

04

Sustainable **Operation**

Bank Mandiri ensures the implementation of Sustainable Operation in an integrated manner, including information security and data protection, protection for customers, Environmentally Friendly Operations, development of superior talent that pays attention to diversity and equality (Sustainable Mandirian) and creates a safe and healthy work environment.





Sustainable Operation is one of Bank Mandiri’s strategic foundations in supporting the achievement of sustainability targets, one of which is Operational Net Zero Emission in 2030. Bank Mandiri ensures the integration of sustainability principles in all layers of operational activities which include improving information security and data protection, protecting customers, environmentally friendly operations through Digital Carbon Tracking and carbon neutral initiatives, developing superior talents who expand diversity and equality and create a safe and healthy work environment.

Information Security and Data Protection

The advancement of digitalization and technology adoption has significantly enhanced the ease and convenience of customer transactions. Nevertheless, the digitalization of services also introduces potential risks to information security, such as theft, loss, manipulation, and misuse of data, as well as the disclosure of sensitive information and unauthorized destruction of data. These risks can threaten the confidentiality, integrity, and availability of information.

Bank Mandiri recognizes the importance of information security as an enabler in the digitalization process and technology adoption to provide comfortable and secure banking services

to customers. For this reason, Bank Mandiri strives to mitigate potential risks that could lead to financial losses, reputational damage, and legal claims against the bank.

Since 2018, Bank Mandiri has had a dedicated unit, the CISO Office Group, to manage and enhance cyber resilience and security. The CISO Office Group is supervised by C-level management to implement bank-wide cyber resilience and security. The CISO Office Group applies a cyber resilience framework adopted from international standards and best practices in executing cyber resilience and security strategies and operations.



SUPERVISION OF THE BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS

The Board of Directors, represented by the Director of Information Technology and the Director of Risk Management, ensures data and information security implementation within the Bank Mandiri environment and compliance with applicable laws and regulations. The Risk Supervisory Committee (RSC) oversees and monitors cyber security, data security, and information security activities. At the same time, the Board of Directors of Bank Mandiri actively monitors and provides periodic supervision, guidance, and evaluation.

The Board of Commissioners and the Board of Directors, through the Risk Monitoring Committee, the Board Audit Committee,

and the Integrated Governance Committee, hold discussions on the quarterly performance of data and information security with agendas covering the achievement of ESG aspects such as Privacy and Data Security, the effectiveness of the Bank's layered security system, and compliance with Mandiri Group's security requirements.

Issues and topics related to data and information security are reported and discussed at the board-level Data Governance Forum at least once a year, attended by the Director of Risk Management, the Director of Compliance, the Director of Finance and Strategy, and the Director of Information Technology.

PROCEDURES RELATED TO INFORMATION SECURITY AND DATA PROTECTION

The company does not rent, sell, or provide data in any form to third parties except for financial transactions/services. The company minimizes requests for personal data in accordance with transaction requirements and stores personal data as permitted by laws and business needs. Bank Mandiri is committed to promptly destroying data after the specified storage period as required by business needs and permitted by laws. The company also does not obtain personal data from any third party unless regulated by regulatory requirements.

Bank Mandiri possesses and enforces internal procedures, IT Information Procedures and Data Security Procedures. All related policies and procedures are periodically reviewed and serve as references for similar processes in subsidiary companies. The Standard Operating Procedures related to information security and data protection include:

- a. Information Technology Standard Operating Procedure (SOP) Number K4.SP7 of 2023
- b. Data Management Standard Operating Procedure (SOP) Number S11.P3.MND of 2023
- c. Mandiri Subsidiary Management Principles Guideline (MSMPG) specifically related to collaboration with information technology and data management with the Subsidiary Company

Bank Mandiri's Information Technology SPO encompasses regulations concerning information technology security and cyber, as previously discussed. The Data Management SPO governs all domestic and international Bank work units in managing data governance. Additionally, Foreign Branch Offices comply with these SPO provisions and refer to the regulations of the respective country.

IMPLEMENTATION OF INFORMATION SECURITY GOVERNANCE MANAGEMENT

Securing an IT system is akin to safeguarding a house from intruders. To ensure the house safety, a layered security management system must be established, encompassing security guards, fences, various sensors and alarms, CCTV, and a command center for monitoring, detection, and response to potential threats. Bank Mandiri's layered security system addresses the people aspect by promoting employee awareness and active participation in maintaining cyber security. It also focuses on the process aspect by embedding controls in the bank's operational activities by implementing robust information security management governance. Additionally, Bank Mandiri emphasizes the technological aspect by utilizing best-in-class technology and staying abreast of relevant technological advancements in current cybersecurity trends.

Bank Mandiri strives to achieve zero security breaches by implementing of three pillars of execution: Governance & Awareness, Protection, and Operation, each of which encompasses its specific aspects, namely:

1. Governance Pillar:

Security Awareness, Security Regulations & Standards, and Organizational Structure & Personnel.



2. Protection Pillar:

Defense Mechanism, Penetration Testing, User Access Management.

3. Operations Pillar:

Security Operation Center 24x7, Threat Intelligence, Vendor

CYBERSECURITY FRAMEWORK

| 3-Pillars | | |
|--|--|---|
| Governance | Protection | Operation |
| <p>1. Security Awareness</p> <ul style="list-style-type: none"> Program for employees: Awareness about data classification, security, and processing (i.e., collection, processing, storage, correction, display, deletion) of data. Media: podcast, newsletter-poster, sharing session. Program for customers: Awareness about safe transaction methods (anti-fraud awareness). Media: company's official website and social media. <p>2. Data Security Regulations Govern the process of collecting, maintaining, using, and storing data. For example: Testing backup and restore, encryption and decryption key holders, and database administrators.</p> <p>3. Organizational Structure & Personnel</p> <ul style="list-style-type: none"> Dedicated team for cybersecurity operations. Development of personnel capabilities through the latest professional training and certification. | <p>1. Defense Mechanism Implementation of layered security technology (applications, networks, systems) to protect data. For example:</p> <ul style="list-style-type: none"> Auto/Semi-automatic firmware update (Antivirus-malware). Block removable media (i.e., USB). <p>2. Penetration Testing A test to ensure the absence of vulnerabilities in applications, networks, and systems:</p> <ul style="list-style-type: none"> Regular. Ad-hoc in the development of new applications. <p>3. User Access Management Restricts access to data according to standard operating procedures and regularly changes passwords. For example: Authentication and authorization (i.e., username, password, biometrics - fingerprint & face recognition)</p> | <p>1. Security Operation Center (SOC) 24x7 Swiftly and effectively anticipates security incidents in accordance with international standards (certified ISO 27001) and adopts international best practices. Implementation of physical security (e.g., access doors, CCTV, employee identification support).</p> <p>2. Threat Intelligence Anticipates current cybersecurity attacker techniques and tactics by subscribing to credible sources. For example: Various Indicators of Compromise (IoC) service providers affiliated with Interpol.</p> <p>3. Vendor Security Assessment/Supply Chain Evaluate security aspects, including the adequacy and capability of vendor resources (people, process & technology) involved. Process: Non-Disclosure Agreement. Evaluation methods: interview, questionnaire, site visit.</p> |



INFORMATION TECHNOLOGY SECURITY STRATEGY

As an effort to maintain information security, Bank Mandiri has formulated and implemented an information technology security strategy that complies with regulations (BI & OJK), aligns with international standards (ISO 27001), and best practices (NIST Cybersecurity Framework, COBIT Framework, PCI Security Standard). The strategy for information security management systems is divided into three main areas: People, Process, and Technology, as follows:

1. People

a. Security Awareness

The Security Awareness program is conducted to raise awareness about information security in everyday behavior, ultimately becoming the culture of the bank. Bank Mandiri conducts security awareness certification on an annual basis for all employees (at all levels, both domestic and international) as well as third parties/contractors. In addition, a routine security

awareness campaign program is implemented across various media, including newsletters (monthly), posters (quarterly), podcasts (quarterly), and phishing drills (quarterly). The security awareness campaign has covered topics such as data security protection, maintaining data confidentiality, current trends in cyber attacks, identifying and avoiding phishing, and online transaction security.

b. Human Resources Development (HRD)

To strengthen the human aspect, Bank Mandiri continuously develops the capabilities and capacities of its human resources. This includes providing training and certification to enhance both soft and hard skills periodically (at least once a year) for all employees, including employees and vendors/contractors.

- 1). Training and certification for employees include: CISM (Certified Information Security Manager), CISSP

(Certified Information Systems Security Professional), CRISC (Certified in Risk and Information Systems Control), ISO 27001 Lead Implementer, ISO 27001 Lead Auditor, CISA (Certified Information Systems Auditor), CEH (Certified Ethical Hacker), CHFI (Computer Hacking Forensic Investigator), as well as product-based knowledge training to deepen expertise in the bank's security systems products.

- 2). Training for vendors/contractors: Internal training for vendor employees working to support operations.

Soft skills development is facilitated through training in leadership mindset, strategic thinking, creative thinking, design thinking, problem solving, presentation skills, and negotiation skills.

Training and certification are provided through various methods, including onsite training and online (virtual) training via platforms such as LinkedIn Learning and Coursera.

2. Process

A. Three Lines of Defense (3LoD)

Bank Mandiri has implemented a risk management mechanism consisting of three lines of defense: the **CISO Office Group** as part of the 1st line of defense, responsible for the security of the bank's information through three main functions, namely:

- **Design**, designing security architecture and security requirements embedded from the early stages of development implementation to operational systems/applications.
- **Services**, preparing, assessing, and socializing standard procedures, awareness programs, and risk management. The IT team also implements security controls in the planning and development of IT.
- **Operations**, monitoring 24/7, detecting threat anomalies, and handling information security incidents, including identification, protection, detection, response, and recovery from cyber security incidents.

Operational Risk Group as the 2nd line of defense, responsible for developing a bankwide risk management framework and implementing ORMT (Operational Risk Management Tools) to manage information technology risks and security.

The IT Audit Group serves as the 3rd line of defense, responsible for providing assurance functions for all operational activities in accordance with internal and regulatory requirements. IT security audits are conducted at least once a year.

B. Security Policy & Procedure

Bank Mandiri has established a policy structure and

information security procedures based on regulations (POJK No. 11/POJK.03/2022 on the Implementation of Information Technology by Commercial Banks), the international standard ISO 27001 (Information Security Management System), and other best practices.

Bank Mandiri has established and implemented internal procedures, namely the IT Information Standard Operating Procedure (SPO). These policies and procedures are periodically reviewed and serve as a reference for subsidiary companies, with their implementation adjusted to the conditions and needs of the subsidiary companies. The policies and procedures are reviewed periodically (at least once a year) to ensure their relevance and compliance with international standards and best practices, as well as technological developments.

C. Handling Cyber Incidents / Data Breach

Bank Mandiri employs best-in-class security devices optimized for their respective functions and layered architecture to safeguard the bank's systems and data. They also identify and block security event anomalies at each layer, including:

- 1). Customer-accessed applications. For example: Transaction security with PIN.
- 2). Network. For example: Firewall equipped with Intrusion Prevention System (IPS).
- 3). Endpoints (PC/Laptop). For example: Antimalware.
- 4). Servers (Branch Servers & Data Center). For example: Antimalware.

In response to the threat of cyber attacks, Bank Mandiri has the capability to detect and handle cyber attacks through its 24/7 Security Operation Center (SOC). Every instance of information security breach and incident is managed in a consistent, effective and measurable manner. The SOC takes a proactive approach to monitoring and mitigating risks by leveraging reputable Threat Intelligence Services to stay ahead of the evolving landscape of cyber attacks. Furthermore, Bank Mandiri has developed internal capabilities for threat hunting, bolstering its ability to safeguard against online threats, including phishing, scams, unauthorized access, and counterfeiting that could compromise its brand and website.

Bank Mandiri has established a Computer Security Incident Response Team (CSIRT) officially registered with the National Cyber and Crypto Agency (BSSN) to foster collaboration, facilitate coordination, and exchange information during cyber incidents. The CSIRT regularly conducts testing and simulations of IT security incidents to ensure preparedness in responding to such events. In the event of a cyber incident, the SOC team, together with the CSIRT, promptly and effectively responds by



DATA INFORMATION SECURITY TRAINING PROGRAM 2023

Including awareness training, certified information security for managers, IT & Risk Management, cybersecurity awareness, podcasts, familiarization, webinars, workshops, etc.



197
Training
Titles



87,793
Training
Participants

implementing remediation or mitigation measures in accordance with the general framework for handling cyber incidents, including:

1. Identifying and analyzing the scope of the incident and determining mitigation steps
2. Containment, involving the process of mitigating the attack to prevent further damage
3. Eradication and Recovery, involving actions to stop the incident and recover from it.

To mitigate the impact and restore the security of systems or networks, Bank Mandiri has formulated recovery and business continuity management strategies governed by its internal policies. Bank Mandiri will continue to sustainably improve its framework for handling cyber incidents based on lessons learned from resolved cyber incidents.

As of the end of 2023, there have been no cases of data breaches or misuse of customer data and privacy. In the event of customer complaints related to privacy violations, they will be handled in accordance with the applicable customer complaint handling procedures at Bank Mandiri.

D. Cyber Security Testing

To maintain and evaluate cyber resilience and security, Bank Mandiri periodically conducts cyber resilience and security testing in accordance with applicable regulations, including:

- 1). Bank Mandiri conducts penetration testing at least once a year for any new application development and periodically for internet-facing and/or very critical applications. Penetration testing is executed by an independent external party certified to international penetration testing standards.

2). Testing based on scenarios

Bank Mandiri conducts testing based on scenarios through the following activities:

a. Table-top Exercise (Cybersecurity Drill)

The testing activity is based on discussions, where personnel from various work units gather to discuss the steps for handling and mitigating cyber incidents according to their respective duties. This testing activity involves relevant work units, including the IT unit, risk management unit, business continuity unit, customer care unit, and

corporate secretary unit. Examples of scenarios that have been tested include ransomware attack, illegal hacking, unauthorized access, data leakage, email threats, and other scenarios.

Bank Mandiri collaborates with reputable international consultants (external independent parties) in preparing scenarios and conducting tabletop exercise activities to adopt current cyber attack trends and best practices for testing implementation.

b. Social Engineering Exercise (Phishing Drill)

Testing activity in the form of social engineering (phishing) attack simulation via email, requesting employees to disclose sensitive information such as passwords. This testing activity utilizes a phishing drill tool capable of automatically sending phishing email simulations to all employees. The aim of this exercise is to assist employees in recognizing and reporting any phishing emails they may receive, providing them with a near-real experience.

c. Adversarial Attack Simulation Exercise (AASE)

The testing activity takes the form of a real-life attack simulation conducted by a reputable international consultant acting as an independent external party. This simulation employs the latest and customized tactics, techniques, and procedures derived from real-world cyber attacks, targeting the people, processes, and technology aspects to assess cyber resilience. This testing activity is executed in collaboration with reputable international consultants (independent external parties) in developing scenarios and conducting AASE activities to adopt the latest cyber attack tactics, techniques, and procedures, as well as best practice testing implementation. Examples of scenarios that have been tested include unauthorized access, theft of application source code from the code repository, disabling defense systems, and theft of confidential data from the data center. As a result of this testing, the attack objectives were not successfully achieved in all targeted attack scenarios, and the security control assessment yielded a "Good" rating across all security control aspects.

