identification

Bank Mandiri implements a risk management process related to human capital aspects, including risks related to Human Rights. This process is carried out with reference to internal policies governing human resource management, including the Human Resources Standard Operating Procedures (SPSDM), which serve as guidelines to ensure fair employment practices aligned with the principles of respect for Human Rights. The risk management process begins with the identification of

potential risks to enable them to be managed effectively. In 2025, Bank Mandiri conducted an Employee Engagement Survey (EES) involving 34,475 employees, representing 89.01% of the total workforce. The survey includes various questions designed to identify potential risks related to human capital, including Human Rights-related risks within the scope of Bank Mandiri's internal operations.

Through this survey, employees are able to share their experiences and perspectives anonymously, thereby generating valid and representative data. The survey results are then analyzed comprehensively and complemented with an analysis of internal policies to provide deeper insights into existing risks and to strengthen the mitigation measures undertaken by Bank

Mandiri. The survey is conducted annually and also serves as a systematic periodic review of risk mapping, enabling potential Human Rights issues to be identified and monitored over time. Based on this identification process, Bank Mandiri has identified several Human Rights risks as follows:

Main Groups Potentially Affected	Potential Human Rights Risks	Risk Description	Human Rights Risk Mitigation Measures
Employees, Women, and Persons with Disabilities	Discrimination	Risk of unequal treatment in the workplace based on gender, age, religion, background, or other personal characteristics.	<ul style="list-style-type: none"> Strengthening internal policies that prohibit all forms of discrimination and forced labor. In addition, all employees annually reaffirm their commitment through the signing of the Integrity Pact and the Annual Declaration. Implementation of fair treatment for all employees, including ensuring equal employment opportunities and remuneration regardless of gender or background. Training and education for employees and management to increase awareness of the importance of respecting Human Rights. Training materials include the prevention of discrimination, diversity and inclusion, as well as protection against forced labor. Provision of transparent, secure, and anonymous reporting mechanisms to report Human Rights violations, handled by a dedicated team that ensures objective investigation and protection for whistleblowers. Regular monitoring through internal audits to ensure that no practices violate Human Rights. This process also includes the annual reassessment of Human Rights risk mapping to evaluate potential new risks and adjust mitigation strategies. Strengthening the implementation of Occupational Health and Safety (OHS) through periodic evaluations of workplace safety aspects, provision of training related to emergency response and workplace safety, as well as monitoring the implementation of OHS to ensure a safe working environment for all employees.
	Forced Labor	Risk of involuntary work practices or the presence of pressure within employment relationships.	
	Remuneration Equality	Risk of remuneration disparity not based on performance, responsibilities, or competencies.	
	Occupational Health and Safety (OHS)	Risk of workplace accidents or unsafe working conditions for employees.	

Based on the identification process conducted through the EES, Bank Mandiri identified potential Human Rights risks that include discrimination, forced labor, remuneration equality, and occupational health and safety. In response to these findings, Bank Mandiri has undertaken mitigation efforts covering 100% of employees across all operational areas for the identified risks.

All employees are required to uphold equality, avoid discriminatory behavior, and respect the dignity of every individual in the workplace. In the event of Human Rights violations, employees are provided with access to various reporting channels designed to ensure transparency and protection, as follows: [\[GRI 3-3, 406-1\]](#)

- Employee Grievance Handling Mechanism through the Head of Work Unit
- Whistleblowing System – Letter to the CEO (WBS-LTC)
- HC4U Service

The employee grievance handling mechanism and the HC4U service are managed internally, while the Whistleblowing System is administered by an external party. Further information on these reporting channels is available on page 328.

Each report received is processed in accordance with established handling procedures, involving the HC Engagement & Outsource Management Group, Senior Investigator (SIV) / Regional Business Control (RBC), and the relevant Head of Work Unit. To ensure the comfort and safety of reporters, Bank Mandiri provides professionally trained companions in Psychological First Aid (PFA) to assist victims throughout the reporting process, provide protection, and support psychological recovery.

In the event of alleged or confirmed human rights violations, Bank Mandiri implements an effective and accountable remediation process aimed at restoring the adverse impacts experienced by affected parties. Remediation is carried out through measures that ensure fair, transparent, and responsible recovery. The forms of remediation provided include, but are not limited to, the following:

- Fair, objective, and transparent investigations to accurately establish facts and responsibilities.
- Protection for victims, witnesses, and reporters, including the enforcement of non-retaliation safeguards.
- Recovery and rehabilitation measures, including legal support, psychological counseling, or other necessary assistance.
- Financial and/or non-financial compensation, where required, to address losses or restore the condition of affected parties.
- Formal apologies or other forms of restitution as part of proportionate recovery measures.
- Implementation of administrative sanctions or corrective actions against perpetrators in accordance with internal policies and applicable laws and regulations.
- Guarantees of non-repetition through policy improvements, strengthened procedures, or enhanced oversight to prevent similar incidents in the future.

Bank Mandiri imposes strict sanctions on individuals proven to have engaged in discrimination, bullying, violence, or harassment in the workplace. Sanctions are applied in

accordance with the Collective Labor Agreement, Human Resources Standard Procedures, and Employee Disciplinary Regulations, which include the following: [\[GRI 3-3\]](#)

- Engaging in conduct that violates moral or ethical norms, including immoral acts, whether inside or outside the Bank, may result in termination of employment.
- Failure to demonstrate mutual respect among employees may result in sanctions up to a second written warning.
- Abusive or arbitrary behavior toward other employees may result in sanctions up to a final and severe written warning.
- Violations of work rules or procedures may result in sanctions up to termination of employment.

Diversity, Equity, and Inclusion at Bank Mandiri [GRI 406-1] [OJK F.18]

Building a workplace that values every individual is a key priority for Bank Mandiri. Diversity, equity, and inclusion are embedded as foundational elements of the Bank's corporate culture to ensure that all employees are able to grow and perform without barriers. By respecting differences in backgrounds and perspectives, diversity is recognized as a driver of innovation and creativity. Equity is upheld through fair and equal opportunities for all employees, while inclusion ensures that everyone can contribute their best in a respectful and supportive work environment.

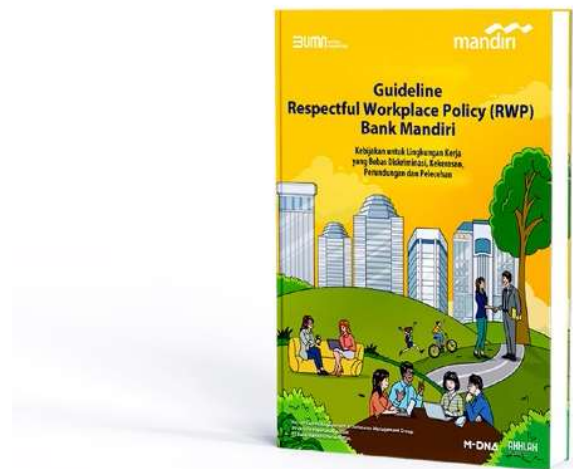
To ensure consistent implementation, Bank Mandiri conducts regular diversity monitoring using a data-driven approach to assess representation across gender, age, and other background dimensions. The results are used to identify areas for improvement, develop more inclusive strategies, and measure progress in implementing diversity policies across the organization. One outcome of these efforts is that female employees accounted for 52.38% of the total workforce, with women in managerial positions reaching 45.78% in 2025. In addition, the representation of other groups, including employees with disabilities, continues to increase in line with the implementation of inclusive recruitment programs. In 2024, the number of employees with disabilities totaled 91, increasing to 94 employees in 2025.

In line with this data-driven approach, Bank Mandiri has established quantitative targets for human capital development to enhance the representation of women at leadership levels. The Company targets that by 2030, the proportion of women in Top Management (BOD-1) will reach 27%, while representation at the Middle Management level (BOD-2) will exceed 30%. As of the end of 2025, the realization of women's representation stood at 26.5% in Top Management and 31.7% in Middle Management, reflecting consistent progress toward the established targets.

Bank Mandiri does not tolerate any form of harassment, whether sexual or non-sexual or discrimination by any party in the workplace or in work-related activities. This commitment is formalized in the Respectful Workplace Policy (RWP), which aims to safeguard the dignity and rights of every individual, promote mutual respect, and ensure a work environment free from discrimination, bullying, harassment, and physical or psychological violence. Through the RWP, Bank Mandiri seeks to foster a harmonious, inclusive, conducive, and productive workplace, support business sustainability, and uphold Human Rights in pursuit of a zero-harassment work environment. [GRI 3-3]

Responsibility for workplace diversity and inclusion is held by the Director of Human Capital & Compliance and all Heads of Units, who ensure implementation. These policies apply to all Bank Mandiri operations, including employees, external partners acting for and on behalf of the Bank, as well as subsidiaries and related entities.

The implementation of the RWP is periodically overseen by the Board of Commissioners as part of its supervisory function, with oversight results reported on a semi-annual basis to the SOE Regulatory Authority. Through this integrated oversight mechanism, Bank Mandiri ensures the sustained and consistent application of its policies at all levels of the organization.



For an overview of the Respectful Workplace Policy (RWP), please visit: <https://www.bankmandiri.co.id/en/esg-policies>

Training and Guidance Regarding Diversity [GRI 404-2] [OJK F.22]

In 2025, structured awareness and training programs for all employees (100%) include both permanent and contract employees on the prevention of discrimination, violence, bullying, and harassment in the workplace have been provided, while promoting diversity, equality, and inclusion. These programs are delivered through various learning methods, including in-class socialization sessions within employee development programs (Officer Development Program and Staff Development Program), digital campaigns via the Mandiri CLICK platform, and the integration of relevant materials into industrial relations and human capital development forums, including the Industrial Relations Awareness Forum (IRAF).

These awareness and training initiatives aim to enhance employee understanding and awareness of the importance of fostering a safe, inclusive, and respectful work environment, in line with the Respectful Workplace Policy (RWP) and Bank Mandiri's corporate culture values. The training materials cover various forms of discrimination and workplace violence, the

prevention of bullying and harassment, available reporting mechanisms, and the active role of employees and leaders in maintaining an ethical and integrity-driven workplace climate. Through these programs, a workplace culture that upholds equality, dignity, and mutual respect, while strengthening early-prevention efforts against potential violations in the workplace is fostered. The initiatives also form part of the industrial relations governance and a sustainable human capital management system, aimed at supporting employee productivity and safeguarding Bank Mandiri's reputation as an institution grounded in ethical values and social responsibility.

In 2025, a total of 12 incident reports related to the RWP, including cases of violence and harassment, were received through the Whistleblowing System (WBS) reporting channels. All reports were followed up in accordance with applicable standards and procedures, including the implementation of corrective and/or disciplinary actions, and all cases were resolved. [GRI 406-1] [IDX S-07]

Commitment to Freedom of Association and Collective Bargaining

All employees have the right to form, join, and participate in labor unions in accordance with applicable laws and regulations. This refers to Law No. 21 of 2000 on Trade Unions/Labor Unions, implemented under Article 9 paragraph (2) of the Collective Labor Agreement (CLA) for the 2023–2025 period. The article states that "every employee has the right to become a member of the Employees' Union by submitting a written application, and therefore the Bank is not permitted to prohibit any employee from becoming or not becoming a member of the Employees' Union." This commitment is further reinforced by other provisions stipulating that Bank Mandiri guarantees the absence of intimidation and discrimination against Employees' Union officials and members.

Bank Mandiri recognizes the Bank Mandiri Employees Union (SPBM) as a legitimate organization registered with the relevant labor authorities. In accordance with prevailing labor regulations, Bank Mandiri, together with SPBM, regularly convenes the Bipartite Cooperation Institution (LKS Bipartite) forum.

The LKS Bipartite forum serves as an effective and strategic platform for dialogue to discuss various industrial relations issues, communicate updates on corporate policies, and regularly engage with workers' representatives on working conditions, while encouraging constructive discussions between management and employees. Through this forum, Bank Mandiri fosters a conducive work climate, maintains a balanced fulfillment of rights and obligations, and supports sustainable improvements in employee productivity and welfare, in line with the Company's vision and mission.

The Bank Mandiri Employees Union is provided with the necessary facilities, including the provision of dedicated office space equipped with adequate facilities and infrastructure, utilities assistance, and operational support in carrying out its functions. This policy is aligned with international principles as stipulated by the International Labour Organization (ILO) Convention No. 87 on Freedom of Association and Convention No. 98 on the Right to Organize and Collective Bargaining.

