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OVERNANCE IMPLEMENTATION IN 2022 & 2023 PLAN

As part of the commitment and awareness of Corporate Governance's role in business continuity, the governance practices in Bank Mandiri are continuously improved through the following activities in 2022:

1. Governance Self-Assessment - Bank Only

To improve the implementation of Governance in a sustainable manner, Bank Mandiri conducts a self-assessment of Governance implementation - bank only based on POJK No. 55/POJK.03/2016 and SEOJK No. 13/POJK.03/2017 concerning the Implementation of Governance for Commercial Banks. The self-assessment is carried out twice a year (the period of June and December).

The self-assessment results of Governance implementation - bank only in the first semester of 2022 obtained a rating of 1 (one), however OJK provided feedback on 2 December 2022 with a rating of 2 (two), which reflects that in general Bank Mandiri's management has implemented a good Governance. This is reflected in adequate fulfillment of the principles of Governance. In the event that there are weaknesses in the application of Governance principles, in general, these weaknesses are less significant and can be resolved with regular actions by Bank Mandiri's management.

The self-assessment results of Governance implementation

- bank only in the second semester of 2022 obtained a rating of 1 (one), which reflects that in general Bank Mandiri's management has implemented a very good Governance. This is reflected in the very adequate fulfillment of the principles of Governance. In the event that there are weaknesses in the application of governance principles, in general, these weaknesses are not significant and can be immediately amended by Bank Mandiri's management.

2. Integrated Governance Self-Assessment

In addition to conducting a self-assessment of Governance Implementation - bank only, Bank Mandiri also conducts a self-assessment on Integrated Governance implementation of based on POJK No.18/POJK.03/2014 and OJK Circular No. 15/SEOJK.03/2015 on Integrated Governance. The self-assessment is carried out twice a year (June and December period) engaging all Financial Service Institutions (LJK) in the Financial Conglomerates of Bank Mandiri. The self-assessment of Integrated Governance implementation in the first semester of 2022 obtained a rating of 1 (one), however OJK provided feedback on 2 December 2022 with a rating of 2 (two), which reflects in general the Financial Conglomerates are considered to have implemented a good Integrated Governance. This is reflected in the very adequate

fulfilment of the principles of Integrated Governance. If there is a weakness in the application of the principles of Integrated Governance, in general the weakness is less significant and can be resolved by regular actions by the Main Entity and/or LJK in the Financial Conglomerates.

The results of Integrated Governance self-assessment in the second semester of 2022 obtained a rating of 1 (one), which reflects that in general the Financial Conglomerates are considered to have implemented a very good Integrated Governance. This is reflected in the very adequate fulfillment of the principles of Integrated Governance. If there is a weakness in the application of the Integrated Governance principles, in general the weakness is not significant and can be immediately resolved by the Main Entity and/or LJK in the Financial Conglomerates.

3. ASEAN Corporate Governance Scorecard

To continue the improvement of Governance, Bank Mandiri has adopted a Governance assessment by referring to the Governance principles developed by the Organization for Economic Cooperation and Development (OECD) and has been agreed upon by the ASEAN Capital Market Forum (ACMF) called the ASEAN Corporate Governance Scorecard (ACGS).



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In this year's ACGS assessment, Bank Mandiri again received the ASEAN Asset Class title and was included in the list of 50 companies that implement Governance in accordance with the ASEAN Corporate Governance Scorecard (ACGS) and received an award as "The Best Financial Sector" at The 13th Institute for Corporate Directorship (IICD) Corporate Governance Award 2022.

4. Corporate Governance Perception Index

On the assessment of the quality of governance implementation, Bank Mandiri has participated in a research and rating program for Governance implementation, namely

the Corporate Governance Perception Index (CGPI) rating 2021, which was carried out in 2022. The theme of CGPI was "Building Resilience in the GCG Framework". The stages of CGPI assessment include self-assessment, assessment of completeness of documents and observation. CGPI assessment aspects include Governance Structure, Governance Process, and Governance Outcome.

Bank Mandiri's participation was the 9th participation from 2003 to 2022, Bank Mandiri successfully maintained the title as a "Highly Trusted" Company for 16 (sixteen) consecutive times with a score of 95.11.

2023 Plans

To improve the quality of governance implementation, Bank Mandiri has prepared a work plan in 2023, among others:

1. Mandiri Group's participation in the ranking of the Corporate Governance Perception Index (CGPI) program.
2. Fulfilment of the implementation of the ASEAN Corporate Governance Scorecard (ACGS).
3. Implementation of Governance self-assessment of bank only and integrated Governance self-assessment.