The results of this cyber resilience and security testing are reported to the Board of Directors and regulators in accordance with applicable regulations.

E. Third Party Security Assessment

Bank Mandiri also realizes the existence of information security threats from external parties (supply chain) working with Bank Mandiri. Therefore, the CISO Office Group routinely conducts information security checks applied by third-party organizations (people, process, technology) in line with their involvement with Bank Mandiri. The checks are performed through questionnaire filling, interviews, and/or site visits.

Furthermore, to measure and evaluate the optimization of the information security process, Bank Mandiri conducts a series of assessments by an external independent assessor, the National Cyber and Crypto Agency (BSSN), related to:

- 1). Cyber Security Maturity Assessment (CSM) with a maturity level result of 5 - "Optimal" (highest value). CSM assessment is an instrument from BSSN to assess the level of cyber security maturity of an organization, including the assessment of the maturity of personal data management and protection (data privacy).
- 2). Incident Handling Maturity Level (TMPI) measurement with a maturity level result of 5 - "Optimize" (highest value). TMPI is a tool to map an organization's readiness level in handling and recovering from cyber security incidents, including detecting and responding to incidents of personal data leakage due to security system vulnerabilities.

In addition, an IT Maturity Level assessment using COBIT 2019 has been conducted by a reputable international consultant (external independent party) with a result of IT Maturity Level 4 for security-related objectives, namely APO13 (Managed Security) and DSS05 (Managed Security Services). In the Indonesia Industry 4.0 Readiness Index (INDI 4.0), Bank Mandiri has obtained a final score of 4.00 out of 4.00 (highest value) in the Cyber Security field through an assessment conducted by an independent agency appointed by the Ministry of Industry & Ministry of State-Owned Enterprises.

3. Technology

Bank Mandiri implements a multilayer defense strategy, beginning with the protection of applications, networks, and systems using state-of-the-art technology that is consistently updated to align with the latest developments in cybersecurity trends. In addition, Bank Mandiri also subscribes to threat intelligence services to obtain and follow up on the latest information regarding the development of cyber attack threat techniques used by attackers, as well as to detect potential data leaks on the dark web and deep web.

a. Information Security Architecture

Bank Mandiri continuously enhances its capabilities through investment in all layers of IT security, including endpoint security, network security, application security, data security, and IT infrastructure security. Furthermore, the bank also builds capabilities to detect anomalous network and account activity by utilizing AI and machine learning technology.

b. Endpoint Security

Bank Mandiri employs comprehensive protection against potential vulnerabilities present in endpoints, utilizing measures such as Virtual Private Network, Network Access Control (NAC), antivirus/antimalware, Endpoint Detection Response (EDR), disk encryption, multi factor authentication, and other relevant safeguards.

c. Network Security

The use of layered and redundant tools strengthens internal network security, including the implementation of Intrusion Prevention System, AntiDDoS, Antispam, Virtual Patch, and Web Application Firewall. Security devices are placed in two locations, Data Center and Disaster Recovery Center, to ensure service availability and Business Continuity Plan readiness.

d. Application Security

By implementing the Secure System Development Life Cycle method at all stages of system and application development, Bank Mandiri can identify and mitigate potential security vulnerabilities from the outset. Bank Mandiri has adopted Agile Development methods to support rapid business needs. These methods are complemented by testing stages that incorporate Dynamic Application Security Testing (DAST) and Static Application Security Testing (SAST) techniques. In addition, source code management is conducted through centralized repositories, versioning, and security source code review.

Bank Mandiri also has digital forensic capabilities to support security incident investigations for post-incident recovery, enhance security posture, and prevent similar incidents.

e. Data Security & Encryption

Data is a valuable asset for companies. Bank Mandiri endeavors to prevent unauthorized access to sensitive or personal data, such as reading and modifying data by implementing encryption methods. Bank Mandiri has deployed encryption in data management for data in use, data in transit, and data at rest. The encryption security includes:



1. Data Transfer: using Secure Managed File Transfer (MFT) for data exchange with third parties.
2. Drive Encryption: securing encryption on storage.
3. Advanced Encryption Standard (AES): encrypting electronic data.
4. Communication Encryption: encrypting communication media such as implementing Transport Layer Security (TLS).

Bank Mandiri has implemented measures to restrict access to sensitive or personal data, utilizing the Data Loss Prevention (DLP) Tool and Information Rights Management (IRM) to prevent both intentional and unintentional data leaks. Furthermore, the bank employs personal data security through De-Identification techniques, including Anonymization and Pseudonymization (data masking and generalization).

f. Infrastructure Security

Bank Mandiri maintains IT infrastructure security devices by taking into account the expiration period (technology obsolescence) of the systems used. In addition, periodic security measurement and strengthening activities are conducted through vulnerability assessment (VA), patching hardening, and penetration testing. Similarly, security from the perspective of access rights management and user ID provisioning is conducted centrally through Identity Management. Meanwhile, management of access rights with the highest authority (power user) is conducted using Privileged Access Management (PAM) equipped with Privileged Threat Analysis (PTA) features to detect and provide notifications for defined rules.

Continuous Improvement

Bank Mandiri recognizes the crucial role of cyber resilience and security in facilitating the digitalization of its services for customers. As part of continuous improvement to enhance customer trust and the bank's reputation, Bank Mandiri implements global standard operations based on international standards and best practices.

CERTIFICATION AND ASSESSMENT

ISO 27001:2013

- Provision of application development and IT operation related to Livin' by Mandiri
- Security Operation Centre to manage cyber security threats in banking systems & cyber operations
- Provision of Infrastructure and Operational Data Center and Disaster Recovery Center

ISO/IEC 17025:2017

Digital Forensics Laboratory CISO Office Group

IT Maturity Level Assessment (IT MLA)

IT MLA utilized the international best practice reference COBIT 2019. Bank Mandiri achieved a score of 4 in the security-related module, namely Align, Plan, Organize (APO) 13 (Managed Security) and Deliver, Service, Support (DSS) 05 (Managed Security Services). This IT MLA activity is carried out by an Independent External Consultant.

AUDIT OF INFORMATION SECURITY POLICIES AND SYSTEMS

Bank Mandiri collaborates with a reputable (international scale) Independent External Consultant to conduct periodic real-life attack simulations on the bank's cyber resilience and security system comprehensively to identify and mitigate any potential cyber security vulnerabilities that could be exploited by attackers.

Bank Mandiri conducts regular audits on all information security activities and critical business processes, including customer protection, data privacy, and fraud management, in accordance with internal and regulatory provisions. The bank conducts internal audits once a year and external audits by reputable independent external parties once a year.

Bank Mandiri has fulfilled its risk management obligations and information system security standards by implementing periodic information system audits by external auditors, as follows:

- On December 30, 2022, an independent external information system auditor completed the information system audit and security testing for payment systems, including the Card Management System (CMS), Visa Electron (VE), Base24 (ATM), and SMS Banking (SMS Type & USSD). The report on the results of the information system audit and security testing was submitted to Bank Indonesia in hardcopy format on January 9, 2023;
- Subsequently, from August to December 2023, an independent external information system auditor conducted an audit of the information system and security testing for Mandiri Cash Management (MCM), New MCM, Mandiri Internet Business (MIB), Mass Prepaid System (MPS), and Integrated Card System (ICS). The report on the results of the information system audit and security testing was submitted to Bank Indonesia on December 21, 2023.

PERSONAL DATA PROTECTION

For Bank Mandiri, the protection of personal data (PDP) is crucial in accordance with the digital transformation of banking products and services. In addition, the bank also recognizes that PDP is a demonstration of its commitment to respect human rights and an endeavor to ensure customer information trust, confidentiality, and security.

Data and information protection is an ongoing process that adapts to the latest technological advancements and associated risks. It has emerged as a crucial aspect of sustainable finance, particularly through the Proactive Strategy on Data Privacy and Security. This strategy encompasses the enforcement of Law Number 27 of 2022 on Personal Data Protection (PDP Law) and its related regulations.



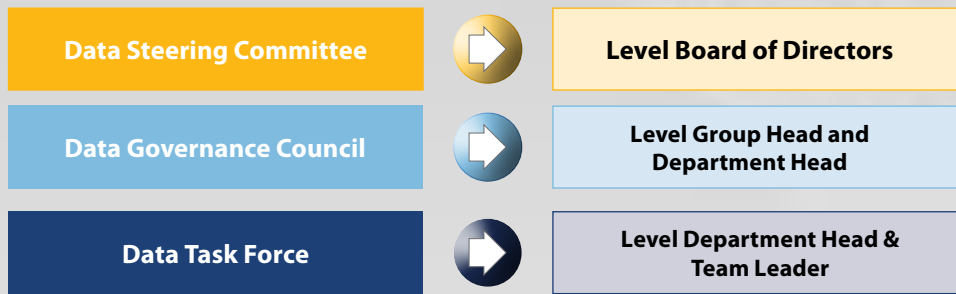
Supervision of Personal Data Protection Management

The Board's commitment to fulfilling compliance functions with applicable regulations is manifested by forming a PDP steering committee consisting of the Compliance Director, Human

Resources Director, Risk Management Director, and Information Technology Director, which functions to develop strategies and determine steps to fulfill obligations stipulated in the PDP Law.

Data Governance

To support corporate strategy through effective and efficient data strategy, data governance based on best practices in accordance with internal and external provisions involving all units within Bank Mandiri is required. Bank Mandiri adopted a Data Governance, a governance model that aligns with the company's work culture and supports its business strategy. This model is designed to adapt to new challenges and provides a structure to regulate data governance. The Data Governance comprises several levels, ranging from the Director level to day-to-day operationalization.



1. Data Steering Committee

It consists of Directors overseeing Information Technology, Risk Management, Compliance, and Operations and a Director/SEVP directly related to the subject matter.

The Data Steering Committee is tasked with providing guidance and approval for Data Governance strategy to meet regulatory requirements and support sustainable business growth as stipulated in the corporate plan, as well as reviewing the implementation of Data Governance strategy to support bankwide business growth;

2. Data Governance Council

Consists of Group Heads and Department Heads discussing matters with financial implications;

3. Data Task Force

Consists of Department Heads, Team Leaders, and Technical Teams discussing operational matters within the bank and coordinating activities.

Process of Implementing Personal Data Protection

Bank Mandiri implements customer protection regulations for all financial products, whether through branch or digital account openings. The bank prioritizes transparency in data usage for banking transactions and adheres to relevant data security regulations. Additionally, in digital transactions, Bank Mandiri provides a dual authentication process using face recognition and biometric systems to ensure enhanced security. Bank Mandiri employs Data Loss Prevention (DLP) solutions across all its products to mitigate the risk of cyber threats to customers' personal data. The bank consistently updates its security regulations in accordance with best practices, relevant regulations, and current trends.

During the reporting period, Bank Mandiri conducted internal reviews and issued a Risk Formation assessment. The Director of Information Technology is tasked with developing strategies and

defining measures to fulfill obligations stipulated in the Personal Data Protection (PDP) Law. This includes appointing PDP officials/officers, providing a Record of Processing Activity, and conducting Data Protection Impact Assessments. The bank has initiated programs encompassing metadata management, data quality updates and enhancements, adaptation to regulations, and readiness for customer requirement adjustments. Additionally, the company offered training for implementing personal data protection through online and in-person courses organized by Mandiri University Group.

To bolster the enforcement of personal data protection in compliance with the PDP Law, Bank Mandiri has revised its policies in 2023, mandating the application of personal data protection principles to all services, products, and offerings provided to customers.

DATA PRIVACY TRAINING PROGRAM 2023
Including Certified Information Privacy Manager (CIPM) training, culture of privacy, fundamentals, NIST Privacy Network, etc.

21
Training Titles

85
Training Participants

PERSONAL DATA PROTECTION POLICY

| Policy Coverage | Implementation of the Principle of Personal Data Protection |
|--|---|
| Operational Policy | ✓ |
| Legal, Compliance, and AML/CFT Policy | ✓ |
| Credit Policy | ✓ |
| Treasury, Fund, and Service Policy | ✓ |
| Relevant Business Line and Subsidiary Policies | ✓ |

Currently, Bank Mandiri has refined the Data Management Standard Operating Procedure (SOP), governing the procedures for processing personal data, including arrangements for processing personal data in accordance with the approved purposes of its use by customers, data retention periods, the process of receiving and/or sending data to external parties, as well as data deletion and destruction.

As a means of transparency for customers regarding the types of personal data collected and its processing, Bank Mandiri has published a privacy policy for customers within the Livin' by Mandiri application. This is aimed at providing assurance and comfort to Livin' users and includes detailed information about the handling of personal data, such as:

- The purpose of processing, including compliance with applicable regulations
- Guarantee of confidentiality and data security
- Types of personal data collected
- Rights and obligations of Livin' users
- Contact information

Data referred in this Standard Operating Procedure (SPO) of Data Management refers to all bank data stored in its database system relating to assets and liabilities, as well as commitments and contingencies. This SPO regulates data management activities as well as governance over the data as the basis for the end-to-end process, including:

1. Data Initialization Management
2. Metadata Management
3. Master Data Management
4. Data Quality Management
5. Data Storage Management
6. Data Development Management
7. Data Security Management

8. Data Provisioning Management

9. Big Data Analytics Management

10. Data Backup Management

11. Risk Mitigation as well as Documentation and Monitoring.

The Data Management Standard Operating Procedure (SPO) prohibits the sharing of customers' personal data and/or information with third parties, coercing prospective customers to agree to share data as a condition of product/service agreements, utilizing the personal data of prospective customers whose applications for product/service usage have been rejected by the Bank, or using the personal information of prospective customers withdrawing their applications for product and/or service usage. Exceptions are made if there is written or electronic consent from the customer or if it is regulated by legal provisions.

Bank Mandiri treats the data or personal information of customers/prospective customers and/or a group of customers/prospective customers in a manner that ensures the security of the data and/or personal information by conducting periodic eligibility and security checks. Any use of data must have obtained consent from the customers/prospective customers and/or the group of customers/prospective customers. The Bank ensures that any data processing it carries out is limited to its intended purpose, safeguards data ownership, is accurate, complete, non-misleading, up-to-date, and accountable, while also considering the purpose of the processing.

Bank Mandiri protects the security of personal data from loss, unauthorized access, and unauthorized disclosure, as well as from alteration or destruction of personal data. The processing of personal data is carried out by informing the purpose of collection, processing activities, and failures in protecting personal data. Personal data is destroyed and/or deleted unless it is still within the retention period as required based on the provisions of laws and regulations.