Bank Mandiri respects the right of every employee to participate in the formulation of the Collective Labor Agreement (CLA), which governs working conditions, including the rights and obligations of the parties, as well as employee remuneration and welfare. The preparation of the Collective Labor Agreement is conducted through a negotiation process involving the Bank Mandiri Employees Union (SPBM), which currently represents 13,146 members. Bank Mandiri also ensures that the negotiation process is inclusive, and free from discrimination or intimidation toward participating employees. The negotiations are conducted transparently and involve employee representatives from all Bank Mandiri operational regions. [GRI 2-30]

As of 2025, 100% of Bank Mandiri's employees are covered by the CLA, which governs provisions related to wages, working hours, and employee welfare. The CLA applies to all employees, both permanent and contract-based, and was renewed for the 2023–2025 period. In accordance with the CLA and Law No. 13 of 2003 on Manpower, Bank Mandiri is also committed to prohibiting the use of child labor and forced labor throughout its business value chain. Bank Mandiri ensures that all operational activities and business partners comply with these provisions as part of its corporate social responsibility. [GRI 408-1, GRI 409-1] [OJK F.19] [GRI G4 FS1]

To maintain a fair and inclusive work environment, Bank Mandiri provides an internal grievance system that enables employees to report violations of freedom of association or acts of intimidation in an anonymous and secure manner. Every report is treated seriously and handled by the Human Capital Engagement & Outsource Management Group Industrial Relations Department.

Formal Talent Pipeline Development Strategy

Talent development is essential to preparing future leaders. Diversity and equity form the core principles of Bank Mandiri's recruitment processes, with a focus on candidates' capabilities, skills, and experience. Bank Mandiri supports a diverse workforce through inclusive policies, training programs that strengthen awareness of diversity, and the cultivation of a work culture that respects differences and encourages collaboration among individuals.

Bank Mandiri ensures that selection processes are conducted without regard to race, gender, religion, marital status, or disability. Through these recruitment practices and engagement programs, Bank Mandiri implements concrete initiatives to recruit diverse talent, encompassing candidates from different educational backgrounds, disciplines, communities, and regions. This approach reflects the Company's commitment to building an inclusive workforce that represents the diversity of society. These policies are aligned with applicable labor regulations, including Law No. 13 of 2003 as amended by Law No. 6 of 2023 and Government Regulation No. 35 of 2021. In addition, the compensation provided exceeds minimum legal requirements, including severance pay and long-service awards that are higher than those stipulated under prevailing labor laws. [GRI 3-3]

Bank Mandiri has adopted an approach that supports the representation of local communities in senior management at significant operating locations. In 2025, 100% of Bank Mandiri's senior management comprised individuals from local communities, with senior management defined as BOD-1 and significant operating locations referring to the Bank's primary operating area, Indonesia. Bank Mandiri believes that the involvement of local communities in managerial positions enriches the Company's strategic perspectives, creates positive impacts within communities, and reflects the diversity present in its workforce. [GRI 202-2]

In addition, Bank Mandiri continuously updates its talent recruitment programs to ensure alignment with the Bank's strategic priorities. To accurately determine hiring requirements, Bank Mandiri conducts workforce planning by forecasting hiring needs through an analysis of upcoming retirements, changes in business and operational strategies, and estimated employee turnover.



Workforce Planning (Forecast of Hiring Needs) in 2025

Employee Baseline in 2024:

38,874 employees

Estimated Employee Exits in 2025:

Retirement:

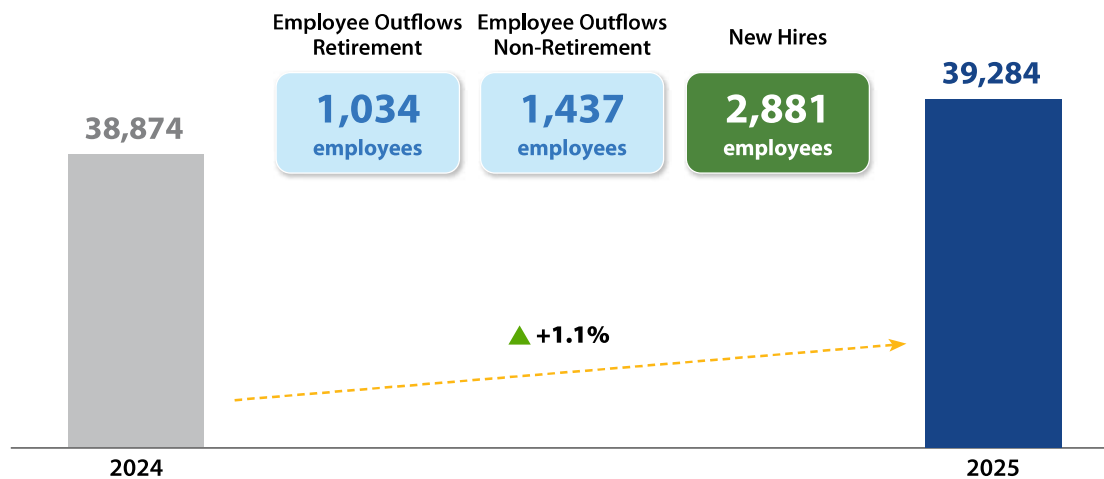
1,034 employees

Non-retirement:

1,437 employees

Estimated New Hires for 2025:

- Selective replacement with a focus on strengthening revenue-generating functions in the Wholesale and Retail segments, as well as enhancing Digital and Data Protection functions, with an estimated total of 2,881 new employees.
- The estimated total number of employees at year-end 2025 is projected to reach 39,284 employees, representing year-on-year growth of 1.1%.



The Bank Mandiri talent attraction process is a strategic collaboration with selected target universities to attract top talent who not only meet technical qualifications but are also aligned with the Company's values and culture. This is aimed at high-potential students and fresh graduates, with the objective of preparing them to become future leaders at Bank Mandiri.

Currently, Bank Mandiri has established partnerships with leading universities, including Universitas Indonesia, Universitas Gadjah Mada, Universitas Brawijaya, Universitas Padjadjaran, Institut Teknologi Bandung, Institut Teknologi Sepuluh Nopember, Telkom University, Universitas Bina Nusantara, as well as other universities that meet the Bank's criteria.

The following are three key programs that form part of the talent attraction process:



Talent Hunt

A program designed to build strong relationships and mutually beneficial collaboration with selected universities. Its objective is to identify and recruit high-potential candidates, particularly final-year students and fresh graduates, who are ready to enter the workforce and adapt to the Company's culture.



Visit Mandiri

An engagement initiative with selected universities and communities, such as Ikatan Abang None Jakarta, aimed at introducing Bank Mandiri to students through company visit activities. This initiative seeks to build awareness of the Company and encourage students to consider Bank Mandiri as a career destination from an early stage.



My Digital Academy

A talent acceleration program focused on enhancing engagement and early recruitment of final-year students and fresh graduates from leading universities in Indonesia through IT and Business tracks aligned with Bank Mandiri's strategic needs. The program is delivered through experiential learning, including intensive bootcamps and hands-on work experience in strategic units, to equip participants with end-to-end business process understanding, digital and analytics capabilities, and experience in handling real projects. Through a targeted sourcing approach, this program serves as a key talent pipeline in preparing a future-ready workforce to support Bank Mandiri's transformation and organizational needs.

New Talent Pool in 2025

Talent Hunt

81 candidates

Visit Mandiri

4 candidates

My Digital Academy

160 candidates

To meet business needs and support talent development, a range of recruitment programs that not only focus on fulfilling hiring requirements but also aim to develop the potential of each individual within the Company are as follows.



Officer Development Program (ODP)

Recruitment of future leaders from fresh graduates in collaboration with universities in Indonesia, or candidates with less than four years of work experience.

As of the end of 2025, this program has successfully recruited

645 employees

Consisting of:

286
Female employees

359
Male employees

Implementing Unit

A recruitment program for fresh graduates as well as individuals with a minimum of two years of work experience, specifically designed to fill clerical positions.

As of the end of 2025, this program has successfully recruited

750 employees

Consisting of:

500
Female employees

250
Male employees

Regional Future Leaders Program (CPDK)

A program that supports local talent from special regions through targeted recruitment and talent development. CPDK employees undergo intensive coaching and training, including in-class sessions and on-the-job training, to gain an understanding of operational standards and business processes.

As of the end of 2025, this program has selected

63 employees

Consisting of:

40
Female employees

23
Male employees

Experienced Hire

A recruitment program for experienced professionals with more than three years of work experience, specifically aimed at fulfilling positions or segments with specific talent needs.

As of the end of 2025, this program has successfully recruited

98 employees

Consisting of:

27
Female employees

71
Male employees

To support the recruitment and selection process for prospective employees, Bank Mandiri utilizes a digital recruitment platform that enables candidates to submit job applications online. The platform functions as an Applicant Tracking System (ATS), facilitating integrated management of the recruitment process, from application intake and monitoring of selection stages to candidate screening in accordance with position requirements and qualifications.

Since 2023, Bank Mandiri has partnered with Talentsics as the provider of its Applicant Tracking System (ATS), which is used in recruitment processes at both the Head Office and regional offices to enhance efficiency, transparency, and the overall quality of recruitment.

Rekrutmen Pegawai Difabel



As part of its commitment to inclusion, Bank Mandiri gives special attention to employees with disabilities by ensuring equal opportunities throughout the recruitment process. This is carried out independently by each work unit, coordinated by the Human Capital Unit and supported through collaboration with third parties such as the Indonesian Human Capital Forum (Forum Human Capital Indonesia). Positions open to employees with disabilities include contact center service staff, back-office staff, human capital and risk management roles, information technology staff, and administrative staff across several Bank Mandiri regional offices.

Mandiri Contact Center also provides opportunities for candidates with disabilities to join the Kriya Mandiri Program. Bank Mandiri provides disability-friendly infrastructure, including ramps, accessible restrooms, and adaptive technology tools to meet specific needs. Through these efforts, Bank Mandiri ensures that every individual, regardless of background or physical condition, has equal opportunities to learn, grow, and make meaningful contributions.

As of 2025, 36 employees are persons with disabilities, of whom 14 were recruited through the Kriya Program.

Diversity Composition

Bank Mandiri continues to strengthen diversity across its workplace, with a particular focus on increasing gender representation as part of the Company's commitment to inclusion and equity. In 2025, Bank Mandiri employed a total of 38,732 employees, comprising 18,444 male employees and 20,288 female employees. In addition, there were a total of 32,584 non-employee workers in 2025, including outsourced personnel in administrative services, office support, drivers,

security, sales, collection, and IT support roles. All information related to Bank Mandiri's workforce is collected and managed through the SAP eHCMS and SPARK Systems by the Human Capital Services Group Division and the HC Engagement & Outsource Management Group. Further details on employee diversity composition are presented in the Sustainability Performance Data section. [\(GRI 2-7, 2-8\)](#)

Support for Female Employees

Bank Mandiri ensures equal opportunities for all employees, regardless of gender. Female employees are provided with the same access as male employees to develop their skills

and contribute professionally. In 2025, the number of female employees reached 20,180, representing 52% of the total workforce.



Total Female Employees

52%

45.78%

Female employees across all management levels (including junior, middle, and top management)

46.60%

Female employees at junior management level

25.33%

Female employees at top management level

48.28%

Female employees in revenue-generating functions

45.52%

Female employees in STEM-related positions (Science, Technology, Engineering, and Mathematics)



Srikandi Mandiri

As part of its efforts to create an inclusive and supportive workplace for women, Bank Mandiri operates the Srikandi Mandiri Program, which aims to foster a respectful and inclusive work environment while supporting the well-being and contributions of women to society. To achieve these objectives, Srikandi Mandiri is guided by four main missions:

1. Enhancing the holistic well-being of female employees at Bank Mandiri.
2. Creating collaborative platforms to develop shared solutions.
3. Encouraging the development and leadership of female employees.
4. Delivering social and economic impact for women.

Foster Well-Being

Srikandi Mandiri carries out various initiatives organized under four main streams, as follows:

1. Physical and mental well-being, which includes the promotion of healthy lifestyles and teleconsultation services for physical and mental health.
2. Financial and social well-being, which includes financial consultation programs, financial management seminars, and the Respectful Workplace Program to foster a safe and inclusive work environment.

Connect Women in Circle Srikandi

Bank Mandiri creates discussion spaces for female employees to share aspirations, seek joint solutions, exchange inspiring stories, and share experiences. This initiative aims to build a supportive community that encourages collective growth.

Lead to The Future

Through various skills development and training programs, Srikandi Mandiri enhances the competencies of female employees, particularly in digital skills and leadership, to prepare them for future challenges.

Give Back to Society

As a form of social contribution, Srikandi Mandiri encourages female employees to create social and economic impact for surrounding communities, both through community empowerment programs and other social initiatives.

In an effort to create a safer and more supportive workplace for female employees, Bank Mandiri implements various programs focused on enhancing well-being and protecting their rights. One of the key initiatives is the Respectful Workplace Policy campaign, which strengthens awareness of the importance of mutual respect across all levels of the organization. Through internal communication channels and social media, the campaign messages are widely disseminated to ensure they reach all employees.

In addition, Bank Mandiri provides counseling services in collaboration with professional psychologists, offering support to female employees in addressing emotional and mental challenges, and helping them maintain a healthier and more productive work-life balance.

Competitive Compensation

Bank Mandiri places employee well-being and productivity as key priorities. The remuneration system, therefore, is designed to be fair and transparent through a performance-based approach. Compensation is determined based on individual performance (merit-based increases), job-related risks, and position classification, while ensuring that all processes are free from the risk of gender discrimination.

Bank Mandiri ensures that all employees receive compensation in accordance with applicable laws and regulations, including the Regional Minimum Wage (UMR) in each operational area, as well as additional cost-of-living allowances in certain regions.

[GRI 3-3]

The standard wage for entry-level employees at Bank Mandiri is 73% higher than the average Provincial Minimum Wage (UMP) across Indonesia and is applied consistently across all of the Company's operational areas. For reporting purposes, Bank Mandiri's significant locations of operation refer to the Company's operational activities in Indonesia, with a standard wage ratio between male and female employees of 1:1. In addition, the average monthly entry-level wage at Bank Mandiri is recorded at 5.6 times higher than the estimated decent living cost in Indonesia as published by Statistics Indonesia (BPS). Through this approach, the Company ensures adequate wages above cost of living estimates or benchmarks, reflecting remuneration practices that consider employees' living standards without gender-based pay disparities, while also supporting competitive compensation to attract top talent and enhance employee engagement. [GRI 3-3, 202-1, 405-2] [OJK F.20]

Each year, Bank Mandiri participates in the Annual Salary Survey for the Banking Industry conducted by the independent institution Willis Towers Watson. In addition to serving as a reference for formulating remuneration policies, the survey is used to routinely monitor the gender pay gap to achieve equal remuneration for men and women, as well as to ensure the application of the principle of equal pay for work of equal value. This monitoring is carried out through an annual evaluation of salary structures, remuneration composition, and wage increase levels across positions and job grades.

All banks classified under Core Capital-Based Bank Group IV, members of State-Owned Banks Association, as well as the majority of private banks in Indonesia participate in the survey, the results of which include inflation projections, the latest minimum wage data, and other relevant information used as benchmarks in evaluating and determining Bank Mandiri's salary structure.

As part of its implementation, Bank Mandiri has established a remuneration structure comprising various components. In addition to fulfilling compensation requirements in accordance with applicable laws and regulations, Bank Mandiri also provides additional compensation to support employee welfare. This policy applies to all employees, including permanent and contract employees, across both officer and non-officer levels. The detailed composition of the remuneration is presented in the following table.

Types of Rewards	In accordance with applicable laws and regulations	Officer	Non-Officer
Salary	✓	✓	✓
BPJS Employment	✓	✓	✓
BPJS Health	✓	✓	✓
BMRI Pension Fund	✓	✓	✓
Overtime Compensation	✓	✓	✓
Religious Holiday Allowance	✓	✓	✓
Employee Leave & Permission	✓	✓	✓
Annual Leave Allowance		✓	✓
Long Leave Compensation		✓	✓
Tax Allowance		✓	✓

Types of Rewards	In accordance with applicable laws and regulations	Officer	Non-Officer
BM Retirement Health		✓	✓
Health Insurance & Life Insurance		✓	✓
Jubilee (Years of Service Award)		✓	✓
Relocation		✓	✓
Business Trip		✓	✓

In addition, Bank Mandiri provides rewards to certain employees based on established eligibility criteria, including those related to position, authority, and performance. Bank Mandiri also implements a variable performance bonus scheme for all employees at both officer and non-officer levels, covering both sales and non-sales functions. This scheme is awarded based on

the performance of individual employees, work units, and the Company as a whole, as a form of recognition for employees' contributions and to encourage continuous improvement in productivity and overall performance. The details of rewards provided are presented in the following table.

Types of Rewards for Certain Employees	In accordance with applicable laws and regulations	Officer	Non-Officer
Bonus		✓	✓
Home Loan		✓	✓
Vehicle Loan		✓	✓
Emergency Loan		✓	✓
Vehicle Ownership Facility		✓	✓
Vehicle Operational Assistance		✓	✓
Location & Rotation Allowance		✓	✓
Mission Critical Role Allowance		✓	✗
Teller Allowance		✗	✓
Appearance Allowance		✓	✓
Special Authority Allowance		✗	✓
Long Term Incentive		✓	✗
Official Residence		✓	✗*
Official Residence Allowance		✓	✗*
Utilities Cost Reimbursement		✓	✗
Mobile Phone Facility		✓	✗
Mobile Phone Credit Facility		✓	✓
Natural Disaster Assistance		✓	✓

*Non-officer employees are recruited locally at their respective work locations; therefore, they do not require official residence facilities, as there is no need for relocation.

Bank Mandiri's salary structure matrix is based on job grades, salary positioning relative to the market, and performance levels reflecting the results of annual performance evaluations. Throughout these processes, Bank Mandiri does not engage in discrimination based on gender, disability, or age. In line with meritocracy principles, Bank Mandiri also ensures equal

opportunities for career development for all employees through the implementation of merit-based increases tied to performance. In 2025, approximately 27% of Bank Mandiri's total workforce, equivalent to 10,432 employees received job promotions.

Regular Performance Assessment and Feedback Process [GRI 404-3]

Bank Mandiri implements a performance assessment system designed to mitigate the risk of discrimination by conducting evaluations not only based on assessments from the direct supervisor (Employee Manager/EM), but also from the Employee Manager Manager (EMM), complemented by a 360-degree assessment that includes evaluations from direct supervisors (EM), peers, and subordinates, as well as attitude assessments. The indicators also cover aspects closely linked to KPIs and Attitude (Core Values and Core Behaviors), with descriptions that are free from gender-based discrimination. [GRI 3-3]

Mitigation measures have been implemented to ensure that there are no pay gaps between male and female employees in positions with the same roles and responsibilities. Although no wage disparities have been identified, Bank Mandiri continues to conduct periodic evaluations to ensure that pay equity is maintained. In addition, the Bank continues to strengthen female representation in managerial positions as part of its commitment to diversity and inclusion. [GRI 3-3]

Type of Evaluation	Method	Frequency
Individual Performance	Individual KPIs	Twice a year (Mid-Year Review and Year-End Performance Review)
Unit-Based Performance	Unit KPIs	Twice a year (Mid-Year Review and Year-End Review)
Management by Objectives (MBO)	Goal Setting	Twice a year (Mid-Year Review and Year-End Review), with development dialogues conducted throughout the year as needed
360-Degree Feedback System	360-Degree Survey	Once a year
Continuous Feedback	Development Dialogue	Throughout the performance year



In 2025, 100% of employees participated in the performance appraisal process, which included performance reviews, goal setting, and evaluations conducted through established mechanisms. This process was designed to support performance development, target achievement, and career development initiatives, ensuring that each employee received constructive feedback to optimize their potential on an ongoing basis. The performance appraisal covered all eligible employees, both male and female, across all job levels and was conducted in accordance with applicable policies and procedures. [GRI 404-3]

Facilities and Benefits Provided to Employees

Bank Mandiri provides a range of non-salary benefits and welfare programs to support work-life balance for all employees, including both permanent and contract employees across all operational areas, including support related to childbirth and childcare, with the aim of improving employee quality of life and strengthening talent management. In addition, through

the provision of various employee welfare benefits that complement statutory protections, Bank Mandiri expands social protection coverage for workers beyond public programs, while continuing to comply with all applicable labor laws and regulations to safeguard employees' fundamental rights and promote a fair and inclusive workplace.

Summary of Non-Salary Benefit [GRI 401-2]

Benefit Category	Program / Benefit	Description / Coverage	Permanent Employees	Contract Employees
Insurance	Life Insurance	<ul style="list-style-type: none"> Social Security Administering Body for Employment (BPJS Ketenagakerjaan) - Social Security Administering Body for Health (BPJS Kesehatan) 	Yes	Yes
	Health Insurance	<ul style="list-style-type: none"> BPJS Kesehatan Mandiri Inhealth* 	Yes	Yes
	Disability & Incapacity Coverage	<ul style="list-style-type: none"> BPJS Ketenagakerjaan BPJS Kesehatan Mandiri Inhealth* Provision of pension benefits for employees who pass away or whose employment is terminated due to permanent total disability. 	Yes	Yes
	Unemployment Protection	BPJS Ketenagakerjaan	Yes	Yes
Bereavement Compensation and Funeral Assistance	Bereavement Allowance	Bereavement benefits for deceased employees, condolence allowances for employees and families, and benefits for stillbirths*	Yes	Yes
	Funeral Assistance	Funeral or cremation transportation, ambulance services, and travel costs for employees and/or families when death occurs during duty*	Yes	Yes
Housing Support	Housing Allowance	<ul style="list-style-type: none"> Company-provided or company-paid housing* Home ownership programs with special benefits* 	Yes	Yes**

* Indicates benefits provided by Bank Mandiri that exceed regulatory requirements.

** In accordance with the terms of the agreement.

Benefit Category	Program / Benefit	Description / Coverage	Permanent Employees	Contract Employees
Medical Cost Support	Serious Illness Coverage	Financial support for medical expenses for employees and their families based on medical diagnoses classified as critical, chronic, or congenital illnesses, as well as conditions resulting from accidents that are potentially life-threatening or lead to permanent total disability.	Yes	Yes
	Medical Expense Reimbursement	Reimbursement of healthcare expenses for a period of one year following an employee's death, including maternity cost reimbursement for a surviving spouse who is pregnant.	Yes	Yes
Flexible Work Arrangements	Flexible Working Hours	Implementation of flexible working hours, subject to supervisor approval and adjusted to job functions and types of work*	Yes	Yes
	Work from Home	Work-from-home arrangements adjusted to the internal and external needs of each unit*	Yes	Yes
	Flexible Arrival & Departure	Permission to arrive late or leave early by up to four hours on the same day, which may be utilized up to three times per month*	Yes	Yes
Working Hours Management	Fair Working Hours System	<ul style="list-style-type: none"> Monitoring of maximum working hours of eight hours per day and 40 hours per week, with a one-hour rest break during working hours, supported by operational workplace measures, including switching off office lighting during break periods. Monitoring of working hours and overtime through an integrated attendance recording system, with a maximum limit of 78 hours per month. 	Yes	Yes
Customized Welfare System	Annual Leave	<ul style="list-style-type: none"> Annual leave ranging from 14 to 20 days or 2–3 weeks is provided based on the employee's corporate title, including block leave of five consecutive days as part of the annual leave entitlement. Monitoring and reminders of employees' annual leave through employee digital platform. Annual leave allowance* Long-service leave allowance* Hajj leave granted once during an employee's period of service, without reducing the employee's annual leave entitlement* 	Yes	Yes

* Indicates benefits provided by Bank Mandiri that exceed regulatory requirements.

Benefit Category	Program / Benefit	Description / Coverage	Permanent Employees	Contract Employees
	Health & Sports Initiatives	<ul style="list-style-type: none"> Annual health check-ups Provision of on-site health clinics and medical personnel (currently located at the Head Office) Provision of fitness centers (currently located at the Head Office) Healthy lifestyle programs through health seminars and education, as well as sports competitions 	Yes	Yes
	Employee Assistance Program	Online psychological counseling services	Yes	Yes
	Family Participation Activities	Family gathering activities for employees and their families	Yes	Yes
	Individual Capacity Development	Training and certification programs provided or funded by the Company to enhance job-related competencies*	Yes	Yes
Persalinan	Maternity Leave	<ul style="list-style-type: none"> Paid maternity leave for 3 months or 12 calendar weeks Provision of miscarriage leave of up to 45 days or 6 calendar weeks, with an extension of up to 3 months or 12 additional calendar weeks for special conditions based on medical recommendations. 	Yes	Yes
	Paternity Leave	<ul style="list-style-type: none"> Provision of paid paternity leave of five working days or one week, exceeding statutory requirements. Provision of leave of five working days or one week for employees accompanying their partners who experience a miscarriage. 	Yes	Yes
	Reproductive Health Leave	Provision of leave for a period of up to a minimum of one year, in accordance with applicable regulations, to undergo pregnancy programs or in vitro fertilization (IVF) treatment due to reproductive health conditions.	Yes	Yes
Childcare	On-Site Childcare Center	Full-day daycare services with early childhood education programs (currently located at the Head Office).	Yes	Yes
	Lactation Facilities	Lactation room facilities are available in every building.	Yes	Yes
Family Care	Family Care Leave	Provision of family care leave of at least three months for employees to care for family members experiencing physical or mental health conditions that require special assistance	Yes	Yes

* Indicates benefits provided by Bank Mandiri that exceed regulatory requirements.