Access and Rectification of Personal Data

Bank Mandiri ensures that customers have the right to modify, add, complete, or delete their personal data in accordance with relevant regulations. Customers can access and update their personal information through branch offices, call centers, and the Livin' application. The bank also prioritizes customer comfort by employing masking processes for sensitive data and safeguarding against data leaks through the use of Data Loss Prevention (DLP) tools.

The bank follows the principle of minimizing requests for personal data in accordance with transaction requirements and regulatory compliance. It stores personal data according to relevant provisions and is dedicated to deleting data after the specified retention period as necessitated by business needs and permitted by regulations. Additionally, the company refrains from acquiring personal data from any third party without the customer's consent and/or a valid agreement and/or in accordance with applicable provisions.

Control and Retention of Personal Data

Bank Mandiri is fully committed to preventing unauthorized or accidental access, processing, or deletion of data by any party. This commitment is upheld by implementing comprehensive data security management, encompassing asset management monitoring activities, protection of data transfers, and data destruction. The applied data security efforts include:

1. Implementing a Data Classification mechanism to protect sensitive data from unauthorized access by individuals or parties.
2. Implementing Data Loss Prevention (DLP) Tools across all bank IT assets that support business activities in preventing data or sensitive information loss.
3. Integrated Secure File Sharing in data management technology from data collection, processing, storage, and transfer.
4. Security awareness programs and risk awareness programs aimed at all employees to ensure the adequacy of data security and management quality.
5. Performing backups, switch-overs, and disaster recovery training to ensure data resiliency and support business IT assets.

Future Proofing Privacy Program

In developing the personal data protection program, Bank Mandiri has conducted a comprehensive review of the bank's operational activities' compliance with the Personal Data Protection Law. The bank has also held a series of discussions with government agencies, namely the Ministry of Communication and Information Technology and the Attorney General's Office of the Republic of Indonesia, to gain a deeper understanding of the implementation of the Personal Data Protection Law. Furthermore, the bank has organized Forum Group Discussions (FGD) with a variety of Indonesian associations, foreign institutions, and consultants to discuss best practices for personal data protection.

The challenges of implementing personal data protection impact all operational activities, including those involving customers, employees, and third parties. The comprehensive personal data protection program is a collaborative effort involving the Enterprise Data Management Group, IT Application Support Group, Operational Risk Group, and Human Capital Strategy & Talent Management Group. The main focus of the personal data protection strengthening program is in 4 (four) areas:

- ❶ Business process improvement
- ❷ System development
- ❸ Internal regulation refinement
- ❹ Organizational strengthening

The scope of the personal data protection strengthening program covers not only customer personal data but also the personal data processing of employees and third parties working

with Bank Mandiri. The personal data protection strengthening program consists of 15 main activities:

| | | | | |
|--|---|--|--|--|
| 1 | 2 | 3 | 4 | 5 |
| Privacy Governance Creation or adjustment of internal provisions in accordance with the Personal Data Protection Law (PDP Law) | Data Protection Officer/ Officer Establishment of a Personal Data Protection Officer (PDPO) unit as mandated by the PDP Law | Lawful Basis for Processing Adjustment to consent requests, privacy policies, and other processing bases | Consent Management Improvement of processes and development of systems to manage consents provided by the Personal Data Subject | Record of Processing Activity (ROPA) Improvement of the recording process of personal data processing activities along with detailed activities |
| 6 | 7 | 8 | 9 | 10 |
| Training & Awareness Socialization, training, and establishment of internal regulations for employees to comply with the provisions of the PDP Law | Data Subject Request Management of requests/ rights of Personal Data from Data Subjects: Rights to be forgotten (erasure/ destruction), rectification, etc. | Data Classification Implementation of Personal Data classification according to general and specific Personal Data types | Third Party Contract Management Enhancement of Personal Data processing involving third parties that require sufficient Personal Data protection | Data Protection Impact Assessment Implementation of assessment for high-risk Personal Data processing |
| 11 | 12 | 13 | 14 | 15 |
| Information Security Securing Personal Data according to the level and classification of Personal Data according to the PDP Law | Data Breach Management Notification to Personal Data Subjects and Authorities in the event of a breach in accordance with the PDP Law | Cross Border Transfer Restriction Strategy for transferring Personal Data abroad | Data Retention Restriction Processing of Personal Data for limited purposes and duration in accordance with the purpose of such processing | Corporate Action Notification to Personal Data Subjects and Authorities in the event of corporate actions (mergers, acquisitions, etc.) in accordance with the PDP Law |

PRODUCT DATA PROTECTION POLICY AT BANK MANDIRI

The data protection policy at Bank Mandiri has been fully implemented across all relevant business lines (products and services), including:

| PRODUCT | Implementation of Data Protection Policy |
|-------------------------------------|--|
| Lending - KSM | ✓ |
| Lending - Paylater | ✓ |
| Lending - Credit Card | ✓ |
| Lending - Powercash | ✓ |
| QR Credit Card as SOF | ✓ |
| Investment - Prime Bonds | ✓ |
| Investment - Mutual Funds | ✓ |
| Investment - Customer Fund Accounts | ✓ |
| External Forex Transfer | ✓ |
| Foreign Currency Account Opening | ✓ |

| PRODUCT | Implementation of Data Protection Policy |
|----------------------------------|--|
| IDR Account Opening Data | ✓ |
| Mandiri Tabungan Rencana Opening | ✓ |
| Deposit Opening | ✓ |
| Virtual Debit Card | ✓ |
| Virtual Credit Card | ✓ |
| Branch Service Reservations | ✓ |
| Livin' Care | ✓ |
| Livin' Pay Kopra | ✓ |
| Livin' Merchant | ✓ |
| Mandiri Agent | ✓ |

Customer data and their deposits held at Bank Mandiri are classified as Bank Secrets and/or Personal Data, which must be safeguarded by Bank Mandiri. The procedures for protection

and/or any exceptions to data protection adhere to relevant laws and regulations.



DATA SECURITY OF MANDIRI GROUP

Bank Mandiri has developed the Mandiri Subsidiary Principles Guideline (MSPG) to serve as a guideline for Bank Mandiri and its subsidiaries in establishing a collaborative business ecosystem driven by a performance-oriented culture. This approach aims to create sustainable added value while adhering to the principles of Good Corporate Governance and the Articles of Association of each subsidiary.

The MSPG addresses various aspects of collaboration in information technology, encompassing the alignment of Information Technology security architecture to uphold corporate security and regulatory compliance. Additionally, it provides guidance on data management, directing Bank Mandiri and its subsidiaries to implement an integrated Management Information System and data management system in accordance with relevant laws and regulations. It also emphasizes the alignment of data governance practices between the subsidiaries and Bank Mandiri.



Furthermore, Bank Mandiri, in collaboration with its subsidiaries through the CISO Group, works to define security requirements for the Mandiri Group, taking into account the unique complexities and vulnerabilities within each subsidiary's systems. Ongoing monitoring and reporting of compliance with subsidiary standards are conducted regularly and reported to the Board of Directors of Bank Mandiri and its subsidiaries.

PRIVACY POLICY IN SUBSIDIARY COMPANIES



Bank Syariah Indonesia

<https://www.bankbsi.co.id/kebijakan-privacy/bsi>

The security of customers' personal data is a priority for BSI. This Privacy Policy outlines how BSI may collect, use, disclose, process, and manage customers' personal data. This policy applies to the personal data of any individual that BSI possesses or controls.

BSI informs customers about the use of their personal data for both core business purposes and marketing activities/offers of products and services. BSI emphasizes that the use and disclosure of customer data are conducted in accordance with Bank Indonesia regulations/Financial Services Authority and other applicable data protection and privacy laws.



I-Kurma App

<https://salamdigital.bankbsi.co.id/privacy-policies>

The stored data includes customer data (including customer photos and visit photos and collateral), the location of the pipeline menu filling, and the device ID of the device necessary for the operational application. Without this data, the application cannot proceed with disbursement. The application does not share internal data with any third parties, utilizes Secure Socket Layer (SSL) and encryption, and stored data can be deleted through a formal data deletion request submitted through procedures established by the Bank.



Mandiri Taspen

<https://www.bankmandiritaspen.co.id/info/id-keamanan-transaksi-digital128/id>

In the midst of rampant phishing, Bank Mandiri Taspen is committed to safeguarding the confidentiality of all digital transactions of its customers, including taking protective

measures using encryption technology. Any transaction carries inherent risks, including digital transactions. However, most risks can be mitigated with a proper understanding of how to conduct digital transactions more securely. The emphasized principles are straightforward and easy to remember: BE CAUTIOUS, BE THOROUGH, and CONFIRM.



Mandiri Tunas Finance

<https://www.mtf.co.id/id/kebijakan-privasi>

The personal information is solely used for the purpose of enhancing services for customers. Customers are not obligated to provide all personal data; the website also gathers data obtained from cookies used by the web server in a unique manner, as well as statistical data to identify visitors' habits when they browse the website, enabling us to enhance our services.

MTF is committed to maintaining the confidentiality of all consumer transactions. Any transaction carries inherent risks, including digital transactions. However, most risks can be mitigated with a proper understanding of how to conduct digital transactions more securely. The emphasized principles are straightforward and easy to remember: BE CAUTIOUS, BE THOROUGH, and CONFIRM.



Mandiri Utama Finance

<https://www.muf.co.id/tips-aman-transaksi/>

MUF consistently maintains the trust of all customers, ensuring their security during transactions by adhering to simple, memorable principles: BE CAUTIOUS, BE THOROUGH, and CONFIRM.



AXA Mandiri Financial Services

<https://axa-mandiri.co.id/en/web/customer/kebijakan-privasi>

The rapid advancement of technology in today's world has resulted in a growing demand for data usage. At AXA Mandiri, we recognize the necessity to continually innovate to improve the customer experience when transacting with us and to ensure the protection of our customers' personal data. To achieve this, we provide tailor-made protection, simplify relevant information, and enhance the effectiveness and efficiency of our procedures. AXA Mandiri is dedicated to upholding the security and confidentiality of our customers' personal data as part of our commitment to respecting

their privacy rights in compliance with relevant laws and regulations.

We are committed to exerting every possible effort to uphold the security and confidentiality of personal data. This commitment is realized by implementing physical, technical, and organizational procedures aimed at preventing unauthorized access, collection, use, disclosure, copying, alteration, or deletion of personal data. We assure you that we will not provide, disclose, or sell your personal data to third parties without your consent. Furthermore, we will verify your identity before granting access or making any changes to your personal data.



Mandiri Inhealth

<https://www.inhealth.co.id/kebijakan-privasi>

To provide protection to consumers and the public in the financial services sector, Mandiri Inhealth is committed to safeguarding your private data. We strive to the best of our ability to maintain your trust in the processing of Personal Data. Safeguarding privacy data is a significant responsibility. Mandiri Inhealth takes this responsibility seriously. We adhere to international and national privacy data regulations to provide you with the necessary protection.

Mandiri inHealth highly values the confidentiality of your personal information, recognizing its significance in maintaining your trust. For this reason, we have developed security procedures and implemented a range of organizational and technical security measures aimed at safeguarding your personal information from unauthorized use or disclosure. As the custodian of this data, we do not sell it to third parties outside Mandiri inHealth. Furthermore, we continuously adapt our data privacy practices to meet evolving needs and align with the latest developments in data privacy.



Mandiri Sekuritas

<https://www.mandirisekuritas.co.id/id/kebijakan-privasi>

Mandiri Sekuritas consistently endeavors to uphold the privacy and security of its customers' and prospective customers' personal data in full compliance with relevant laws and regulations.

The privacy policy encompasses the collection, use, and disclosure of personal data when you use and/or access our Electronic Systems*, including associated data related to your choices within it. This includes the collection, use, tracking, and cookie data, transfer, disclosure, security, third-party service providers, links to other sites, and enforcement.



Mandiri Capital

[\(https://mandiri-capital.co.id/kebijakan-privasi/\)](https://mandiri-capital.co.id/kebijakan-privasi/)

MCI provides information about the privacy policy on the MCI website. Additionally, personal information such as names, addresses, and emails provided voluntarily by site visitors is collected and used by MCI to enhance services for customers in accordance with applicable provisions and regulations.

The information is utilized to enhance services for customers. Customers have the option not to provide all personal data, but this may affect their access to facilities on the site. Data is collected through cookies used by web servers and statistical data to comprehend visitor habits for service improvement. Site users have the right to disable cookies when visiting the site.



Mandiri Europe

[\(https://www.bkmandiri.co.uk/privatepolicy.htm\)](https://www.bkmandiri.co.uk/privatepolicy.htm)

Bank Mandiri (Europe) Limited is committed to ensuring the protection of your privacy. The privacy policy outlines the procedures we have implemented to safeguard your privacy.

The privacy policy outlines the procedures for safeguarding data privacy, including information about cookies. It ensures that all your communications with us and other personally identifying information will never be disclosed in ways not described in the privacy policy, consent, and privacy-related inquiries.



Mandiri Remittance

website and all products and services

www.mandiriremittance.com/id/privacy-policy

The Privacy Notice outlines how Mandiri International Remittance Sdn. Bhd. (MIR) uses your personal data. MIR is fully committed to ensuring that our processing of personal data complies with the Personal Data Protection Act 2010 (PDPA). The Privacy Notice relates to the personal data that you willingly provide to MIR when you access our services. The Privacy Notice

also applies to the website and all products and services offered by MIR.

MIR is fully committed to ensuring that our processing of personal data complies with the Personal Data Protection Act, and this policy governs the website and all products and services offered by MIR, the purposes and types of personal data, disclosure, security, storage, integrity, and principles of personal data access.

CONTROL OF DATA USAGE IN THIRD-PARTY COLLABORATIONS

Bank Mandiri ensures the security and protection of data when collaborating with third parties, such as IT contractors or other external parties in the supply chain. Bank Mandiri does not provide data in any form to third parties for any purpose other than for transaction execution. Bank Mandiri requires a Non-Disclosure Agreement (NDA) from third parties if there is cooperation involving customer data, and only sends customer data in accordance with customer approval. The bank also ensures that all campaign programs are carried out based on customer approval.

Furthermore, the Data Management Policy governs specific data/information requests for the purposes of law enforcement and/or regulation related to Anti-Money Laundering (AML)/Countering the Financing of Terrorism (CFT), as well as specific requirements for audits.

The CISO Office routinely conducts vendor security checks, including information security by third-party organizations (people, process, technology), in line with their involvement with Bank Mandiri. The checks are carried out through methods such as questionnaire completion, interviews, and/or site visits

Customer Protection

Bank Mandiri remains committed to enhancing its services by offering tailored financial solutions that meet the needs of the general public and its customers. Customer protection is prioritized throughout the entire process, from product and service design, sales, and customer service to complaint handling, ensuring a secure and reliable banking experience for all customers.