Benefit Category	Program / Benefit	Description / Coverage	Permanent Employees	Contract Employees
Retirement Preparation	Retirement and Pre-Retirement Programs	<ul style="list-style-type: none"> • BPJS Ketenagakerjaan, • Bank Mandiri Pension Fund • Bank Mandiri Pension Insurance • Retirement preparation programs and health insurance for Bank Mandiri retirees • Retirement preparation programs* • Health insurance for Bank Mandiri retirees* 	Yes	Yes

* Indicates benefits provided by Bank Mandiri that exceed regulatory requirements.

Long-Term Incentive Program

The Employee Stock Ownership Program (ESOP) and Management Stock Ownership Program (MSOP) have been in place since 2015. These programs are offered to eligible employees and management who meet specified criteria, through a share grant mechanism with a defined vesting schedule.

Under the Management Stock Ownership Program (MSOP), shares are awarded as a Long-Term Incentive (LTI) for members of the Board of Directors and Non-Independent Commissioners. The program aims to encourage stronger future performance while recognizing contributions to sustaining and enhancing shareholder value over the long term. LTI awards are determined based on key performance indicators, including Total Shareholder Return, Return on Equity, and Non-Performing Loan ratios.

Meanwhile, the Employee Stock Ownership Program (ESOP) is designed to strengthen a sense of ownership while encouraging optimal and sustainable long-term performance. Shares under this program are granted to eligible employees based on defined criteria, including individual performance, talent classification, and professional track record.

From 2015 to 2025, Bank Mandiri distributed a total of 130,000,000 shares through the ESOP, with vesting periods ranging from three to five years. In 2026, Bank Mandiri plans to continue implementing a similar share ownership program for employees and management as part of its long-term reward and incentive strategy.



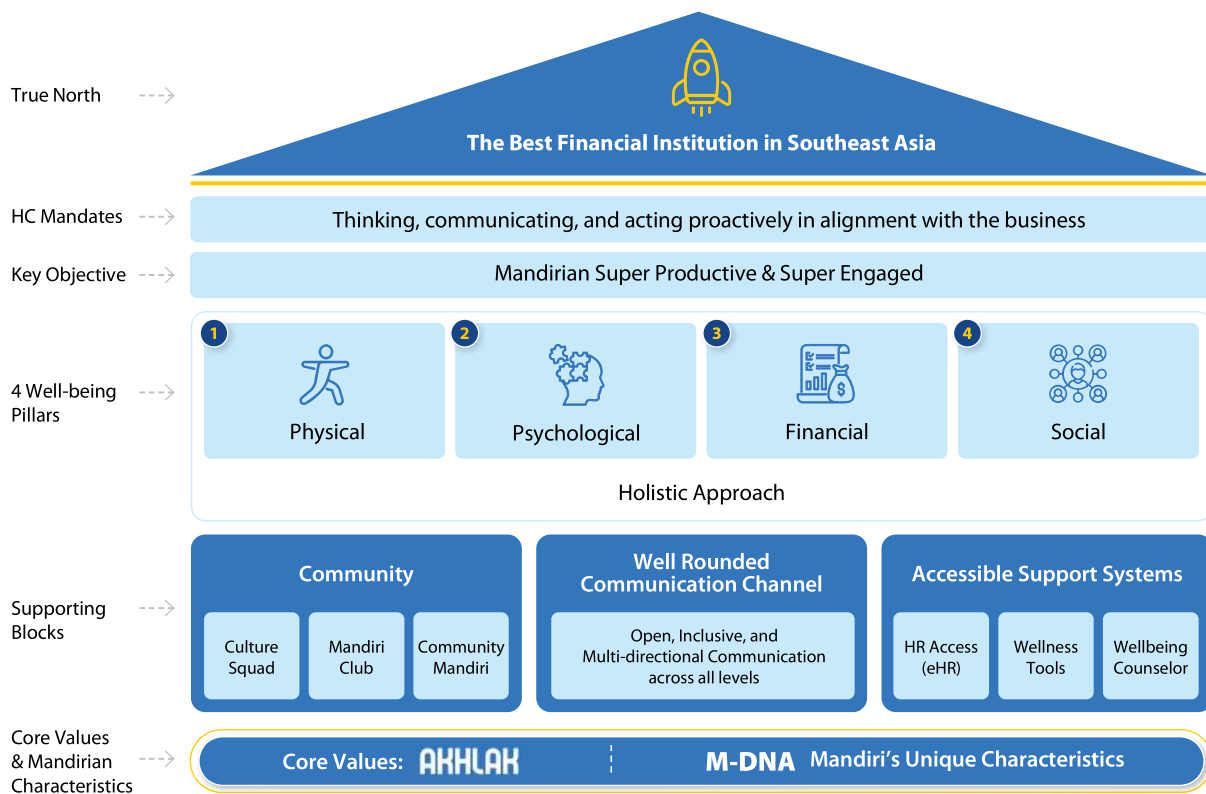
Support for Employee Well-Being

To safeguard employee well-being across both personal and professional dimensions, Bank Mandiri provides a comprehensive range of support initiatives designed to foster a safe, supportive, and productive working environment for all employees.

Employee Well-Being Programs

Bank Mandiri promotes work-life balance through well-being initiatives focused on creating a healthy, safe, and comfortable working environment. These programs enhance employee engagement while supporting individual and unit-level

performance. Designed as a holistic framework, the initiatives address employees' physical, psychological, financial, and social well-being in the workplace.



Physical Well-Being

Various sport & health initiatives are designed to promote a healthy, active, and balanced lifestyle for employees.

Annual Health Check-Ups

Every employee receives an annual medical examination that includes a comprehensive physical assessment, in accordance with applicable internal policies.

Regular Health Monitoring

Bank Mandiri operates an on-site health clinic at the Head Office, equipped with medical facilities and staffed by qualified healthcare professionals to support employee health needs.

On-Site Fitness Facilities

Employees may access the Mandiri Club fitness center at the Head Office to maintain physical fitness and overall well-being.

Mandiri PORSENI

Bank Mandiri organizes annual sports and arts competitions involving participation from all work units. In 2025, the Mandiri PORSENI Well-Being Program, themed "Bergerak Berdampak" ("Moving with Impact"), engaged 5,018 employees across various units, featuring 840 matches and competitions spanning 27 sports, arts, and spiritual activities.

Healthy Lifestyle Program

Bank Mandiri delivers an employee well-being program through healthy lifestyle competitions open to all employees nationwide. As a promotive and preventive initiative, the program encourages healthy living in the workplace, with employees and unit leaders serving as key drivers. It is supported by educational activities, including health seminars and structured sports programs.

Physical Health and Healthy Lifestyle Seminars

To further enhance physical well-being, these seminars for employees and their families are delivered both online and offline and feature qualified speakers in medicine, nutrition, and healthy lifestyle practices.

Bank Mandiri applies equal healthcare benefit coverage, allowing both male and female employees to extend health facilities to their spouses. Female employees may also extend healthcare coverage to their husbands and children.

Psychological Well-Being

Online psychological counseling services

Bank Mandiri provides psychological counseling services to support employees in workplace stress management, accessible through the health facilities provided by the Bank. Employees may schedule appointments via a dedicated 24-hour employee Contact Center, with online psychology counseling services available from Monday to Friday, 08:00–16:00 Western Indonesia Time (WIB), in accordance with applicable arrangements. In addition, Bank Mandiri conducts education and awareness programs on mental well-being, featuring qualified experts in the field.

Financial Well-Being

Retirement Transition Program

To ensure employee financial security after retirement, Bank Mandiri provides a range of pension programs in accordance with employment agreements. These are managed through the Employer Pension Fund (Dana Pensiun Pemberi Kerja/ DPPK) and include both a Defined Contribution Pension Program and a Defined Benefit Pension Program. In addition, Bank Mandiri supports the health needs of employees entering retirement through the Mandiri Health Care Cooperative, which offers assistance, benefits, and healthcare services funded through membership contributions of 2% from employees and 3% from Bank Mandiri. [\[GRI 3-3, 201-3\]](#)

Bank Mandiri is committed to supporting employees' well-being through dedicated transition programs designed to assist those approaching retirement. These include skills development and capacity-building training to help employees prepare for life after retirement. [\[GRI 3-3\]](#)

In 2025, Bank Mandiri delivered post-employment preparation programs through the following initiatives: [\[GRI 404-2\] \[OUK F.22\]](#)

<p>Pre-Retirement Planning</p> <p>A preparatory program designed to support employees in transitioning into retirement, covering financial planning, health management, post-retirement activity planning, and the development of business initiatives or other productive activities.</p>	<p>Reskilling (Upskilling)</p> <p>Provision of training facilities for employees who wish to remain economically active after retirement, through skills enhancement and the development of new competencies aligned with post-employment needs and opportunities.</p>	<p>Emotional Support and Counseling</p> <p>Provision of emotional support and counseling services to help employees manage mental well-being during the transition to post-retirement life, enabling a healthier and more sustainable adjustment process.</p>
<p>Number of Training Programs</p> <p>5</p> <p>Programs</p> 	<p>Total Training Hours</p> <p>21,812</p> <p>Hours</p> 	<p>Number of Participants</p> <p>1,089</p> <p>Participants</p> <p><small>Including permanent and contract employees</small></p> 

Employee Welfare Loan (KKP)

Bank Mandiri provides a credit facility to support employee financial well-being offering unsecured loans with preferential interest rates to meet various employee needs. The facility is available to all eligible employees to enhance their quality of life, including:

- Securing adequate housing, including home renovation or construction.
- Acquiring motor vehicles for transportation purposes.
- Meeting multipurpose needs, such as household expenses, education, emergency situations, and other personal requirements.

This facility takes into account employees' income levels and repayment capacity, ensuring that they and their families are able to maintain a decent standard of living.

Social Well-Being

Social and Community Activities

To support employee engagement and well-being, particularly in managing workplace stress, Bank Mandiri provides Employee Affinity Groups and employee communities that play an active role in fostering an inclusive and harmonious working environment.

Currently, Bank Mandiri supports a diverse range of communities, comprising 3 spirituality groups, 7 arts and cultural groups, 2 social groups, and 24 sports communities across 12 operational regions. These initiatives not only strengthen relationships among employees but also provide platforms for expressing shared interests and promoting a healthy work-life balance.

Family Participation Activities

To enhance employee engagement and provide recreational opportunities for employees and their families, Bank Mandiri organizes family gathering activities involving employees and their family members across Indonesia, in accordance with their respective work locations.

Childcare and Family Care Support

Bank Mandiri provides childcare facilities, including full daycare services at the Wisma Danantara, complemented by early childhood education programs designed to support children's physical, psychological, and motor development. In addition, Bank Mandiri provides breast-feeding and lactation facilities or benefits through the availability of dedicated lactation rooms, enabling nursing employees to provide breast milk in a safe and comfortable environment. Employees may also utilize carer's leave to care for immediate family members.

Paid parental leave for the primary caregiver and paid parental leave for the non-primary caregiver addresses various employee needs during childbirth and other family-related circumstances. For primary caregivers, Bank Mandiri provides maternity leave for 3 months or 12 calendar weeks, under the following provisions: [\[GRI 401-3\]](#)

- Granted for 1.5 (one and a half) months or 6 calendar weeks prior to childbirth (based on the assessment of an obstetrician or midwife) and 1.5 (one and a half) months or 6 calendar weeks after childbirth;



- Upon the employee's request, with spousal approval and supported by a medical certificate, maternity leave may be granted for 1 month or 4 calendar weeks prior to childbirth and 2 months or 8 calendar weeks after childbirth.