As of December 31, 2023, Bank Mandiri served 35.8 million customers. Through its intermediary function, customers have the opportunity to create a brighter future through access to the bank's financial services for their economic and social needs. To facilitate this, the public must have a clear understanding of

the banking products and services they select based on their individual requirements, while banks are obligated to ensure the financial protection of customers in relation to the associated risks of these products and services.

PRODUCTS AND RESPONSIBLE FINANCIAL SERVICES

Every new or updated financial product and service is designed to meet the needs of customers, taking into account features, convenience, reliability, security, and compliance. The security aspects of financial products and services are tested to ensure the protection of personal data and data security in all transactions.

In 2023, Bank Mandiri introduced Tap to Pay, a new product designed to facilitate swift transaction payments globally. Tap to Pay aims to mitigate the security vulnerabilities associated with conventional card transactions by eliminating the exposure of sensitive information, such as expiry dates or CVV, during transactions at the cashier. This innovative solution also shields customers from the risk of RFID skimming, enhancing overall transaction security.

In addition to adhering to internal policies, procedures, and regulatory requirements, Bank Mandiri ensures that its sustainable financial products undergo evaluation based on relevant global standards and frameworks. For instance, Bank Mandiri's issuance of Sustainability Bonds and Green Bonds in 2022-2023 adhered to the guidelines set forth by the International Capital Market Association (ICMA). Subsequently, an independent external party conducted a review before the issuance was approved by the Risk Management Committee.

The Board-Level Committee of Bank Mandiri is committed to ensuring the quality and integrity of its products and services. To this end, the Committee regularly conducts review, monitoring and evaluations of all financial offerings, including the development of new products. In addition, Bank Mandiri follows strict regulations and guidelines, seeking approval from relevant authorities (OJK, Bapepam, etc) before introducing any new financial products and services. Various product and services provided by Bank Mandiri include:

Livin' by Mandiri

Livin' by Mandiri is a financial super app that provides comprehensive banking services accessible through a smartphone. Livin' by Mandiri offers cutting-edge solutions tailored to both the financial and non-financial needs of customers. Various conveniences are integrated into Livin' by Mandiri, including account opening in more than 120 countries, cardless deposit and withdrawal, e-wallet linkage, smart payment options, instant transfer through BI FAST, instant access, QR code payments and receipts, tap-to-pay functionality, paylater services, foreign exchange transfers, investment product purchases, Livin' Sukha, and various other attractive features that undoubtedly simplify the customer experience.

Livin' Merchant

Livin' Merchant is an application that offers comprehensive Point of Sale (POS) services. Our platform facilitates sales recording, efficient product stock management, acceptance of various payment methods, and the seamless disbursement of sales proceeds.

Livin' Sukha

Livin' SUKHA stands out as a key feature within Livin' by Mandiri, designed to cater to customers' diverse lifestyle needs. It enables seamless purchases of airplane and train tickets, access to medicines and medical equipment, acquisition of game vouchers, subscriptions to streaming services, acquisition of concert and entertainment tickets, shopping for daily necessities and electronics, ordering food and beverages, and scheduling health check appointments. Additionally, SUKHA offers a rich blend of entertainment and educational content, featuring articles, live streaming, and reels. It serves as a one-stop solution



fulfilling both entertainment and shopping needs, ensuring an all-encompassing lifestyle experience.

Mandiri e-money

Mandiri e-money is a chip-based Electronic Money solution issued by Bank Mandiri, designed as a secure alternative to cash for various payment transactions. It serves as a convenient payment method for services such as toll roads, parking facilities, TransJakarta, trains, grocery stores, and various other merchants.

Mandiri Paylater

Mandiri Paylater, offered by Bank Mandiri, is a convenient loan facility designed to facilitate payments for QR transactions at all merchants. With the concept of "buy now and pay later," customers have the flexibility to settle their payments within 1, 3, 6, 9, or 12 months. The application for Mandiri Paylater can be conveniently completed online through the Livin' by Mandiri platform.

Mandiri API

Mandiri Application Programming Interface (API) offers effortless access to a diverse range of banking products and services provided by Bank Mandiri. This empowers business entities within the Bank Mandiri digital ecosystem, enabling them to easily and securely leverage a variety of banking services.

Mandiri Direct Debit

Mandiri Direct Debit is a service that streamlines the acceptance of Mandiri Card transactions, whether at merchants in collaboration with Bank Mandiri. This service enhances transactional convenience by processing payments within an integrated transaction flow.

Mandiri Chat Banking

Mandiri Chat Banking is a communication service connecting Bank Mandiri with customers through our official WhatsApp business account at +6281184140000. This service facilitates the exchange of information, notifications, and interactions between Bank Mandiri and its customers. Additionally, customers can inquire

about Bank Mandiri's products and services by using the same WhatsApp number.

ATM

Banking transactions via ATMs provide customers with convenient access to their accounts, allowing for various actions such as cash transactions, balance inquiries, transfers, and payments using Mandiri Cards. Mandiri ATMs are integrated with both domestic and international payment networks, facilitating transactions with cards from other banks. Furthermore, Bank Mandiri has upgraded its ATMs to accommodate cash deposit and withdrawal transactions.

Mandiri EDC

Mandiri EDC is a service offering Electronic Data Capture (EDC) machines at stores and merchants in collaboration with Bank Mandiri. This service streamlines the electronic processing of various transactions, including purchases, payments, cash withdrawals, and e-money top-ups.

Mandiri EDC supports transactions with both Mandiri cards and cards from other banks, utilizing the domestic network, International Payment Network, and the Bank Mandiri network.

Mandiri Customer Service Machine (CSM)

The Mandiri Customer Service Machine (CSM) represents Bank Mandiri's cutting-edge digital banking service, featuring advanced biometric verification technology. It offers convenient card replacement services, allowing customers to change card types, replace damaged cards, or address lost cards. Additionally, customers can efficiently open new accounts through these machines. The CSM enables self-service transactions with simplified steps, eliminating the necessity for form filling. It operates 24/7, ensuring fast and efficient service without the need to wait at the branch.

Throughout the reporting period, all new products and services (100%) were evaluated based on security aspects and other criteria set by the Bank and approved by regulators. No financial products or services were withdrawn or discontinued by the Bank or its subsidiaries. [OJK F.27] [OJK F.29]

TRANSPARENT SALES

The provision of information and transparency about financial products and services is necessary for customers to be able to choose the right financial products or services, and this is the key to the first financial protection for consumers.

Bank Mandiri and its subsidiaries provide information about available financial products and services at all times on the Bank Mandiri website and via email or the Call Center. Each salesperson undergoes training on product and financial service knowledge, with annual refresher training sessions to ensure their expertise remains current.

Salespeople provide comprehensive explanations about products and services, encompassing features, service implications, and inherent product risks to each customer. The Bank also ensures the application of the Know Your Customer principle in compliance with legal regulations, including for digital products and services. Information for the public and prospective customers includes:

1. Description/explanation of the product
2. Benefits and advantages of the product
3. Product features
4. Terms and conditions of the product
5. Product usage guidelines/tutorials

ADVERTISEMENT POLICY

Any advertisement and promotion featuring Bank Mandiri's financial products and services is designed to publish accurate, transparent, truthful, and non-misleading information in compliance with the relevant regulations regarding the advertisement of financial services. This commitment is upheld through regular reporting of all marketing activities and product and service communications to the Board of Directors. Bank Mandiri has a standalone advertisement policy with an oversight body, and provides training for relevant employees. Bank Mandiri's advertisements and promotions adheres to the bank's internal policy, specifically the Standard Operating Procedure (SOP) for Marketing Communication of Products and Services Number S13.P4.MKP of 2023 and the Technical Operational Guidelines (TOG) for Marketing Communication of Products and Services Number S13.P4.T1.MKP of 2022. These provisions encompass the stipulations for communication materials intended for public dissemination, informed by and aligned with the regulations of regulators, such as POJK No. 6/POJK.07/2022 on Consumer and Community Protection in the Financial Services Sector and the OJK Financial Services Advertising Guidelines. This ensures that the published communication materials also prioritize the interests of consumers.

6. Product/promotion validity period (if applicable, for example, for limited edition products)
7. Channels of communication through which customers can seek additional information.

Bank Mandiri is committed to upholding transparency and fairness in all transactions involving financial products and services, recognizing the significance of fostering trust and nurturing a sustainable relationship between the bank and its customers. In the credit distribution process, Bank Mandiri consistently prioritizes the principle of prudence, complemented by customer protection policies that encompass fulfilling the rights of debtors as outlined in Bank Mandiri's Credit Policy No. B3.KRD Year 2023. This policy ensures that every debtor receives a comprehensive explanation from bank officials regarding:

1. A sufficient explanation of the product characteristics
2. Access to the terms and conditions of the fund product through the Bank Mandiri website
3. Ease of transactions through branches, e-banking services, or other facilities designated by the Bank
4. Interest rates in accordance with the applicable Bank regulations and
5. Information on the procedures for handling and resolving customer complaints.

The marketing communication of Bank Mandiri's products and services aims to enhance brand awareness through digital and traditional media, as well as organized events. The implementation of marketing communication adheres to consumer protection regulations, ensuring that information related to products and/or services is clear, accurate, truthful, easily accessible, and not potentially misleading.

In carrying out marketing communication activities for products and services, Bank Mandiri implements risk management principles, encompassing risk identification, measurement, monitoring, and control, to ensure the safe, accurate, and timely execution of marketing communication activities. Additionally, Bank Mandiri has established the following:

1. Establishing tasks and responsibilities among Related Work Units (Segregation of Duties).
2. Implementing a check and balance process in carrying out marketing communication activities for products and services with dual control.
3. Complying with internal and external regulations.
4. Applying risk management principles.

5. Carrying out marketing communication activities for products and services in accordance with Core Values, AKHLAK (Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative), good corporate governance, Corporate Culture, Code of Conduct, Business Ethics, and consistently adhering to the principle of prudential banking.

Monitoring and Evaluation

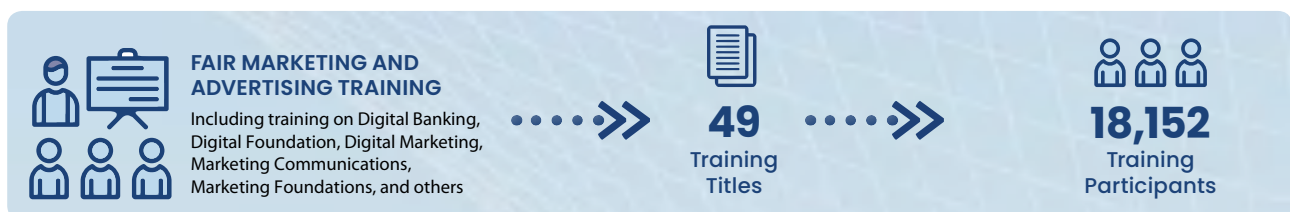
1. Monitoring to minimize the potential risks that could lead to losses for the Bank during marketing communication activities for products and services, it is necessary to monitor all planned marketing communication activities listed in the marketing communication calendar on a regular and continuous basis. The monitoring activities are divided into two types, namely:
 - a. Routine monitoring of:
 - 1). Placement of communication materials in ATL, BTL, and Digital media. Monitored parameters include displayed communication materials, media used for placement, alignment of displayed communication materials with the Bank's branding, physical condition of the media used (Of Home Media), duration of material display, and alignment of material placement realization with the media plan.
 - 2). Survey execution for research data collection involves monitoring the survey activities. Monitored parameters include the selection of respondents for the survey, questionnaire delivery during the survey, and interviewer capacity.
 - 3). Vendor performance monitoring involves checking the alignment of activities carried out by vendors with the agreed-upon cooperation agreement.
 - 4). Marketing communication budget monitoring involves checking the alignment between:
 - a). Annual Marketing Communication Work Plan and Budget
 - b). budget availability
 - c). budget realization, and

- d). budget stated in principle permit
- 5). Brand implementation monitoring involves conducting random checks to ensure that the reviewed and approved branding aligns with its implementation.
 - b. Incidental monitoring of Sponsored events or events supported by the Management Unit Monitoring involves conducting direct checks at the location.
 - c. Monitored parameters include the number of visitors, volume of Bank product transactions, placement of communication materials at the location, alignment of displayed communication materials with the Bank's brand guidelines, and readiness of personnel conducting direct marketing communication activities.
2. Evaluation is conducted to gain an overview of the effectiveness of completed marketing communication activities for products and services. It aims to provide recommendations to the User Management Unit and action plans for improving future strategies, planning, and implementation of marketing communication activities. The Management Unit collaborates with vendors based on reports sent by the User Management Unit to conduct evaluations. Evaluation is based on:
 - a. Parameters used in monitoring
 - b. Realization of the programs compared to the predetermined targets
 - c. Appropriateness of budget allocation. The program evaluation results are subsequently communicated to the User Management Unit to inform future marketing and communication programs.

Oversight Mechanism

To fulfill the control and information requirements of management and associated work units, the Management Unit periodically reports all Marketing Communication activities for Products and Services to the Board of Directors at least once a year.

In the reporting year, Bank Mandiri provided training to 18,152 relevant employees regarding advertising policies.



FINANCIAL PROTECTION FOR CUSTOMERS

Bank Mandiri is committed to treating all customers with equality, honesty, and fairness, starting from the moment they express interest in the bank's offerings and continuing throughout their utilization of the bank's products and services.

The financial protection for customers commences with the initial evaluation of prospective customers or users of financial products. In 2023, Bank Mandiri introduced the Livin' Paylater product in response to the significant borrowing activity in technology-based financial services, which has led to a high incidence of loan repayment defaults. Bank Mandiri supports customers in avoiding the misuse of loan products by implementing measures such as restricting the use of paylater for payroll customers, setting maximum limits, and applying criteria established by the Bank Mandiri risk team. The bank leverages its Enterprise Data Analytics to assess customers' financial capacities for obtaining paylater facilities, thereby ensuring that customers do not face installments beyond their future capabilities.

Bank Mandiri enforces policies and procedures aimed at safeguarding customers' financial interests, including assessing their income based considerations for loan modification options and credit disbursement across its product range. The bank extends financial protection to customers, particularly those identified as vulnerable, based on the bank's established criteria.

Bank Mandiri has established policies and procedures for credit restructuring to assist customers who encounter business challenges in accordance with the stipulated provisions. Under specific conditions, customers have the option to apply for loan restructuring or reconstruction by submitting a request to the bank.

In the credit disbursement process, during the Loan Monitoring stage, the bank evaluates the quality of existing debtor credit through various methods, including the utilization


of a Watchlist mechanism. This mechanism serves as an early warning system for assessing the quality of the credit extended, analyzing three key aspects: the debtor's future business prospects, financial performance, and repayment history. If the monitoring indicates a deterioration in quality, Bank Mandiri will take measures to address troubled credits, with the objective of minimizing potential losses for the bank and salvaging the credits extended. Credit salvage can take the form of restructuring, including:

1. Reduction of credit interest rates;
2. Extension of credit period;
3. Reduction of credit interest arrears;
4. Reduction of credit principal arrears;
5. Addition of credit facilities; and/or
6. Conversion of credit into temporary equity participation.

Bank Mandiri is committed to conducting business activities that prioritize customer protection to support a sustainable, stable, and consumer and community-oriented financial services ecosystem based on consumer protection systems as mandated in POJK No. 6/POJK.07/2022.


To build awareness and adequate knowledge regarding customer protection, Bank Mandiri conducts familiarization at all levels using various internal means. During the reporting period, 16 materials were presented through wallpapers, email blasts, and Mandiri Magazine, followed by the implementation of an awareness survey to measure the effectiveness of the activities.

Bank Mandiri also ensures the protection of its customers by conducting familiarization and comprehension assessments of consumer protection regulations for employees in relevant work units, including frontliners. In the reporting year, a total of 26,288 employees have undergone training on consumer protection.




CUSTOMER FINANCIAL PROTECTION TRAINING

Including training on Asset Product Knowledge and Process, Micro Credit Products and Processes; Customer Experience; Handling Complaints; Deepening Relationship with Priority Customers; and others.



171

Training Titles



26,288

Training Participants

DEBT COLLECTION POLICY

Bank Mandiri consistently aims for the smooth operation of its debtors' business activities to foster synergy between the bank and business actors, ultimately advancing the country's economy. However, in the event that debtors encounter challenges in fulfilling their obligations, the bank has standalone debt collection policy with well-defined procedures, and training for relevant employees, that prioritizes upholding debtors' rights as stipulated in:

1. Credit Policy (KPKD) number B3.KRD of 2023.
2. Standard Operating Procedure (SPO) for Credit Collection & Recovery Retail number K5.SP12 of 2023.
3. Standard Operating Procedure (SPO) for Credit Collection & Recovery Wholesale number B3.P10.CCW of 2022.

Collection Strategy

Endeavors are made to collect debts from all debtors, including both current and delinquent ones. For current debtors, we remind them of their upcoming payment obligations (pre-delinquent call). Meanwhile, for debtors showing signs of declining business, Bank Mandiri also works to salvage the credit to prevent a decline in credit quality or downgrading. Immediate preventive action is taken to prevent the debtor's condition from worsening, which could lead to losses for the bank. Credit salvage actions primarily involve credit restructuring, which can be implemented through the following patterns/methods:

1. Interest Rate Reduction
2. Extension of Maturity and/or Rescheduling
3. Merging and/or Splitting of Credit Facilities
4. Credit Currency Conversion
5. Sale of Debtor Company Shares
6. Addition of Capital by Strategic Investors

In its implementation, the collection approach can also be categorized into several types, as follows:

1. Front-end collection

The initial stage of collection involves reminding debtors, either in writing or orally, of their obligations. At this stage, the efforts are more focused on customer service and educating the debtors. This stage is also valuable for identifying debtors who may be experiencing declining business and potential payment difficulties.

2. Mid-range collection

Collection efforts take a firmer approach towards debtors who are beginning to fall behind, including

negotiating payment schedule options or alternatives. At this stage, debtors are reminded that meeting their payment obligations is crucial for maintaining their credibility.

3. Hard collection

Taking a firm approach in negotiating payments aimed at resolving arrears, including restructuring options.

4. Recovery

Efforts to collect from debtors who have defaulted on their credit obligations will include not only collection but also the implementation of credit settlement mechanisms, which may involve the following alternative solutions:

- a. Full or phased credit settlement
- b. Debt transfer through Novation, Assignment, and Subrogation mechanisms,
- c. Collateral liquidation through voluntary collateral sales or collateral redemption
- d. Collateral liquidation through auction mechanisms

In carrying out debt collection from customers, Bank Mandiri consistently upholds consumer financial protection policies and respects the fundamental rights of customers outlined in the Credit Agreement between the Bank and the Customer. The collection process encompasses direct or indirect activities involving the customer and adheres to relevant internal and external regulations.

If Bank Mandiri engages a Debt Collection Service Company for the collection process, it must ensure that the collection is only pursued when the debtor's bill is classified as non-performing. Additionally, the debtor must be notified if their obligations have been handed over to the Debt Collection Service Company. The collection process must strictly refrain from using physical or verbal pressure, targeting parties other than the debtor, or employing disruptive means of communication. Furthermore, it should be conducted at the debtor's billing address or place of residence and only between the hours of 08:00 and 20:00 local time.

In carrying out debt collection from customers, Bank Mandiri consistently implements policy of protecting customers' financial interests and continues to pay attention to the basic rights of customers as stated in the Credit Agreement between the Bank and the Customer. The collection process includes direct or indirect collection activities from the Customer and complies with applicable internal and external regulations.

Credit Default Resolution

Credit default resolution is the bank's process of resolving outstanding credits after collection and credit salvage efforts have proven unsuccessful. This process aims to minimize losses resulting from credit default, mitigate the escalation of bank risks, and facilitate credit recovery. Bank Mandiri have well-defined loan modification options that include income-based considerations and customer access to escalation options.

Credit default resolution can be achieved through various methods, including:

1. Credit Settlement

The credit settlement mechanism is divided into two methods based on the method and payment period as follows:

a. Lump-sum Settlement

Lump-sum settlement is the repayment of credit through 1 (one) payment for all outstanding obligations.

b. Gradual Settlement

Gradual settlement is the repayment of credit carried out gradually according to the schedule set for all outstanding obligations.

2. Debt Transfer

Credit settlement mechanism by transferring debt consists of several mechanisms as follows:

a. Credit Novation

Dealing with existing debtor's debt by transferring the debt to a third party who then becomes the new debtor (novator).

b. Subrogation and Cessie

Debt settlement mechanism by transferring the creditor's rights to a third party, thereby replacing the creditor's claim on the debtor with that of the third party upon the fulfillment of the obligations.

3. Collateral Liquidation

Collateral liquidation involves using the debtor's collateral to decrease or pay off their credit obligations to the bank. The bank's independent appraiser assesses the collateral before some of it is sold. Collateral liquidation can be executed through:

a. Private sale of collateral

Private sale of collateral to reduce the debtor's credit obligations can be conducted either by the debtor or by the collateral owner (not the debtor) with the bank's approval.

b. Public auction of collateral

Public auction of collateral with a minimum price equal to the auction limit set by the bank.

c. Collateral redemption

Collateral redemption is the withdrawal of credit collateral from the bank by the collateral owner/heir of the collateral owner (not the debtor) to settle the credit by depositing a certain amount of money determined by the bank.

In the reporting year, Bank Mandiri provided training to 3,438 relevant employees regarding collection policies.



COLLECTION TRAINING

Including training in Operational Risk Management for Collectors, Retail Collection Product Knowledge, Collection Negotiation, Basic Collection for Executive Level Employees/ Outsourced Workers, and others.



26
Training
Titles



3,438
Training
Participants

HANDLING CUSTOMER COMPLAINTS

Bank Mandiri strives to provide the best service by offering tailored solutions and ensuring customer satisfaction. This dedication aims to foster customer loyalty and inspire them to advocate for Bank Mandiri’s services to potential customers.

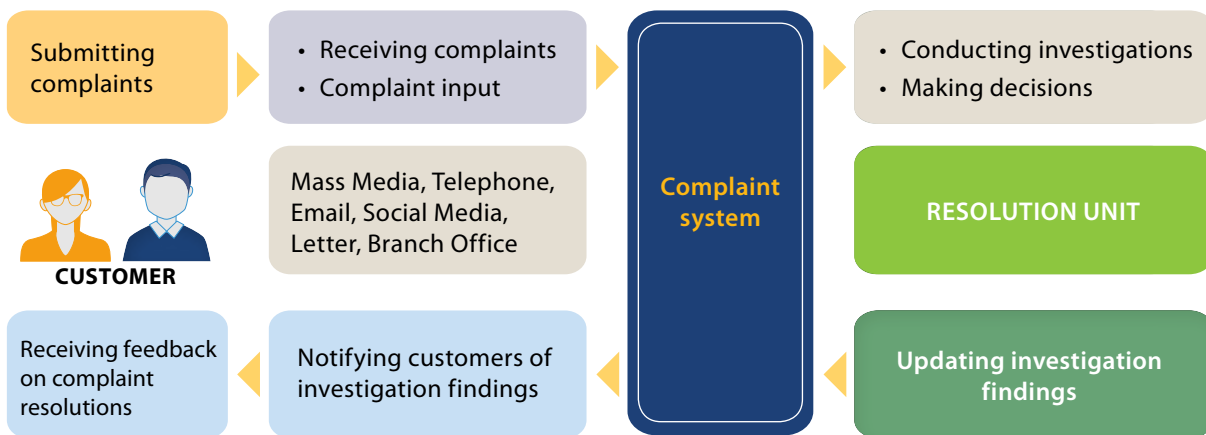
Customer loyalty has been the cornerstone of Bank Mandiri’s existence for over 25 years. The bank has been actively developing banking solutions to cater to the needs of millions of customers, including individuals and businesses from diverse segments. In its pursuit of exceptional performance, Bank Mandiri strives to provide the best service, focusing on providing tailored solutions and ensuring customer satisfaction. This approach aims to foster customer loyalty and encourage them to endorse Bank Mandiri’s services to potential customers. The bank’s deep understanding of the financial service requirements is fundamental to satisfy its customers.

In addition to providing high-quality financial products, Bank Mandiri demonstrates its commitment to customer satisfaction by offering after-sales services that prioritize customer

convenience, including a mechanism for handling customer complaints. The channels for handling customer complaints are designed in compliance with the relevant regulations set forth by the Financial Services Authority (OJK) and are implemented through Bank Mandiri’s internal procedures, specifically the Standard Operating Procedure (SOP) for Customer Complaint Management number S11.P17.PPN in 2023.

To deliver excellent and professional service, Bank Mandiri has established an independent unit for handling customer complaints, the Customer Care Unit, which is responsible for resolving all customer complaints following the agreed-upon Service Level Agreement (SLA). Customers have the option to submit their complaints in writing or verbally through a variety of convenient channels, as outlined below.

HANDLING CUSTOMER COMPLAINTS



In resolving customer complaints, Bank Mandiri employs a tiered strategy following the designated authorities, considering the decision-making authority for customer resolutions, customer categories (regular, special, and VIP), the complexity of the complaints, and involving relevant work units as needed.

To enhance service performance, the Customer Care Unit compiles a comprehensive overview of customer complaints and management performance to evaluate and improve product and banking services in coordination with relevant work units. The management performance related to customer complaints is also communicated to the Director of Operations and thoroughly reviewed to implement necessary enhancements. At the Board of Commissioners, the management performance of customer complaints is deliberated through the Risk Monitoring Committee.

The Customer Care Unit collaborates with the Corporate Secretary Unit to receive and handle all customer complaints and inquiries from various channels, including branch offices, the 14000 Call Center, the website, and Bank Mandiri’s official social media accounts. These issues are then directed to the Customer Care

Unit for resolution. Additionally, the Customer Care Unit is responsible for managing and resolving complaints received from regulatory bodies such as Bank Indonesia, OJK, Ombudsman, and the Ministry of State-Owned Enterprises, as well as complaints from external sources such as print, online, electronic, and social media. Bank Mandiri aims to resolve customer complaints in line with their expectations and in compliance with regulatory provisions.

The Customer Care Unit consistently collaborates with the Product Owner to review customer complaints regularly to enhance customer service and resolve complaints. The target for complaints is proposed by the Operational Risk Unit to the Risk Management & Credit Policy Committee (RMPC) and subsequently approved by the Board of Directors (BoD) and the Board of Commissioners (BoC). In 2023, Bank Mandiri’s complaint target was 90 complaints per 1 million transactions. To enhance complaint handling, PT NielsenIQ Services Indonesia conducts a customer satisfaction survey regarding complaint handling at Bank Mandiri and in the industry. The survey measures three detailed indicators, and the results are as follows:

| Indicator | Bank Mandiri | Industry* |
|---|--------------|-----------|
| Score of satisfaction with complaint handling | 8.34 | 8.25 |
| Score of satisfaction with the duration of resolving complaints | 8.25 | 8.18 |
| Score of solution accessibility | 7.24 | 7.10 |

*Bank KBMI IV

The survey findings indicate that Bank Mandiri’s performance is higher than the industry average. Bank Mandiri is dedicated to continual improvement to deliver the best service to its customers, thereby enhancing customer satisfaction and loyalty.

Customer complaints and inquiries are directed through various channels, including branch offices, the 14000 Call Center, the website, and Bank Mandiri’s official social media accounts. These are then forwarded to the Customer Care Unit for handling and resolution. Additionally, the Customer Care Unit handles and resolves complaints from external sources, such as print, online, electronic, and social media, and collaborates with

the Corporate Secretary Unit to carry out these tasks. As per regulatory provisions, unresolved complaints or disputes can be escalated for resolution through dispute resolution institutions, arbitration, or mediation. Alternatively, they can be brought to court based on the bank’s and customer’s agreement.

Bank Mandiri consistently endeavors to establish effective customer complaint handling mechanisms, underpinned by the commitment of all Mandiri employees to deliver high-quality complaint handling services. The bank designs these mechanisms following established best practices and seeks to continually enhance them in the future.

SUMMARY OF CUSTOMER COMPLAINT

During the reporting year, there were 1,082,317 customer complaints, an increase from the previous year. Of this number, 100.00% were resolved following the established Service Level Agreement (SLA). Bank Mandiri has an Independent internal complaint review body, customer ombudsman with well-defined procedures and/or targets.



SUMMARY OF CUSTOMER COMPLAINT

| Type of Complaint | 2023 | 2022 | 2021 |
|---|----------------|----------------|---------------|
| Total Customer Complaints | 1,082,317 | 725,559 | 731,991 |
| Complaints being resolved in the reporting year | - | - | - |
| Resolved complaint | 1,082,317 | 725,559 | 731,991 |
| Total Transactions | 15,146,907,333 | 12,038,675,803 | 9,675,999,534 |
| Target of RAS metrics (Ratio of the number of complaints compared to one million transactions) | 90 | 108 | 108 |
| Realization of RAS metrics (Ratio of the number of complaints compared to one million transactions) | 71 | 60 | 76 |
| Resolution Rate | 100% | 100% | 100% |

CUSTOMER SATISFACTION

Customer satisfaction and loyalty play a crucial role in driving sustainable business growth. Consistently implementing service excellence is essential to ensure a positive customer experience and satisfaction at all customer touchpoints of Bank Mandiri. For this reason, Bank Mandiri conducts an annual customer satisfaction survey to gather customer feedback and insights, aiming to continuously enhance service quality. In 2023, Bank Mandiri collaborated with PT NielsenIQ Services Indonesia to conduct a Customer Experience Survey (CX Survey) and PT Morigan Services to conduct a Service Excellence Survey (SES).