For supporting caregivers (non-primary caregivers), Bank Mandiri provides paternity leave for husbands to accompany their wives during childbirth for 5 working days or 1 week. This provision exceeds the requirements of the Mother and Child Welfare Law (UU KIA) enacted in 2024.

To support employees' emotional and physical well-being, Bank Mandiri also grants miscarriage leave of up to 45 days or 6 calendar weeks for female employees who experience a miscarriage, with a possible extension of up to 3 months or 12 calendar weeks for special conditions based on medical recommendations. In addition, Bank Mandiri provides leave of 5 working days or 1 week for employees who accompany a spouse experiencing a miscarriage, as a form of support during this challenging period. For employees participating in pregnancy programs or in vitro fertilization (IVF) due to reproductive health conditions, Bank Mandiri provides leave facilities for a period of up to a minimum of 1 year, in accordance with applicable provisions.

Furthermore, Bank Mandiri provides family care leave of at least 3 (three) months to enable employees to care for family members experiencing physical or mental health conditions that require special assistance.

Leave and Life Event Support

Each year, employees are entitled to annual leave in accordance with applicable laws and regulations. During the leave period, permanent employees continue to receive full remuneration and remain covered by social security protection. All employees may submit leave requests at any time through a digital platform, enabling a more efficient, transparent, and trackable application process.

In addition, Bank Mandiri regularly issues reminders to employees and their direct supervisors regarding remaining leave entitlements and planned leave schedules through its digital human resources platform. Employee leave utilization is evaluated on a quarterly basis to ensure the fulfillment of paid annual leave entitlements while encouraging timely and well-planned leave in accordance with operational needs. As a result, the annual leave utilization rate in 2025 reached 84.20%.

Bank Mandiri provides compensation in the form of an Annual Leave Allowance, which is paid annually, as well as a Long-Service Leave Allowance, which is granted periodically based on multiples of employees' years of service, in accordance with applicable provisions.

For employees performing the Hajj pilgrimage, Bank Mandiri grants Hajj leave 1 time during the employee's period of service. This is provided for the duration of the pilgrimage in accordance with the employee's departure and return dates and does not reduce the employee's annual leave entitlement.

In addition, Bank Mandiri provides unpaid leave for employees who are unable to attend work due to important and urgent personal matters, in accordance with applicable internal policies.

Bank Mandiri recognizes the importance of flexibility in employees' personal lives. Accordingly, the Bank offers various types of leave to accommodate both family-related and personal needs beyond parental leave. These include marriage leave, bereavement leave for the passing of a family member, leave to participate in religious ceremonies, and health-related leave, such as sick leave, leave for medical check-ups, or menstrual leave for female employees experiencing discomfort on the first or second day. Furthermore, Bank Mandiri provides personal leave for specific needs such as graduation ceremonies, leave granted based on written approval, as well as emergency situations such as natural disasters, accompanied by financial and non-financial assistance for affected employees.

Working Hours Arrangement

Bank Mandiri implements working hour arrangements in line with applicable laws and regulations and the principles of decent working hours to safeguard employees' health and well-being. Maximum working hours are set at 8 hours per day and 40 hours per week, with a 1 hour rest break between working hours, in accordance with labor regulations. Except in emergency or special circumstances, overtime work is not permitted, and forced labor is strictly prohibited.

To monitor working hours, including overtime management, the Company implements monitoring mechanisms through an integrated attendance recording system. All overtime must receive prior approval from the direct supervisor and is limited to no more than 3 hours per day and 14 hours per week, or a maximum of 78 hours per month, including overtime on public holidays, in accordance with employee level and applicable provisions. The Company ensures employees are paid for overtime work in accordance with prevailing laws and regulations. Regular evaluations are conducted to ensure that overtime levels do not adversely affect occupational health and safety.

Bank Mandiri offers flexible working hours and working-from-home arrangements applicable to all employees. Working hour planning is subject to managerial approval and takes into account job functions and roles. These arrangements prioritize the effective completion of duties, compliance with total working hour requirements, and the adequacy of staffing levels within the relevant work units, so as not to create additional workforce needs or increase the working hour burden of other employees. Employees participating in these arrangements continue to receive the same salary and benefits without any changes.

To further enhance employee convenience, Bank Mandiri allows employees to arrive late or leave early for up to 4 (four) hours on the same day, with a maximum frequency of three times per month.

Natural Disaster Assistance

Bank Mandiri provides special assistance to employees affected by natural disasters, such as earthquakes and floods. Assistance is provided in the event of a natural disaster that causes widespread damage in a particular area, disrupting or disabling vital functions, and/or when declared a national disaster by the government.

Assistance includes support to meet employees' basic needs for a specified period following the disaster, as well as aid for housing repairs or the replacement of damaged household furnishings. This assistance is provided to all affected personnel, including permanent and non-permanent employees, outsourced personnel, and interns.

Formal Grievance Reporting

Bank Mandiri has established formal mechanisms for employees to submit grievances related to human capital management and the implementation of industrial relations within the Company. The Bank provides multiple reporting channels to ensure that every complaint is handled in accordance with established procedures. Where violations are substantiated, appropriate sanctions are imposed in line with applicable policies.

The handling and resolution of all complaints or grievances at each level are completed within a maximum of 30 (thirty) calendar days and may be submitted either verbally or in writing, in accordance with the provisions set out in the CLA.

Bank Mandiri pays due attention to and seeks to resolve employees' grievances related to employment relations, working conditions, and employment matters through the following procedures:

- 1 First Level**
 - a. Employees' grievances are submitted to the direct supervisor.
 - b. Upon receiving the grievance, the direct supervisor and the employee shall promptly engage in deliberation to seek solutions and provide the necessary explanations, with the aim of resolving the grievance at this level.
 - c. At this stage, employee grievances may be submitted either verbally or in writing.

- 2 Second Level**
 - a. If the grievance cannot be resolved at the First Level, it is submitted in writing to the higher-level supervisor, namely the supervisor of the employee's direct supervisor.
 - b. At this stage, the grievance is addressed and resolved by the supervisor of the employee's direct supervisor in consultation with the concerned employee.

- 3 Third Level**
 - a. If the employee's grievance cannot be resolved at the Second Level, the matter is escalated and taken over by the relevant Group or Region.
 - b. At this stage, the grievance is resolved by the Group Head or Regional CEO responsible for the employee's work unit, with the knowledge of the HCEOM Group, which is informed through the fastest available means of communication.

- 4 Fourth Level**

At the Fourth Level, grievances are resolved in accordance with applicable laws and regulations, as follows:

 - a. If the grievance cannot be resolved up to the Third Level, the employee may request assistance from the Employee Union management to represent or accompany the employee in further resolution efforts.
 - b. If the issue/grievance cannot be resolved internally and escalates into an Industrial Relations Dispute, the resolution process is carried out in accordance with the prevailing laws and regulations governing the settlement of Industrial Relations Disputes.

HC4U Service

Bank Mandiri provides dedicated channels for employees to report grievances or issues related to work, personal matters, or family concerns. This service includes multiple reporting channels, such as a Call Center, Email, Walk-in Center, and Chat, enabling employees to submit reports easily while ensuring confidentiality. All reports are followed up by the unit responsible for the Engagement & Outsource Management function. In addition, Bank Mandiri has policies for assistance and counseling for victims of violations, including human rights violations, harassment, discrimination, violence, bullying, or other forms of misconduct. These services include psychological and financial counseling provided by professional third-party consultants.

Victims or reporters receive assistance from a senior employee or a qualified psychologist appointed by Bank Mandiri, who provides moral support, safeguards their rights, and assists throughout the handling, protection, and recovery processes.

Whistle Blowing System

Bank Mandiri has a Whistleblowing System that enables both employees (internal parties) and third parties (external parties) to report indications of misconduct. Reports may be submitted through the Whistleblowing System – Letter to CEO (WBS-LTC), which is accessible via the website, email, PO Box mail, as well as SMS/WhatsApp. All reports received are managed by an independent third party to ensure the confidentiality of the whistleblower's identity.

Employee Engagement

To ensure the quality of an inclusive and productive working environment, Bank Mandiri conducts an annual Employee Engagement Survey at the end of each year. This activity forms part of the Company's commitment to monitoring and evaluating employee well-being across all levels of the organization. Through the Employee Engagement Survey (EES), Bank Mandiri assesses various aspects that contribute to employee well-being and the overall employee experience, including engagement, job satisfaction, purpose and happiness at work, stress levels, and employee loyalty as measured by the Employee Net Promoter Score (eNPS), which reflects the extent to which employees would recommend Bank Mandiri as a place to work based on their experiences.

In 2025, Bank Mandiri's employee engagement score reached 90.48%, exceeding the target set, which was higher than 89.93% (referring to the 2024 Employee Engagement Survey score). This achievement was supported by a participation rate of 89.01% of the total number of employees, reflecting the high level of employee engagement in the survey process and a shared commitment to building a productive and sustainable work environment. The increase in the engagement score reflects

Bank Mandiri's efforts to enhance the employee experience. These efforts included actively listening to employee feedback, implementing measurable follow-up actions, and transparently communicating progress.

In addition, Bank Mandiri recognized and appreciated employee contributions, which formed an important foundation in building strong and sustainable employee engagement. The survey also plays an important role in fostering job satisfaction at Bank Mandiri. The success of this is reflected in the voluntary employee turnover rate of 3.53%, in 2025. This achievement demonstrates Bank Mandiri's ongoing commitment to employee retention and its ability to maintain positive retention levels compared with peers in the same industry. [\[GRI 401-1\]](#)

To maintain employee retention, Bank Mandiri has a range of strategic initiatives, including career development programs, competitive compensation, the provision of an inclusive work environment, and support for work-life balance. More comprehensive data on employee turnover at Bank Mandiri in 2025 is presented in the sustainability performance data table.

Occupational Health and Safety (OHS) [OJK F.21] [IDX S-11]

Occupational health and safety is fundamental in safeguarding the continuity and quality of Bank Mandiri's operations. The Company ensures that all activities are carried out in a safe, healthy, and comfortable environment for employees, customers, and all relevant stakeholders. Through a series of initiatives, Bank Mandiri is committed to minimizing workplace risks and maintaining operations that are protected from incidents.

To support this objective, the OHS management system is operated in accordance with applicable national standards and regulations, including:

- Law No. 1 of 1970 on Occupational Safety.
- Regulation of the Minister of Health of the Republic of Indonesia No. 48 of 2016 on Occupational Health and Safety Standards in Office Environments.

This implementation is fully supported by Building Management as the highest authority responsible for the execution of OHS policies. Through a structured approach, Building Management ensures that occupational health and safety standards are optimally applied across all work areas, including throughout the supply chain.

The Occupational Health and Safety Committee (P2K3) plays an active role in ensuring the effective implementation of OHS policies by facilitating ongoing consultation and participation from employees and their representatives. The P2K3 comprises representatives from both employees and company management, with the P2K3 Secretary serving as a certified general OHS expert. This committee is responsible for coordinating the implementation and monitoring of OHS programs across all work units. Its responsibilities include collecting and managing OHS-related data, submitting quarterly reports to the Manpower and Transmigration Office, and conducting health education and awareness campaigns.

To ensure comprehensive management of occupational health and safety, Bank Mandiri has established procedures to investigate work-related accidents, occupational health issues, occupational diseases, and other incidents. Each incident is handled through an internal reporting mechanism and followed up with an investigation process that includes information gathering at the incident site, obtaining statements from relevant parties and witnesses (if any), and systematically documenting the chronology of the incident.

Investigations are conducted by authorized teams, including the building emergency response team and relevant functions, to identify the root causes of the incident. The investigation results serve as the basis for determining corrective and preventive actions to minimize the risk of similar incidents in the future, as well as for evaluating and improving the implementation of occupational health and safety practices. All investigation processes are documented and reported in accordance with internal policies and applicable laws and regulations.

As part of routine monitoring, Bank Mandiri conducts periodic internal OHS inspections by the OHS Team. Routine inspections are carried out on a monthly basis, with a focus on fire protection systems, including the condition, adequacy, and functionality of safety equipment.

Meanwhile, inspections of building utility equipment and systems are conducted with the support of the Building Engineering Team, in accordance with their respective areas of expertise. Inspection results are documented and followed up through repairs or corrective actions if any non-conformities are identified, to ensure safe and reliable working conditions.

In addition to internal inspections, OHS verification is also carried out through inspections by independent external parties. Inspections of fire protection systems are conducted periodically by the local Fire Department through annual inspections.