The CX Survey produced three values: Customer Satisfaction Score (CSAT), Net Promoter Score (NPS), and Customer Effort Score (CES). This survey was conducted using Face-to-Face Interview (F2F) and Computer-Assisted Personal Interviewing (CAPI) methods for quantitative surveys, as well as Focus Group Discussion (FGD) and In-Depth Interview (IDI) for qualitative surveys. Meanwhile, the SES was conducted using mystery shopping methods to measure the consistency of implementing the Service Standards set by the Bank at all measured contact points. The value generated from this survey was the Service Excellence Score (SES).

The results of the survey can be seen in the table below:

CUSTOMER EXPERIENCE & SERVICE EXCELLENCE SURVEY RESULT TABLE

| Bank | CES | CSAT | NPS | SES |
|--------------|--------------|--------------|-----------|--------------|
| Bank Mandiri | 89.33 | 86.76 | 66 | 91.39 |
| Industry | 89.10 | 86.20 | 64 | 87.87 |

The survey results indicated that Bank Mandiri's ratings in 2023 were higher than the industry average in the banking sector. Bank Mandiri was committed to consistently making improvements

and enhancements to continue providing the best service to customers, thereby increasing customer satisfaction and loyalty.

Green Operations

Bank Mandiri’s concern is to carry out operational activities that prioritize environmental balance, as evidenced by the commitment to Net Zero Emission (NZE) in Operations by 2030 and various supporting initiatives such as measuring and monitoring operational emissions (Scope 1 & 2), internalizing a culture of sustainable work, and implementing carbon neutrality.

Bank Mandiri recognizes the urgent need for extraordinary measures to mitigate the effects of climate change and safeguard society, businesses, and the environment. It is imperative that these efforts commence without delay. In 2023, Bank Mandiri reaffirmed its commitment to climate protection by aiming to achieve NZE in its banking operations by 2030.

This commitment is highly dependent on the speed of changes in the real economy and the actions taken by stakeholders,

including policymakers, as well as the actions taken by Bank Mandiri and its customers to address climate change. The low-carbon transition strategy set by Bank Mandiri is part of the 2024-2028 Sustainability Strategy, which includes two main approaches: (1) Green Business Mindset, (2) Digital Carbon Tracking & Monitoring, and (3) reducing the carbon footprint of operations through carbon neutral initiatives.

COMMITMENT TO LOW-CARBON OPERATIONS

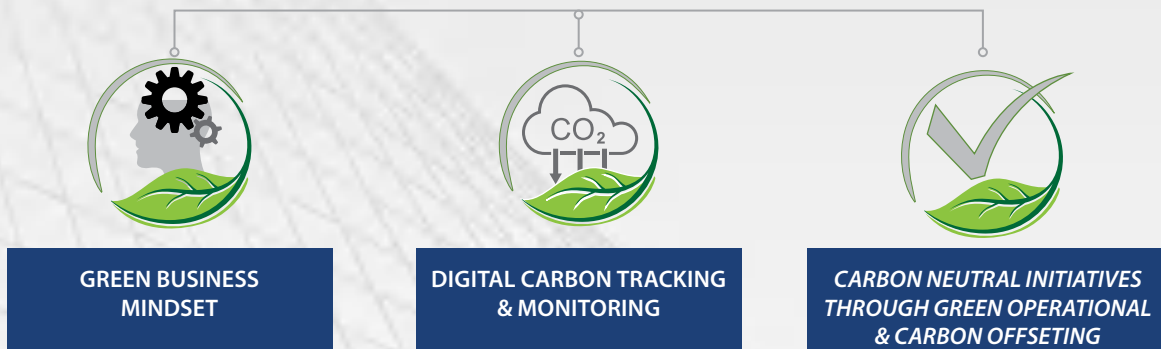
Bank Mandiri recognizes that addressing the impact of climate change requires collective action and collaboration from all stakeholders in all activities. For this reason, Bank Mandiri is actively managing climate change and reducing greenhouse gas emissions from operational activities in its 2,481 branch offices across Indonesia and 4,083 operational vehicles to achieve the commitment of NZE in Operations by 2030.

To ensure the achievement of this commitment, Bank Mandiri has developed a strategy to reduce carbon footprint in operational

activities for the medium and long term, including:

1. Green Business Mindset;
2. Digital Carbon Tracking & Monitoring;
3. Implementing carbon neutrality through Green Operations, which involves efficient use of energy consumption, low-emission office equipment, and Carbon Offsetting through Nature-Based Solutions (NBS) and the purchase of carbon units.

BMRI'S STRATEGY TO ACHIEVE NZE IN OPERATIONS BY 2030



GREEN BUSINESS MINDSET

To achieve NZE in Operations by 2030, the active participation of all Bank Mandiri employees is crucial to transform and conduct green operations. Throughout 2023, this was accomplished through the internalization of a culture of sustainable work, including mandatory E-Learning ESG Awareness Level 1 for 27,844 Mandiri employees; routine e-campaigns on 57,000 office devices in the form of desktop wallpapers; conducting Internal Discussion Forums related to “Road to NZE” and “The Role of Carbon Markets,” reaching the entire Board of Commissioners and Board of Directors of Bank Mandiri and its subsidiaries; and promoting ESG (ESG Awareness) to prospective Bank Mandiri employees (5 ODP batches).

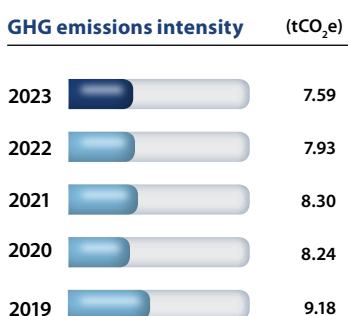
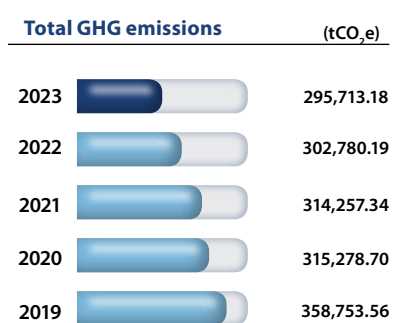
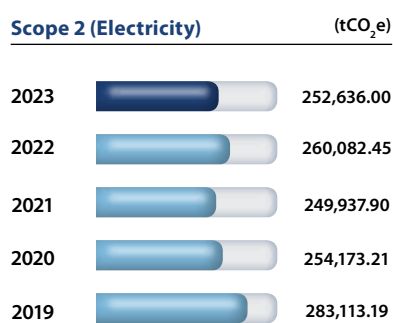
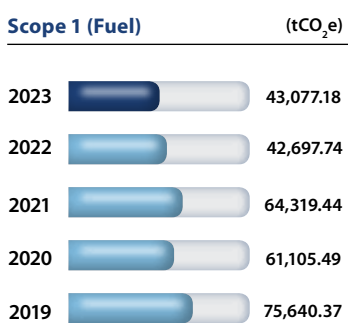
In the implementation of an eco-friendly work culture, Bank Mandiri encourages all employees to prioritize the digitalization of processes and work mechanisms through the optimization of reliable infrastructure such as the use of Microsoft Teams in the document preparation process between work units, and intensive hybrid coordination. Additionally, the bank advocates for the use of eco-friendly materials /products in all work events, while also empowering the community. This includes minimizing the use of plastic, paper, and single-use materials, managing waste effectively, and involving Bank Mandiri’s MSME partners.

DIGITAL CARBON TRACKING

Bank Mandiri has conducted calculations for Scope 1 GHG emissions resulting from the use of oil fuel by 4,083 operational vehicles and 2,000 generators, as well as for Scope 2 GHG emissions stemming from electricity consumption in 2,348 branch offices across Indonesia. To ensure the achievement of the NZE in Operations by 2023 commitment, in 2023, Bank Mandiri became the first bank in Indonesia to implement Digital Carbon Tracking. This innovative system allows for the measurement and monitoring of all operational emissions and is accessible to stakeholders via the Corporate Website. The platform effectively tracks the carbon footprint generated and the emissions successfully reduced from Bank Mandiri’s operational activities, initially focusing on the regional office level in Phase I and subsequently expanding to the

branch level in Phase II. The emission recording on Digital Carbon Tracking complies with the Greenhouse Gas (GHG) Protocol and has adopted ISO 14064-1,2,3 standards.

In the reporting year, the recorded operational GHG emissions was 295,713 tons of CO₂e, a decrease of 63,040.38 tons of CO₂e from 2019 of 367,520 tons of CO₂e, or a decrease of 18% compared to the baseline. The year 2019 served as the baseline for calculating operational emissions with pre-pandemic COVID-19 operational activities. During the pandemic (2020 and 2021), Bank Mandiri operated at reduced capacity due to social restrictions. The bank’s endeavors to reduce operational emissions is further demonstrated by the decline in GHG emission intensity per employee, dropping from 9.18 tons of CO₂e per person in the baseline year (2019) to 7.59 tons of CO₂e per person in 2023.



Notes:

1. Calculation of GHG emissions from the use of Pertamina fuel is based on the GHG Emission Inventory Reference in the Energy Sector, Ministry of Energy and Mineral Resources (ESDM).
2. Calculation of GHG emissions from electricity consumption is based on emission factors from the Ministry of Energy and Mineral Resources, Directorate General of Electricity, 2019.
3. The denominator chosen for calculating GHG emission intensity is the number of employees as of December 31.
4. The baseline for emission calculations is the year 2019.
5. GHG emission calculations are conducted in collaboration with a third party, PT Jejak Enviro Teknologi.
6. The number of employees as of December 31, 2023 was 38,940.

CARBON NEUTRAL INITIATIVES [OJK F.12]

Bank Mandiri's efforts to achieve Operational Net Zero Emission (NZE) commitment by 2030 are carried out through carbon-neutral initiatives that include a series of concrete steps. These efforts encompass energy reduction, implementing eco-friendly

buildings, utilizing renewable energy, waste management, water management, and carbon offsetting through the purchase of Verified Carbon Units (VCU) and Nature-Based Solutions (NBS).

Energy Reduction

Efforts to decrease energy consumption are being undertaken through a series of energy reduction and efficiency initiatives in the bank's operational activities. The bank's primary energy consumption stems from electricity usage and the use of oil fuel for transportation and backup electricity. Bank Mandiri is progressively replacing air handling units (AHUs) with more

efficient ones that have lower Global Warming Potential (GWP). Additionally, the bank encourages all Mandiri employees to maintain resource efficiency in all office activities by using LED lights, turning off lights during break times, and shutting down certain elevators on holidays. Presently, 100% LED lights have been installed in 241 smart branches.

Green Building

Every building has an impact on the environment. For this reason, Bank Mandiri designs and operates green buildings that can have a positive influence on the surrounding environment and enhance the well-being of its occupants. Bank Mandiri has been awarded the Gold Design Recognition green building certificate for the Mandiri Indjoko Surabaya Building. The building's specifications comprise:

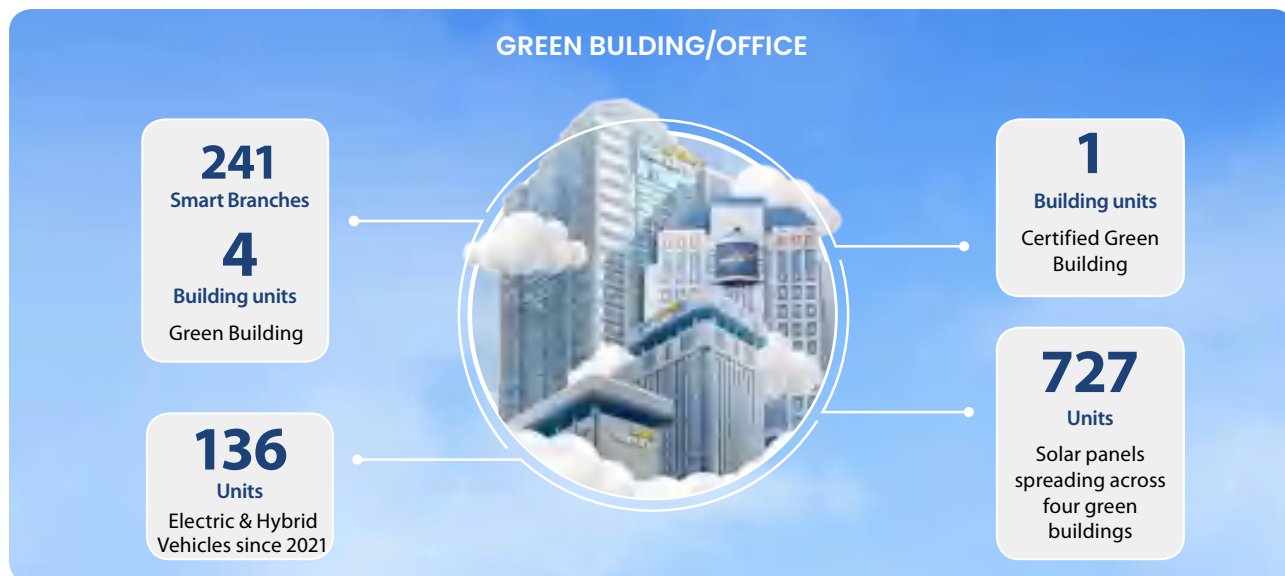
1. The development of green areas with lush trees;
2. Using glass in certain parts of the building to maximize sunlight for saving electricity consumption;
3. Concentrating activities in one location for better synergy, thus reducing car mobilization;
4. Providing parking spaces for bicycles and promoting bike-to-work;
5. Using timers to reduce electricity consumption;
6. Using solar panels.

Furthermore, we are continuously striving to implement other initiatives in the buildings within the Bank's operational area, including:

1. Increasing the number of glass panels in the headquarters building to optimize natural sunlight for illumination during the day at Bank Mandiri;
2. Replacing regular lights with energy-saving LEDs, including in 241 Smart Branch Offices;
3. Installing timers and turning off lights during break times;
4. Shutting down certain elevators on holidays;
5. Upgrading the air conditioning and using inverter technology in the Headquarters Building, Sentra Mandiri, and Menara Mandiri Denpasar;

6. Reducing the entry of sunlight radiation into the buildings with low OTTV (Overall Thermal Transfer Value) glass, thus reducing the need for air conditioning. This initiative has been implemented in Menara Mandiri Jayapura, Menara Mandiri Bekasi, Menara Mandiri Denpasar, and Menara Mandiri Wijaya Kusuma;
7. Installing solar panels on several buildings to partially replace the operational electricity supply previously fully provided by PLN. Solar panel installations have been implemented in the Headquarters Building, Menara Mandiri Medan, Menara Mandiri Palembang, and Gedung Indjoko Surabaya;
8. Implementing a Water Recycling System with Reverse Osmosis to treat wastewater to meet standard quality for use in plant irrigation and chiller for air conditioning systems. This system has been deployed in the Headquarters Building, Menara Mandiri Jakarta, and Wisma Mandiri.

Plaza Mandiri Building, serving as the Headquarters of Bank Mandiri, has achieved a significant milestone by winning the ASEAN Energy Awards 2023 in the Retrofitted Building category, solidifying its position as the building with the best energy efficiency in Southeast Asia. The success of Plaza Mandiri Building underscores the consistent efforts of the bank in retrofitting, including the installation of technology in room cooling systems (air conditioning/AC), lighting, vertical transportation (elevators), and water consumption reduction. Since the inception of the retrofit program in 2017, the energy consumption of the Plaza Mandiri Building has decreased by 31.6%, and water consumption has seen a remarkable reduction of up to 33%.



Environmental Conservation Costs

In relation to environmental conservation activities, in 2023, Bank Mandiri allocated Rp22,500,000,000 for the CSR environmental

conservation activities and Rp2,250,000,000 for the installation of LED lights in the Sentra Mandiri building.

| Activity | 2023 | 2022 | 2021 | 2020 |
|--|-------------------------|------------------------|------------------------|----------------------|
| Solar Panel Installation | - | - | Rp853,000,000 | - |
| Water Recycle RO System Rejuvenation and Repair | - | Rp1,510,000,000 | Rp1,792,400,000 | - |
| CSR programs in nature/ environmental conservation | Rp22,500,000,000 | Rp645,015,195 | Rp99,325,100 | Rp365,000,000 |
| LED Installation | Rp2,250,000,000 | - | - | - |
| Total | Rp24,750,000,000 | Rp2,155,015,195 | Rp2,744,725,100 | Rp365,000,000 |

Notes:

- In 2023, in addition to the costs of the CSR Conservation of Nature/Environment Activities, Bank Mandiri also incurred additional costs for energy efficiency, namely the installation of LED lights in the Sentra Mandiri Building. The cost of installing LED lights was Rp2,250,000,000 for one procurement.
- In 2022, the cost of solar panel installation and RO Water System was Rp1,510,000,000 in one procurement.
- In 2021, in addition to the cost of CSR programs in Nature/Environmental Conservation, Bank Mandiri also incurred other costs in order to save energy, namely the cost of solar panel installation as alternative eco-friendly energy, and as the cost of a RO Water System to treat wastewater and produce clean, reusable water.
- Rp365,000,000 of the total cost of the CSR programs in Nature/Environmental Conservation was used for the Air Quality Monitoring Program through the NAFAS application. The program was held from 2020 to 2021.

UTILIZATION OF RENEWABLE ENERGY

To conserve fuel, Bank Mandiri promotes the use of electric vehicles as operational vehicles. The bank has acquired a variety of electric vehicles, including cars and motorcycles, and has established three EV charging stations with 136 electric vehicles. In the future, Bank Mandiri will persist in collaborating with stakeholders to broaden the use of electric vehicles, including

procuring charging stations in several other operational areas of the bank.

The bank has increased its supply of electricity from renewable energy by installing more solar panels. Currently, Bank Mandiri has installed 727 solar panels.

ENERGY CONSUMPTION IN THE COMPANY (BANK ONLY) [OJK F.6] [GRI 302-1]

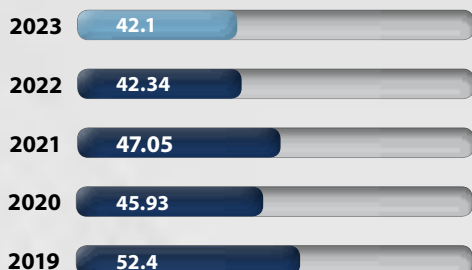
Energy Consumption Electricity (Gjoule)



Energy Consumption Fuel (Gjoule)



Energy Consumption Intensity (Gjoule per Employee)



Total Energy Consumption (Gjoule)



Notes:

1. Electricity usage is calculated by dividing the electricity cost (in Rp) by the electricity tariff per kWh.
2. Electricity usage in kWh is converted to gigajoules using The Greenhouse Gas Protocol Initiative, 2004.
3. Pertamina fuel usage in liters is calculated by dividing the total fuel purchase (in Rp) by the fuel price per liter.
4. Fuel usage in liters is converted to gigajoules using The Greenhouse Gas Protocol Initiative, 2004.
5. The denominator chosen in calculating energy consumption intensity is the number of employees as of December 31.

WASTE MANAGEMENT

Global waste management is a major issue caused by the inefficiency of waste collection, sorting, and management activities. Poorly managed waste has the potential to pollute the environment and disrupt public health.

As a bank committed to implementing sustainability aspects, Bank Mandiri continues to manage waste in its operational activities. Bank Mandiri is aware that efficient waste management can create a conducive work environment and reflect sustainable values for

the company and the community.

In 2023, Bank Mandiri successfully managed waste as follows:

- Reducing paper consumption by 34,126 thousand reams or saving 10.6% from the previous year. This achievement is supported by a commitment to operational efficiency in implementing paperless initiatives and digitalization through the Livin' Super App, Kopra, and Branchless Banking.

- Managing hazardous waste generated from operational activities, such as used oil. In addition, Bank Mandiri has successfully collected solid hazardous waste such as batteries, light bulbs, and Uninterruptible Power Supply (UPS). Bank Mandiri has collaborated with third parties with official permits to manage the hazardous waste generated from its operational activities.
- For domestic waste, Bank Mandiri has partnered with third parties to sort the waste generated from its operational activities.
- Bank Mandiri has appointed a third party to manage plastic waste by providing a Reverse Vending Machine (RVM) to handle PET plastic bottle waste. The RVM system is also equipped with Livin' points, where the public can exchange PET plastic bottle waste for Livin' points on the Livin' App.

Reverse Vending Machine

To reduce the negative impact of plastic waste on the environment, Bank Mandiri is collaborating with local entrepreneurs to provide Reverse Vending Machines (RVMs), machines for exchanging plastic bottles for recycling.

The RVMs can be utilized by all employees and customers who wish to contribute to raising awareness about the importance of environmental protection. These machines

are strategically positioned in various Bank Mandiri locations, including the headquarters, and are equipped with interactive touch screens that offer simple instructions to users.

Employees or customers can effortlessly recycle plastic bottles by inserting used bottles into the machine, which will automatically identify the type of bottle and provide an exchange value in the form of points. These points can be redeemed for various rewards, such as shopping vouchers or handcrafted products made from recycled plastic bottles.



WASTE MANAGEMENT AT THE PLAZA MANDIRI BUILDING

| DESCRIPTION | UNIT | 2023 | 2022 | 2021 |
|--|----------------|--------|--------|--------|
| Hazardous Waste | Kg | 1,520 | 4,400 | 1,200 |
| Non-Hazardous Liquid Waste | | | | |
| • Liquid Waste | m ³ | 10,200 | 63,693 | 78,480 |
| • Liquid Waste Managed Through Reverse Osmosis | m ³ | 31,610 | 28,104 | 45,360 |

WATER MANAGEMENT

Bank Mandiri's office is equipped with water recycling facilities in the Wisma Mandiri building, Plaza Mandiri, and MM Wijayakusuma. The water recycling system is instrumental in recycling water and preventing pollution of water bodies around the office location. The recycled water is utilized for flushing toilets, plant maintenance, and other purposes. Additionally, the bank also establishes biopores and infiltration wells in green open areas.

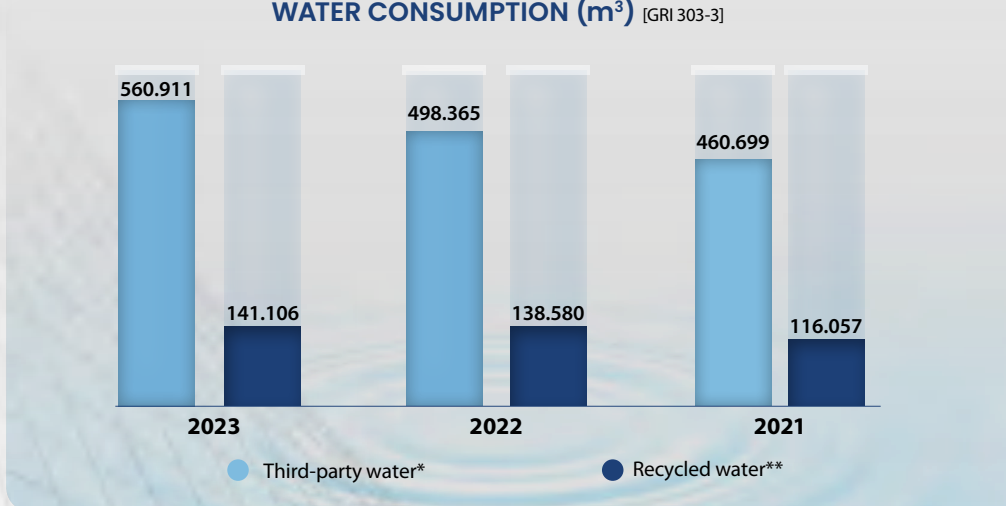
In managing effluents, Bank Mandiri employs a sewage treatment plant to guarantee that the effluents produced adhere to environmental quality standards before being discharged into the receiving water bodies. The bank also repurposes treated wastewater for use in cooling systems, plant irrigation, and

drinking water through the reverse osmosis process. The quality of Bank Mandiri's effluents is regularly monitored by sending water samples to accredited environmental laboratories and reporting the findings to the relevant authorities.

During the reporting year, Bank Mandiri had 196 biopores and 39 infiltration wells. Additionally, other water storage facilities include a 1.8-hectare artificial lake in the Mandiri University area, Wijayakusuma, serving as the primary water source for buildings in the area after the stored water is processed into raw water.

There were no incidents of Bank Mandiri's effluents spilling into the environment and no environmental complaints from the community in 2023. [OJK F.15] [OJK F.16]

WATER CONSUMPTION (m³) [GRI 303-3]



*The data includes Wisma Mandiri, Plaza Mandiri, Menara Mandiri, and Sentra Mandiri.

**The data includes Plaza Mandiri and Menara Mandiri for the year 2021. The years 2022 and 2023 include Plaza Mandiri, Menara Mandiri, and Wisma Mandiri.



Carbon Offsetting

Bank Mandiri acknowledges that to offset the carbon emissions from its operational activities, the Bank must engage in activities beyond its operations to compensate for them (carbon offsetting). The initiative involves purchasing carbon units, investing in Nature-Based Solutions (NBS), and undertaking other mitigation actions. Carbon offsetting is considered a final resort after the Bank has exhausted all efforts to reduce, substitute, and enhance efficiency. Given the limited time to achieve Net Zero Emissions in Operations by 2030, the Bank has launched initiatives for carbon offsetting by procuring carbon units and promoting investment in NBS projects focused on land restoration and conservation.

On September 26, 2023, Bank Mandiri entered the Indonesian carbon market by acquiring 3,027 tCO₂ in the primary market, equivalent to 10% of the total operational baseline emissions. These carbon units will be utilized for the Bank's requirements through retirement, effectively offsetting its carbon footprint. Bank Mandiri's involvement also demonstrates concrete support for the Government's strategic program on the inaugural Carbon Trading in Indonesia. It enhances the employees' capacity to engage actively in the Carbon Market in the future. This significant milestone has earned Bank Mandiri the trust of the regulator, OJK, as a partner in disseminating the national seminar in preparation for carbon trading in the five main cities of Indonesia.

Emission Control from Financing Activities

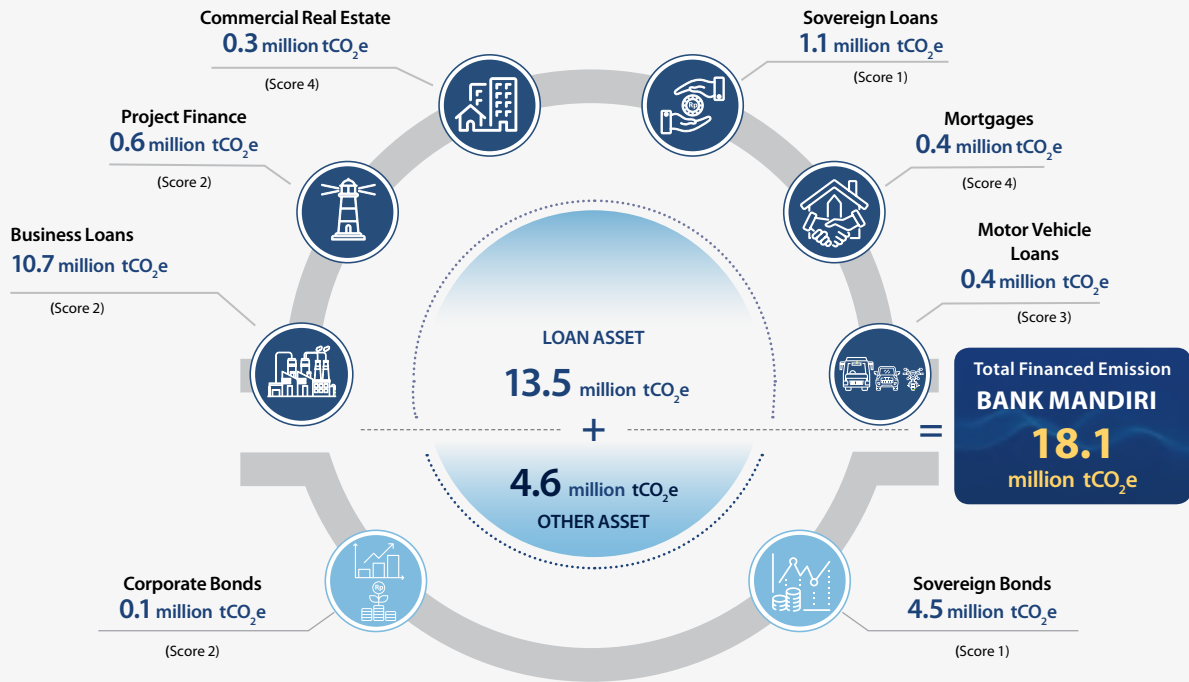
To support Indonesia's commitment to the Enhanced Nationally Determined Contribution (ENDC) to achieve Net Zero Emissions (NZE) by 2060, Bank Mandiri has reaffirmed its support by issuing a sustainability commitment to achieve Net Zero Emissions (NZE) in Operations by 2030, NZE in Financing by 2060, and empowering Digipreneurship.

As an initial step towards achieving NZE in Financing, Bank Mandiri has joined the Partnership for Carbon Accounting Financials (PCAF), PCAF provide guidelines to calculate Greenhouse Gas (GHG) Emissions from financing and investment activities (Scope 3), also known as Financed Emissions. Financed Emission calculated has covered 44% of the total loan portfolio (bank only), based on calculations

from debtor reported emission and other available data sources financing portfolio (bank only), emissions from Bank Mandiri's financing and investment activities were 18.1 million tCO₂e, consisting of 13.5 million tCO₂e from Loan Assets and 4.6 million tCO₂e from Other Assets. The calculations for this reporting period will be further refined in accordance with relevant standards and regulations, including the availability and quality of data.