Compliance oversight with OHS regulations is carried out by the Manpower Office through a routine P2K3 reporting mechanism submitted on a quarterly basis, as well as field inspections conducted in accordance with the regulator's authority. In addition, the Company conducts audits of the Occupational Health and Safety Management System (OHSMS) by authorized Occupational Health and Safety Service Providers (PJK3), the results of which are documented in an OHSMS certification. [GIR G4 FS9]

In 2025, the Company recorded no occupational accident cases. [IDX S-06]

Emergency Preparedness and Response

Safeguarding security and ensuring operational continuity are key priorities for Bank Mandiri. Accordingly, the Company not only implements an OHS management system but also develops a range of strategic measures to address potential emergency situations. This preparedness is strengthened through the

implementation of Business Continuity Management (BCM), which is designed to ensure business continuity, protect safety, and mitigate the impacts of disruptions or disasters. This approach is anchored in two main pillars, namely:

1 Preparedness

Bank Mandiri ensures operational readiness through the following measures:

- Risk and Threat Assessment (RTA): Identifying and managing risks at work unit locations to enhance resilience against disruptions or disasters.
- Business Impact Analysis (BIA): Assessing the criticality of work units, services, applications, and third parties in supporting operational continuity.
- Recovery Strategy: Designing systematic recovery procedures to minimize impacts on operations.
- Testing and Exercises: Conducting regular simulations and tests to ensure the effectiveness of recovery strategies.
- Emergency Response Readiness: Ensuring the readiness of emergency response equipment posts and the availability of shelters in the event of disruptions or disasters.
- Emergency Team Capability: Strengthening the capabilities of emergency response teams to enable fast and effective responses to disruptions or disasters.

To ensure maximum preparedness, Bank Mandiri routinely inspects the adequacy of supporting facilities such as first aid kits, portable fire extinguishers, hydrant systems, and sprinklers. In addition, other facilities, including emergency stairways and evacuation systems, are regularly maintained to ensure their functionality during emergency situations.

2 Incident Management

When incidents occur, Bank Mandiri adopts coordinated emergency response measures, which include:

- Crisis Management: Coordinating disaster response efforts and managing crisis communications effectively.
- Emergency Response: Conducting evacuation or isolation of employees, customers/visitors, and third parties in accordance with standardized procedures.
- Business Continuity: Implementing alternative strategies to ensure the continuity of operations.
- Disaster Recovery: Operating alternative systems to accelerate operational recovery.

These procedures are supported by Standard Operating Procedures (SOPs) and Technical Operational Guidelines designed in line with applicable standards and regulations. Through the implementation of a comprehensive framework covering Buildings, Equipment, Technology, Human Resources, and Third Parties (BETH3), Bank Mandiri ensures that operational preparedness is applied across all lines of operations, from the head office to the entire branch network.

Hazard Identification, Risk Assessment, and Determining Control (HIRADC)

Bank Mandiri enhances occupational health and safety through an approach that emphasizes comprehensive risk identification and assessment. Through the HIRADC process conducted via the Risk and Threat Assessment (RTA), evaluations are carried out across various locations, including key buildings and the Head Office.

This approach ensures that building management maintains appropriate control over potential disruptions or disasters, while also assessing the effectiveness of OHS policy implementation and its alignment with applicable standards. The results of the risk identification process and corresponding mitigation measures are presented in the following table.

Risk Category	Type of Risk	Risk Level	Mitigation	
Natural hazards and impacts of human actions (unintentional)	Earthquake	Medium to high	<ul style="list-style-type: none"> Ensuring building structural resilience through proper placement of items based on size and weight. Enhancing emergency team capabilities through training, evacuation drills, and periodic improvements to Emergency Response Team (ERT) communication procedures. Building security management procedures, including reorganization of unused items, updates to the Floor Warden structure, and the appointment of a Safety Manager. Emergency evacuation plans by installing clear evacuation signage, ensuring unobstructed evacuation routes, and inspecting the condition of assembly points. Maintenance of fire protection equipment, including inspection and replacement of portable fire extinguishers, testing of smoke detection systems, and periodic repair of equipment. Coordination with local fire departments to accelerate fire suppression efforts. 	
	Flood	Medium to high		
	Fire	Medium to high		
	Power failure (blackout)	Medium to high		Backup power supply managed through monitoring of transformer rooms, regular maintenance activities, and decommissioning of unused equipment.
	Mass unrest	Medium to high		<ul style="list-style-type: none"> Enhancement of office building security standard procedures during periods of unrest. Coordination with the Police and the Indonesian National Armed Forces (TNI) to secure assets and surrounding areas during unrest situations.
Technology disruption	Hardware failure	Medium to high	<ul style="list-style-type: none"> Server configurations have implemented High Availability (HA). Active-active server architecture deployed across two geographically separated locations. All applications that have gone live are required to have backup systems. Implementation of physical security controls, restricted access management, and secure areas, including multi-layered doors and access accompanied by authorized personnel. Continuous monitoring, installation of CCTV, deployment of perimeter security systems, and use of authentication technologies such as digital signatures. 	
	Server unresponsiveness (freeze)	Medium to high		
	Cyberattack	Medium to high		

As shown in the table, various mitigation measures have been formulated to reduce the existing risk levels. The primary focus of these efforts is to minimize potential risks to Bank Mandiri and to ensure employee safety by preventing any loss of life. In the event of incidents affecting employees, appropriate response and handling measures will be implemented.

To strengthen the comprehensive implementation of Occupational Health and Safety (OHS), Bank Mandiri has established OHS criteria as part of its procurement requirements, particularly for construction-related services. These requirements oblige vendors and business partners to comply with all applicable OHS laws and regulations, including the implementation of occupational safety procedures, the protection of the safety and health of all personnel involved in the execution of work, as well as the provision and use of personal protective equipment in accordance with prevailing industry standards and practices.

In addition, the procurement requirements include the obligation to provide employment social security coverage through participation in BPJS Ketenagakerjaan throughout the duration of the work. Vendors and business partners are also required to grant Bank Mandiri the right to conduct inspections of business activities and/or operations related to the execution of work, in order to ensure compliance with applicable laws and regulations. Through the implementation of these provisions, Bank Mandiri promotes synergy between internal and external parties in creating a safe, orderly, and responsible working environment, while continuously aligning its OHS policies with regulatory developments and evolving best practices.

Health and Employment Insurance

In addition to strategic measures to manage occupational health and safety (OHS) risks, Bank Mandiri's commitment to employee welfare is also reflected in the health and social protection benefits provided, including:

1. Health care coverage for Mandirian and their registered family members through the BPJS Kesehatan program, in accordance with government regulations.
2. Employment social security and social protection for Mandirian through the BPJS Ketenagakerjaan program.
3. Health care facilities provided in cooperation with Mandiri Inhealth, covering inpatient and outpatient care, maternity services, dental care, general health check-ups, eyewear benefits, and special health coverage for registered Mandirian and their family members.

To evaluate progress in reducing or preventing occupational health and safety risks, Bank Mandiri regularly implements OHS programs through a range of strategic initiatives, including:

1. Dissemination of emergency response information to employees, visitors, and the Building Emergency Response Team through paging messages, installation of evacuation posters, desktop wallpapers on employees' PCs, screening of procedural videos on internal media, safety briefings prior to events, and annual outreach programs conducted in coordination with local fire departments.
2. Training for the Building Emergency Response Team (Floor Wardens) and the Emergency Response Team (ERT). Training materials cover fire suppression, search and rescue (SAR), and responses to terrorist or bomb threats, and are conducted at least once a year.
3. Annual fire evacuation drills and simulations of other disasters, such as earthquakes, for building occupants to test emergency preparedness and evacuation duration. These exercises are attended by local fire departments and law enforcement authorities.
4. Ensuring rapid response and effective communication flow during emergency situations through Call Tree testing.
5. Testing the readiness of the Crisis Management Team in responding to emergency conditions and recovery efforts through tabletop testing.

4. Health insurance programs for Mandirian who have entered retirement.
5. On-site health clinic facilities available at work locations such as Wisma Danantara, Menara Mandiri, Wisma Mandiri, and Graha Mandiri.
6. Life protection in the form of life insurance for Mandirian and their registered family members, provided in cooperation with Mandiri Inhealth.

Bank Mandiri ensures an inclusive work environment and supports employee well-being by providing equal access to healthcare facilities for all workers, regardless of employment status. Both permanent and contract employees receive the same access to healthcare services, including coverage for



spouses who are entitled to equivalent benefits. These facilities are regularly communicated and can be accessed through the Mandiri CLICK channel in the form of digital booklets and

electronic banners. In addition, Bank Mandiri actively promotes health awareness through various media and interactive initiatives featuring trusted experts.

OHS Training in 2025 [GRI 404-2] [OJK F.22]

To enhance awareness and reduce occupational safety and health incidents in the workplace, Bank Mandiri conducted various OHS training programs for employees and other relevant parties. These training programs were designed to ensure that all participants understood safety procedures, the use of emergency equipment, and risk prevention measures in accordance with applicable OHS standards.

Training Name	Date of Implementation	Number of Employees
Fire Evacuation Drill at Wisma Danantara Building	May 22, 2025	1,200
Fire Evacuation Drill at Wisma Mandiri Building	July 22, 2025	2,900
Fire Evacuation Drill at Menara Mandiri Building	August 14, 2025	1,628
Fire Evacuation Drill at Sentra Mandiri Building	September 26, 2025	603
Fire Evacuation Drill at Mandiri Digital Tower	October 30, 2025	3,000
Firefighting Training at Mandiri Digital Tower	December 6, 2025	100

The fire safety training conducted included evacuation simulations and fire emergency response activities involving employees, building security personnel, and building management, supported by the local government fire department.



Achieving Sustainable Environmental Performance

Environmental Policy [OJK F.12]

Bank Mandiri is committed to reducing greenhouse gas (GHG) emissions and achieving carbon-neutral operations by 2030 under its Net Zero Emission (NZE) aspiration. This commitment is implemented through initiatives focused on energy efficiency, the adoption of renewable energy, and sustainable mobility strategies across all operational office buildings, supporting a transition toward more environmentally responsible operations.

To realize this commitment, Bank Mandiri has established an Environmental Policy as a strategic foundation for managing environmental impacts. The policy, which has been approved by the Board of Directors, ensures that sustainability principles are integrated into all operational processes and decision-making, thereby supporting the achievement of Bank Mandiri's long-term environmental targets.

Bank Mandiri Environmental Policy

Commitment to consult with stakeholders on environmental issues



As part of its commitment to consult with stakeholders on environmental issues, Bank Mandiri actively engaged in various dialogue forums and strategic discussions. One of its participations in 2025 was Bank Mandiri's involvement in the Focus Group Discussion on Sustainable Cities, Water Security: Financing Desalination and Water Infrastructure at the Indonesia International Sustainability Forum 2025.

Commitment to create environmental awareness across the organization



In 2025, Bank Mandiri enhanced environmental awareness through the strengthening of ESG awareness by engaging in cross-functional collaboration with the Human Capital Strategy and Talent Management Group, the Corporate Secretary Group, and the culture squad. These efforts were implemented through various channels, both direct and indirect, including socialization activities, teaching sessions in ODP and SDP classes, and workshops. Bank Mandiri also leveraged a range of internal media, such as Mandiri Magazine, posters and wallpapers on office desktop computers, WhatsApp blasts, videos, and podcasts, and implemented a mandatory ESG e-learning module as a compulsory learning program for all employees.

This enhancement of environmental awareness was further reinforced through initiatives such as the Reverse Vending Machine (RVM) and Waste Station, which encouraged active employee participation in protecting the environment from waste and pollution.

Commitment to implement an environmental management system



Bank Mandiri's environmental management implementation refers to the GREENSHIP standards established by the Green Building Council Indonesia (GBCI), in line with the Gold certification achieved by Bank Mandiri. The standards cover aspects such as appropriate land use, energy efficiency and conservation, water conservation, material resources and cycles, indoor health and comfort, as well as building environmental management.



Commitment to regularly monitor environmental performance



Bank Mandiri monitors energy, water, and paper consumption, as well as waste management and operational carbon footprint. These aspects are evaluated on a regular basis as a foundation for continuous improvement.

Commitment to regularly disclose environmental issues and performance



Environmental issues and performance are published on a monthly basis through the Sustainability Bulletin. Bank Mandiri also operates a Digital Carbon Tracking platform, which provides stakeholders with more accurate access to information on Bank Mandiri's operational carbon footprint. In addition, environmental performance is disclosed annually through the Sustainability Report.

Commitment to improve efficiency in the use of natural resources and energy



In 2025, Bank Mandiri successfully achieved a reduction in energy consumption of 433,406 GJ compared to the 2019 baseline.

Commitment to environmental protection



This commitment is reflected in the implementation of the Green Business Mindset, which ensures that office operations comply with environmental requirements, reduce pollution, and promote environmentally friendly practices throughout the value chain.

Commitment to reduce emissions, releases, and waste



In 2025, Bank Mandiri targeted a 26% reduction in operational carbon emissions compared to the baseline, with actual reductions reaching 32% through the implementation of energy efficiency measures, optimization of renewable energy utilization, and various other efficiency initiatives that support its commitment to achieving carbon neutral in operations by 2030. In addition, to reduce releases and waste, Bank Mandiri strengthens its waste management practices through collaboration with third parties in recycling activities and the provision of Waste Stations. [\[GRI 306-2\]](#)

To achieve its carbon-neutral operational target by 2030, Bank Mandiri has developed medium and long-term strategies focused on three key initiatives:



Green Business Mindset



Measurement and monitoring of operational carbon emissions



Carbon neutrality initiatives through energy efficiency and carbon offsetting

Green Business Mindset

Active engagement of all employees is a key factor in driving environmentally friendly operational transformation and ensuring the integration of sustainability principles across all business processes. By fostering a green business mindset, Bank Mandiri aims to transform the mindset and behavior of employees at all levels, from operational staff to management towards more sustainable business practices.

To support an environmentally friendly workplace culture, Bank Mandiri encourages employees to prioritize the digitalization of work processes through the optimization of digital infrastructure, such as the use of Microsoft Teams for cross-unit document preparation and hybrid coordination. Bank Mandiri also promotes the organization of events across all units by prioritizing the use of environmentally friendly materials and products that support community empowerment, including

reducing the use of single-use plastics and paper, implementing waste management practices, and engaging MSME partners fostered by Bank Mandiri.

Throughout 2025, Bank Mandiri internalized a sustainable work culture through a range of strategic initiatives. These included mandatory ESG e-learning programs, as well as the extensive use of internal communication channels such as Mandiri Magazine, office desktop wallpapers and posters, WhatsApp broadcasts, videos, and podcasts. In addition, sustainability awareness was reinforced through the implementation of Reverse Vending Machines (RVMs), Waste Stations, and the Mandiri Looping for Life initiative, encouraging employee participation in responsible waste management and circular economy practices.

Measurement and Monitoring of Operational Carbon Emissions [GRI 3-3, 305-1, 305-2, 305-3, 305-4, 305-5, 305-6, 305-7] [OJK F.11, F.12] [IDX E-07]

Bank Mandiri, through its ESG Group as the unit responsible for emissions reporting, monitors operational carbon emissions by calculating Scope 1 and 2 greenhouse gas (GHG) emissions in accordance with the Greenhouse Gas Protocol and applicable national methodologies. Scope 1 emissions cover fuel consumption from 4,744 operational vehicles and generators across 83 locations, while Scope 2 emissions are derived from electricity consumption at 90 work units and 2,153 branch offices. Bank Mandiri has set 2019 as the baseline year for Scope

1 and 2 emissions, representing operational activities prior to the COVID-19 pandemic.

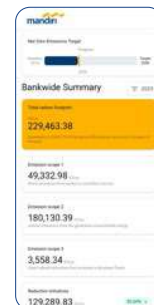
During the reporting period, total GHG emissions from Bank Mandiri's operational activities amounted to 243,736 tCO₂e, representing a 32% reduction, or 115,017 tCO₂e, compared to the 2019. This reduction reflects Bank Mandiri's continued commitment to reducing GHG emissions from its operations, in line with its carbon neutral in operations by 2030 aspirations.

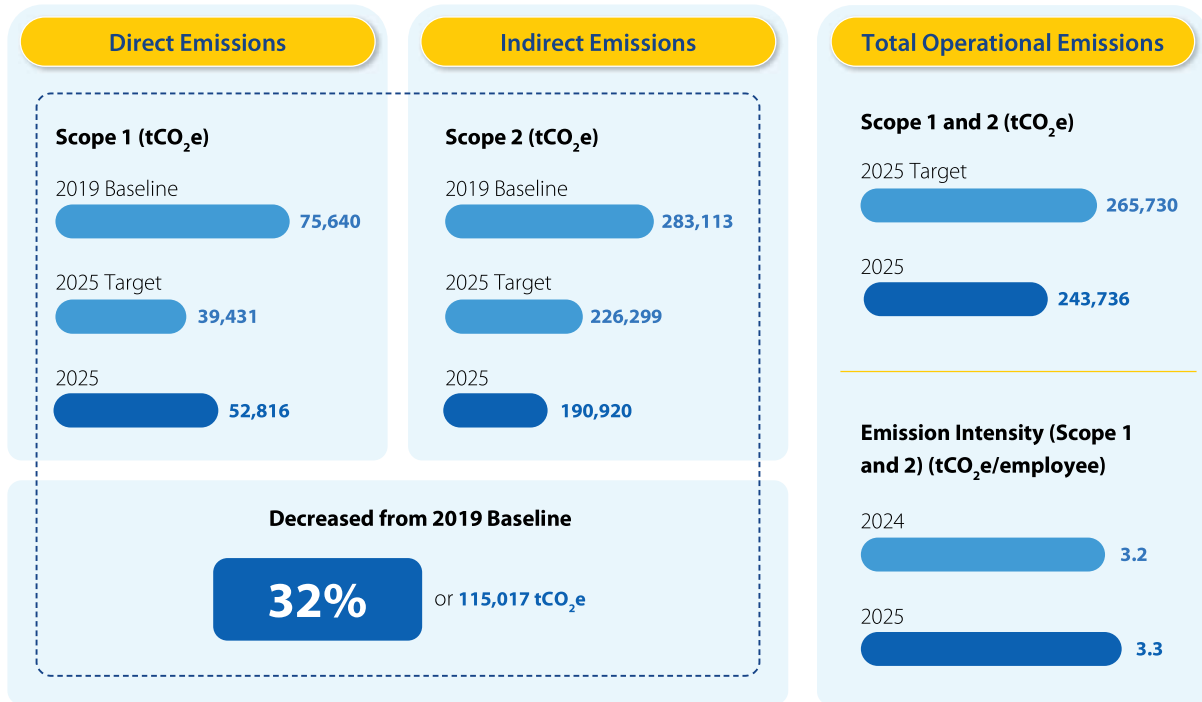


Digital Carbon Tracking

To support the achievement of its carbon neutral in operations by 2030 commitment, Bank Mandiri became a pioneer in Indonesia by introducing Digital Carbon Tracking in 2023. This platform represents Bank Mandiri's adoption of climate change mitigation technology, enabling transparent monitoring of all operational carbon emissions and providing access to stakeholders through the corporate website (esg.bankmandiri.co.id).

The platform monitors the carbon footprint and emissions reductions achieved across operations, from the head office to branch offices. Emissions recording under the Digital Carbon Tracking platform follows the Greenhouse Gas Protocol and has adopted ISO 14064 standards.





Remarks:

- The Scope 1 emission factors refer to the emission factors published by the Ministry of Energy and Mineral Resources (ESDM) in 2020, taking into account fuel types. Meanwhile, Scope 2 emissions use the Operational Margin (OM) emission factor issued by the Directorate General of Electricity of the Ministry of Energy and Mineral Resources in 2019.
- Scope 1 emissions were calculated for carbon dioxide (CO₂) only using an activity-based approach, based on fuel consumption data from 4,744 operational vehicles and generators across 83 locations. Methane (CH₄) and nitrous oxide (N₂O) were not disclosed, as their combined contribution accounted for less than 1% of total emissions.
- Scope 2 emissions were calculated using a location-based approach, based on electricity consumption data covering the electrical load of all operational units, comprising 90 work units and 2,153 branch offices.
- Emissions intensity was calculated using the total number of permanent employees, outsourced workers, and apprentices, including adjustments to the 2023 calculation.
- The calculation of Scope 1 and Scope 2 emissions covers carbon dioxide (CO₂) only, using an operational control approach.
- In accordance with internal regulations, Bank Mandiri has not calculated Ozone Depleting Substances (ODS), biogenic emissions, Nitrogen Oxides (NO_x), Sulfur Oxides (SO_x), or other pollutants, as Bank Mandiri's operations do not significantly involve the use of such substances and they are therefore not considered relevant to its business activities. (GRI 305-6, 305-7)
- The increase in Scope 1 GHG emissions compared to the target was driven by increased business activities, which resulted in higher mobility requirements.

GHG Emissions Verification

The Company conducted independent verification of its Scope 1 and Scope 2 GHG emissions by PT Sucofindo to ensure the accuracy, reliability, and transparency of the reported emissions data. This verification serves as a basis for monitoring environmental performance and managing climate change-related risks.

Measurement and Monitoring of Other Indirect Greenhouse Gas (GHG) Emissions [GRI 305-3]

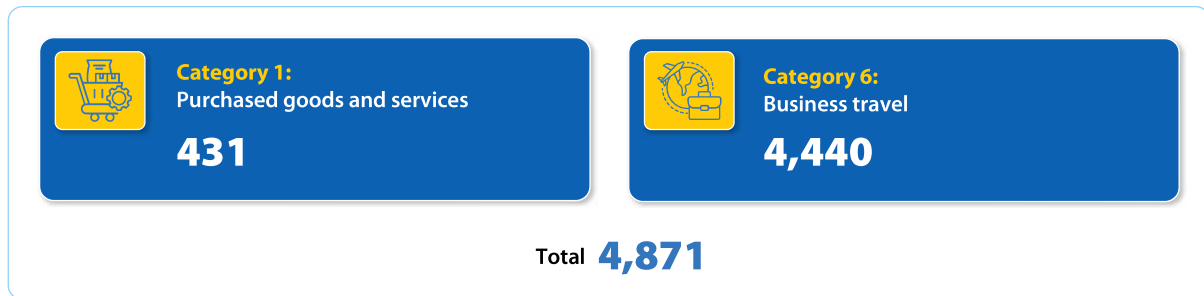
As part of its efforts to expand the scope of GHG emissions monitoring, Bank Mandiri conducted an initial calculation of Scope 3 emissions arising from business travel and paper consumption. The calculation adopted the methodology of the Greenhouse Gas Protocol for the Purchased Goods and Services and Business Travel categories, utilizing business travel data and total paper usage.

During the reporting period, GHG emissions from business travel amounted to 4,440 tCO₂e, calculated based on travel distances using air transportation by employees for official duties recorded through Bank Mandiri’s partner travel agents. Meanwhile, GHG emissions from paper usage reached 431 tCO₂e, calculated based on the total volume of paper used in multifunction printing machines from two of Bank Mandiri’s partners.

Overall, total GHG emissions from these two Scope 3 sources amounted to 4,871 tCO₂e. This calculation provides a more comprehensive overview of Bank Mandiri’s carbon footprint, including contributions from indirect activities along the value chain. Currently, the calculation of Scope 3 GHG emissions remains in the process of methodological refinement and data accuracy enhancement and, therefore, has not yet been included within the scope of third-party verification.

The mapping and integration of Scope 3 emissions represent an important step in supporting Bank Mandiri’s carbon neutral in operations by 2030 aspirations and in preparing Bank Mandiri for more comprehensive emissions reporting aligned with best practices.

Other Indirect Emissions – Scope 3 (tCO₂e)



Carbon Neutral Initiatives [OJK F.12] [IDX E-07]

Bank Mandiri’s carbon neutrality initiatives represent a strategic step to support the achievement of carbon-neutral operations. These efforts are implemented through various carbon emission reduction measures, including energy efficiency improvements, the adoption of environmentally friendly technologies, and carbon offset mechanisms through the purchase of Verified Carbon Units (VCUs) in the carbon market.

In 2025, Bank Mandiri participated in the international trading of Indonesian carbon units through the Indonesia Carbon Exchange, amounting to 13,006 units of VCUs contributing to the development of the national carbon ecosystem and supporting the achievement of Indonesia’s Second Nationally Determined Contribution (SNDC).

Energy Reduction [GRI 302-1, 302-2, 302-3, 302-4, 302-5] [OJK F.6, F.7]

Bank Mandiri is committed to reducing energy consumption through various initiatives designed to improve energy efficiency across all banking operations. The largest sources of energy consumption originate from electricity usage for daily operations and fuel consumption for transportation and backup power generation, such as generators. To enhance efficiency, Bank Mandiri has implemented the use of timers to automatically switch off lighting during break periods and public holidays. [GRI 3-3]

To reduce reliance on fossil fuels, Bank Mandiri continues to promote the use of environmentally friendly vehicles, including both cars and motorcycles, as part of its operational fleet. Bank

Mandiri has also expanded the availability of electric vehicle charging stations across various operational areas. In addition, Bank Mandiri remains committed to increasing the contribution of renewable energy in its operations through the installation of solar panels.

In 2025, total electricity consumption reached 236,080,206 kWh, while fuel consumption for transportation and generators amounted to 22,268,134 liters. Overall, total energy consumption decreased by 21%, or 433,406 GJ, compared to the 2019 baseline, from 2,047,117 GJ to 1,613,711 GJ in 2025.

Adoption of Climate Change Mitigation Technologies [GRI 302-1] [GRI 305-5]

As part of its commitment to supporting carbon neutrality targets, Bank Mandiri has adopted various climate change mitigation technologies. These initiatives include the installation of solar panels to increase the contribution of renewable

energy, the use of electric and hybrid vehicles in operations, and the implementation of green building concepts. Through these initiatives, Bank Mandiri has successfully reduced its GHG emissions by 32% from the baseline year.



Green Buildings

Bank Mandiri recognizes that every building has an environmental impact. Accordingly, Bank Mandiri is committed to designing and operating green buildings that are not only environmentally friendly but also support the well-being of their occupants. A tangible demonstration of this commitment is Wisma Danantara Indonesia, which in 2024 achieved a Gold-level green building certification from the Green Building Council Indonesia (GBCI). In addition, Mandiri Digital Tower, inaugurated in September 2024, received a Platinum certification under the Design Recognition category. Gedung Mandiri Indjoko Surabaya also obtained a Gold certification in the Design Recognition category from GBCI.

Bank Mandiri continues to implement other sustainability initiatives across its operational buildings, including:

1. Maximizing the use of natural lighting through increased installation of glass panels;

2. Replacing conventional lighting with LED lighting across operational buildings and 244 Smart Branch offices;
3. Upgrading air-conditioning systems and adopting inverter technology at main buildings;
4. Installing low Overall Thermal Transfer Value (OTTV) glazing to reduce air-conditioning usage;
5. Installing solar panels at various buildings, including Plaza Mandiri, Menara Mandiri Medan, Menara Mandiri Palembang, and Gedung Indjoko Surabaya;
6. Implementing water recycling systems using reverse osmosis technology, enabling treated wastewater to be reused for plant irrigation.

During the reporting period, Bank Mandiri's sustainability initiatives contributed to energy efficiency savings of 80,754,003 kWh, equivalent to 290,714 GJ, compared with 2019. These efforts support Bank Mandiri in reducing its carbon footprint and achieving more environmentally friendly operations. [\[GRI 302-4, 305-5\]](#)



Use of Environmentally Friendly Materials [\[OJK F.5\]](#)

As part of its sustainability commitment, Bank Mandiri has taken significant steps to adopt environmentally friendly materials in the products and services it offers. One such initiative is the issuance of prepaid, debit, and credit cards made from recycled PVC materials. These recycled cards reflect Bank Mandiri's efforts to reduce the environmental impact of its banking operations.



Reverse Vending Machine

As part of its commitment to environmental sustainability, Bank Mandiri implements ESG programs through various relevant initiatives. One concrete step undertaken is the establishment of a strategic partnership with Plasticpay to install Reverse Vending Machines (RVMs) at selected Bank Mandiri offices. This program represents Bank Mandiri's tangible responsibility in improving plastic bottle waste management and contributing to carbon footprint reduction, in alignment with the Sustainable Development Goals (SDGs).

Awareness of the environmental impact of plastic waste serves as the primary driver of this initiative. Indonesia is among the world's largest contributors to plastic waste, with more than three million tons of plastic inadequately managed each year. This condition not only threatens marine and terrestrial ecosystems but also contributes to climate change through greenhouse gas emissions from non-degradable waste. In response to this challenge, Bank Mandiri positions itself as part of the solution by integrating innovation and sustainability through RVM technology, which makes plastic recycling more accessible for employees.

Since December 2023, in support of the implementation of the program, Bank Mandiri, in collaboration with Plasticpay, has also implemented a special initiative for Bank Mandiri customers and employees titled "Bonus Livin'poin for Every Plastic Bottle Deposited via RVM". As of 31 December 2025, the program has demonstrated significant results. Through the use of RVMs at four collection points, the program successfully engaged 1,044 participants, including customers and employees, and recorded a total of 11,536 transactions. From these transactions, Bank Mandiri has distributed a total of 6,896,712 Livin'poin to participating customers.

Through this initiative, Bank Mandiri acts not only as a financial institution but also as a catalyst for change toward sustainability. The program represents a concrete example of how the synergy between technology, education, and environmental awareness can generate positive impact. Through collaborations such as this, Bank Mandiri continues to demonstrate its commitment to building a greener and more sustainable future for generations to come.

Successfully prevented environmental pollution by collecting

123.155 plastic bottles, equivalent to 2.303 kg

The program also generated economic benefits amounting to

IDR6.89 million*

*) each plastic bottle collected earns 56 Plasticpay Points. Each point is redeemable at a value equivalent to one Indonesian Rupiah.

Achieved emissions reductions of

12.19 tons of CO₂

Saved landfill space by diverting plastic waste accumulation equivalent to

1,945.85 m²



Waste Management [GRI 3-3, 306-1, 306-2, 306-3, 306-4, 306-5] [OJK F.13, F.14]

Waste management is a global challenge that is also faced by Bank Mandiri, given its potential to generate significant environmental and public health impacts if not properly managed. In its operations, Bank Mandiri generates various types of waste, including paper waste from administrative processes, domestic waste from office activities, and electronic waste from obsolete equipment. To address this challenge, Bank Mandiri is committed to reducing waste generation and implementing efficient waste management practices in accordance with applicable environmental standards. Through a responsible approach, Bank Mandiri ensures that each type of waste is properly identified, managed, and handled to minimize adverse environmental impacts.

In managing waste-related impacts, Bank Mandiri actively identifies waste with the potential for significant impact, such as hazardous waste (B3), and implements appropriate mitigation measures. Bank Mandiri cooperates with officially licensed third parties that are authorized to manage hazardous waste, including used oil, batteries, and lamps. This cooperation is undertaken to ensure that such waste is treated in compliance with prevailing regulations and does not cause environmental pollution. For domestic waste, Bank Mandiri has also partnered with licensed third parties to conduct waste segregation arising from operational activities.

To monitor waste management, Bank Mandiri maintains periodic waste records managed by the Corporate Real Estate Group. During the reporting period, hazardous waste (B3) transported by licensed third parties amounted to 525¹ kg, while domestic waste totaled 203,045² kg.

To minimize the volume of waste sent to final disposal sites, Bank Mandiri also focuses on plastic waste management, particularly PET bottles. Bank Mandiri has partnered with third parties to provide Reverse Vending Machine (RVM). Through these machines, the public can deposit plastic bottles and earn points via the Livin' by Mandiri. Accumulated points can be redeemed for various purposes, thereby incentivizing greater public participation and responsibility in plastic waste management.

During the reporting period, Bank Mandiri successfully implemented several waste management initiatives, including:

- The implementation of a paperless policy and digitalization initiatives through Livin' by Mandiri, Kopra by Mandiri, and branchless banking (Laku Pandai).
- The diversion of 2,303 kg of plastic waste from final disposal through the use of RVM.



¹ Scope: Wisma Danantara Indonesia

² Scope: Menara Mandiri, Sentra Mandiri, Wisma Danantara Indonesia



Collaboration between Rekosistem and Mandiri Capital Indonesia in the Provision of Waste Stations at Menara Mandiri Building

As part of its efforts to enhance employee awareness and participation in sustainable practices, Bank Mandiri, in collaboration with Rekosistem and Mandiri Capital Indonesia, introduced Waste Stations at the Menara Mandiri Building. This initiative encourages direct employee engagement in waste management by enabling the exchange of inorganic waste and used cooking oil through the available Waste Station facilities. Through this program, participants actively contribute to protecting the surrounding environment while also gaining benefits from waste management activities, both in economic terms and through the creation of a cleaner and more sustainable environment.

As of December 2025, the program had involved 114 employees, successfully collected 24.6 tons of inorganic waste and used cooking oil, and generated economic benefits amounting to IDR21.9 million through the waste exchange mechanism at the Waste Stations.

Waste Station facility successfully collected

24.6 tons of inorganic waste and used cooking oil

Generated economic benefits amounting to

IDR21.9 million



Water Management [GRI 3-3, 303-1, 303-2, 303-3, 303-4, 303-5] [OJK F.8, F.13, F.14, F.15, F.16]

Bank Mandiri manages water use with a focus on reducing water consumption and increasing recycling to support environmental sustainability. The use of clean water sourced from third parties and supplied by external providers is limited to specific needs and kept to a minimum, with the aim of reducing environmental impacts and preserving water resources.

Bank Mandiri also ensures that the water used is not sourced from water-stressed areas. This policy forms part of Bank Mandiri's commitment to responsible water management in line with applicable environmental policies.

As part of its sustainability initiatives, Bank Mandiri has implemented water recycling systems in several buildings, including Wisma Mandiri, Plaza Mandiri, and Menara Mandiri Wijayakusuma. Water treated through these systems is reused for various purposes, such as toilet flushing and plant maintenance, significantly reducing the consumption of clean water in daily operations. To monitor consumption and ensure the effective use of water, Bank Mandiri records water usage on a monthly basis. In 2025, water sourced from third parties amounted to 651,084¹ m³, while recycled water totaled 62,367² m³, equivalent to 9% of total water consumption.

In managing water-related impacts, Bank Mandiri utilizes sewage treatment plants (STPs) to ensure that generated effluent meets environmental standards prior to discharge into water bodies. A portion of the treated water is also reused for plant irrigation. Through a reverse osmosis process, the treated water is further processed into potable water. Effluent quality is tested on a monthly basis by accredited laboratories, and the results are reported to the relevant authorities to ensure compliance with environmental regulations. In 2025, Bank Mandiri recorded wastewater discharges of 88,774³ m³, while wastewater managed through reverse osmosis amounted to 25,845⁴ m³.

In addition, Bank Mandiri has developed biopore infiltration holes and recharge wells in green open spaces to maintain groundwater balance and prevent water pollution. These efforts enhance rainwater absorption into the soil while supporting water conservation in areas surrounding the Company's operations. At the Mandiri University, Wijayakusuma area, Bank Mandiri has also constructed an artificial lake covering 1.8 hectares, which functions as a water retention facility. The lake serves as the primary water source for buildings in the area after the stored water is treated into raw water. Through these initiatives, Bank Mandiri ensures a sustainable water supply while reducing reliance on external water sources.

As a result of these initiatives, throughout 2025 there were no incidents of effluent spills from Bank Mandiri into the environment, and no environmental complaints were received from the surrounding communities. [OJK F.15]

Environmental Conservation Cost [OJK F.4, F.9, F.10]

In 2025, Bank Mandiri recorded total environmental costs of IDR58.40 billion. This amount comprised IDR58.20 billion allocated to CSR activities focused on nature and environmental conservation, and IDR198 million for the RVM program, representing a tangible commitment to plastic waste management in support of environmental conservation.

Although Bank Mandiri's operations do not have a direct impact on conservation areas or regions with high biodiversity value, Bank Mandiri remains firmly committed to environmental

conservation. During the reporting period, Bank Mandiri strengthened its commitment to conservation and climate action through the Livin' Planet program integrated into the Livin' by Mandiri application, recording 1,292 user participations contributing directly to the purchase and planting of trees as a tangible form of support for carbon offsetting efforts. As of 2025, a total of 1,292 trees have been planted, equivalent to an emissions reduction of approximately 45.32 tons of CO₂e, reflecting the Bank's collaborative and innovative approach to integrating sustainability initiatives into its digital services. [OJK B.2]

¹ Scope: Sentra Mandiri, Menara Mandiri, Wisma Danantara Indonesia, Wisma Mandiri
² Scope: Menara Mandiri, Wisma Danantara Indonesia, Wisma Mandiri

³ Scope: Wisma Danantara Indonesia
⁴ Scope: Wisma Danantara Indonesia