The results of these calculations are crucial for Bank Mandiri to comprehend the emission profile of its financing and investment portfolio, enabling the formulation of business strategies and risk management in transitioning towards a low-carbon economy.

EMISSIONS FROM FINANCING ACTIVITIES

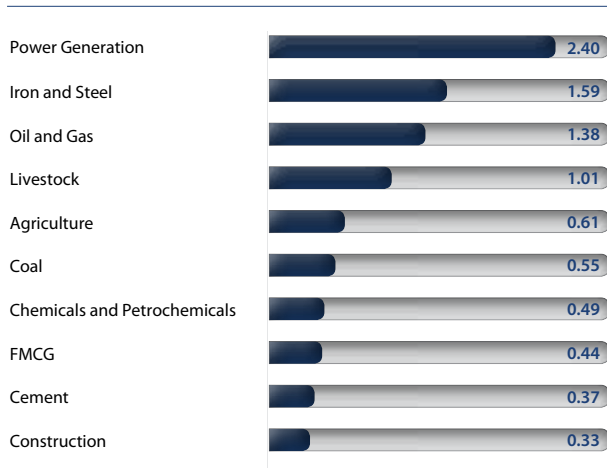


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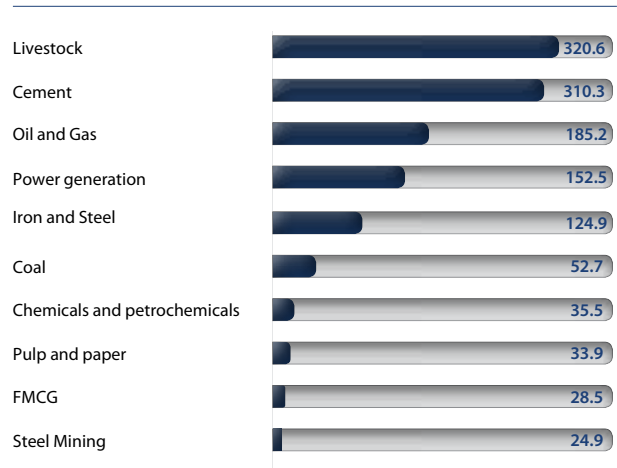
- The calculation of financing emissions is based on data and emission reports of debtors as of December 31, 2022.
- Loan Assets cover 44% of the total loan portfolio (bank only)
- The Asset Class Project Finance includes power generation projects.
- The score for each Asset Class refers to the Data Quality Score as per the PCAF Guideline.

FINANCING EMISSIONS BY SECTOR*

Top 10 Absolute Emissions by Sector (million tCO₂e)



Top 10 Emission Intensity by Sector (tCO₂e/Rp. Billion)



* Business Loans, by the Debtor Emission Report

Sustainable Mandirian

Bank Mandiri values and upholds diversity, equality, and the well-being of its employees to continuously create an excellent work environment for the nation’s best talents through comprehensive human resources management, from the recruitment process, competency development, performance assessment, compensation and benefits, to retirement.

Bank Mandiri holds the belief that its employees, known as Mandirians, are the catalysts for sustainable business growth and are entrusted with the responsibility of generating innovations that align with the bank’s long-term business plans and targets. For this reason, Bank Mandiri is dedicated to promoting and expediting the holistic development of exceptional banking talents. This commitment commences with a transparent recruitment process, followed by training and career development initiatives, fair performance

evaluations, performance-based remuneration systems, and ultimately retirement planning for its employees.

As a commitment to developing outstanding talents, the talent management strategy at Bank Mandiri is based on the core values of 'AKHLAK' and refers to the Bank’s Employee Value Proposition (EVP) to encourage alignment of employee motivation with the Bank’s aspirations to learn, grow, synergize, and contribute to Indonesia.

EMPLOYEE VALUE PROPOSITION



SUSTAINABLE OPERATION

- >> Information Security and Data Protection
- >> Customer Protection
- >> Green Operations
- >> Emission Control from Financing Activities

Bank Mandiri endeavors to be the preferred workplace for both current Mandirians and new talents seeking to join the Bank. The talent management strategy at Bank Mandiri is designed to enhance the engagement and productivity of Mandirians in fostering sustainable business growth and cultivating new leaders.

To accomplish this objective, Bank Mandiri oversees exceptional talents through three primary strategies aligned with three human capital management mandates, all encapsulated in the Human Capital 3-3-1 Strategy.

BANK MANDIRI'S HUMAN CAPITAL 3-3-1 STRATEGY



RECRUITING THE BEST TALENTS OF THE NATION TO BUILD A CAREER AT BANK MANDIRI

Bank Mandiri has adopted a fair and competency-based recruitment strategy, while also prioritizing diversity and equality for the nation's best talents. In practice, Bank Mandiri recognizes the challenges posed by evolving business models and competition, requiring employees with diverse skill sets. To address this, the bank has introduced a job field segmentation strategy in its recruitment process, enhancing transparency and specificity.

To accurately assess its recruitment requirements, Bank Mandiri conducts analyses of upcoming retirements, shifts in business and operational strategies, and estimates of employee turnover. In 2023, the emphasis of the recruitment was on bolstering human resources in the wholesale, retail, digital talent, risk management, and business enabler segments. Bank Mandiri recognizes that this targeted approach aims to strengthen the bank's essential competencies and develop the skills of young talents to become future leaders (growing leaders from within).

Bank Mandiri organizes various recruitment programs aimed at attracting the best young talents in the country and addressing the future-ready skills needed in the coming years. The programs include:

- **Officer Development Program (ODP)**

In 2023, out of 830 talents recruited to meet hiring needs, 77% (640 talents) were sourced from the Officer Development Program (ODP). The Officer Development Program (ODP) aims to cultivate future leaders by attracting exceptional talent, particularly fresh graduates or individuals with less than 4 years of work experience, through partnerships with prestigious universities in Indonesia and globally. Upon successfully passing the recruitment and selection stages, candidates will be designated as prospective employees and will undergo a comprehensive 9-month ODP education program. This program includes 1 month of classroom learning, 5 months of on-the-job training, and a 3-month placement in a work unit as a contract employee. The ODP entry path is specifically tailored to address the following hiring needs:

- a. **Wholesale Banking**

ODP Wholesale Banking program is designed to develop skilled and knowledgeable professional leaders and Wholesale Bankers in wholesale funding, lending, and solutions.



b. Regional Business

ODP Retail Banking program is designed to develop skilled and knowledgeable professional Retail Banker leaders with expertise in funding, lending, transactions, and services.

c. Information Technology and Digital Banking

ODP IT and Digital Banking program is projected to develop and refine digital talents into leaders and professionals with the vision and capability to transform IT and technology. As a commitment to developing IT talent, Bank Mandiri has established the MY Digital Academy, a program tailored for early engagement and recruitment. This initiative includes activities such as an innovation boot camp for final-year students and fresh graduates selected from the top universities in Indonesia.

d. Risk Management

ODP Risk Management program is designed to develop individuals into leaders and professionals with specialized expertise in risk management.

e. Business Enabler

ODP Business Enabler program strives to foster the growth of leaders and professionals in diverse business enablers, including banking operations, finance, strategy, legal, human resources, market research, corporate communication, and real estate management.



Bank Mandiri aligns the ODP recruitment program with the leadership onboarding program through activities such as sharing sessions from ODP alumni at HAY ODP, sharing sessions from top leaders at Bank Mandiri in Roundtable Talks, and ODP Graduation (leadership boot camp). These activities are conducted to enhance engagement, motivation, and inspire ODP talents to contribute effectively at Bank Mandiri. They also aim to provide clear career direction and nurture the leadership skills necessary for future permanent leaders at Bank Mandiri.

• Candidates for Special Regional Leaders (CPDK)

As a bank with business operations in almost all regions of Indonesia, Bank Mandiri will continue to support and embrace the sons and daughters of the region to contribute to the nation's progress. This is achieved through special recruitment



and development programs designed to nurture talents from specific regions.

Individuals recruited through the CPDK program will undergo specialized and intensive development programs, including in-class and on-the-job training. This training is designed

to provide a comprehensive understanding of standard operations and business processes within the workplace units, preparing them to effectively fulfill their roles and responsibilities as employees in their local area.



• **Experienced Hire**

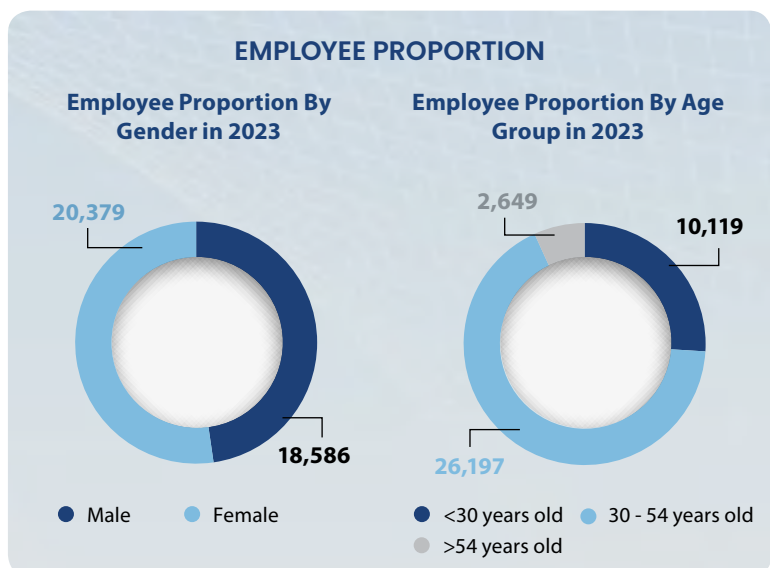
Bank Mandiri also offers opportunities for talents with over three years of work experience to contribute to the bank's sustainable growth. In 2023, the experienced hire recruitment route successfully filled 190 positions to meet the hiring needs in wholesale, retail, and digital talent segments.

• **People with disability**

Furthermore, Bank Mandiri extends equal opportunities to individuals with disabilities to participate in the bank's business activities. Currently, disabled employee recruitment is open for the positions of Contact Center staff, Mandiri University staff, and IT staff. Additionally, the recruitment of disabled

employees involves collaboration with FHCI (Forum Human Capital Indonesia), a forum for managers and practitioners of Human Capital Management in state-owned enterprises, aimed at fostering interaction, learning, and synergy for the advancement of human capital management. As of December 2023, Bank Mandiri has 32 active disabled employees, recruited through the PKWT, Kriya, and Outsourcing employee routes.

In compliance with Bank Mandiri's Collective Labor Agreement (CLA), which governs the general requirements for employee acceptance, as well as Law Number 13 of 2003 on Manpower, Bank Mandiri does not use and strongly prohibits the use of child labor and forced labor throughout its business chain. [0JK F.19]



INCLUSIVITY IN CAREER DEVELOPMENT WITH BANK MANDIRI

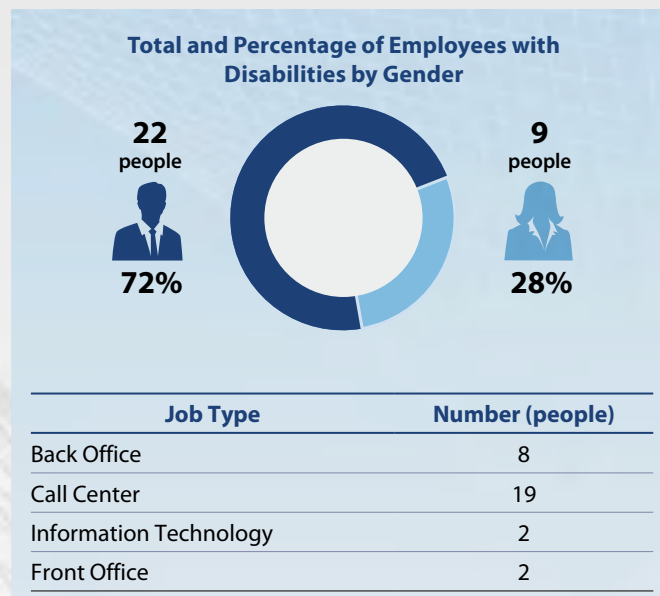
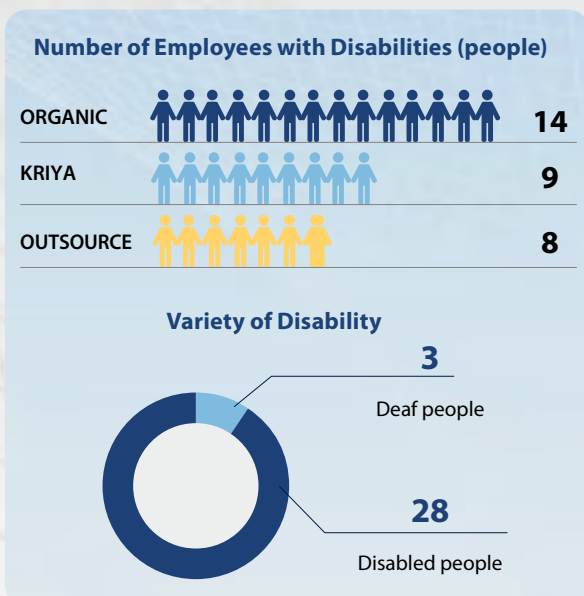


Bank Mandiri consistently upholds and respects human rights, including the rights of individuals with disabilities to secure dignified employment. Bank Mandiri is committed to workplace equality in accordance with human rights and compliance with banking regulations through its recruitment policy for employees with disabilities. Bank Mandiri recruits employees with disabilities for positions in the Contact Center, back office, and IT staff.

The recruitment process for employees with disabilities is independently conducted by each working unit in coordination

with the Human Capital Unit. Additionally, Bank Mandiri collaborates with third parties, such as the Indonesian Human Capital Forum, to facilitate this process.

Furthermore, Bank Mandiri offers an internship program tailored for individuals with disabilities who have completed secondary education, focusing on contact center roles. This program, named "Kriya Mandiri Contact Centre," involves a three-year program comprising basic, intermediate, and advanced stages, following a structured syllabus and curriculum.



TALENT PIPELINE DEVELOPMENT STRATEGY

Bank Mandiri offers equal opportunities for its employees to enhance their careers and skills through the Talent Management and Succession program. This initiative aims to cultivate the talents within Mandiri, preparing them to assume critical and strategic roles in alignment with the bank's long-term business requirements.

The Talent Management and Succession process is divided into four main stages, namely:



To fill the strategic leadership position, Bank Mandiri provides equal opportunities to employees while still taking into account criteria fulfillment, such as performance achievement, leadership character, ability, agility, and engagement during work.

Mandiri's competency development is overseen by the Mandiri University Group Unit, utilizing an operational framework based on the Strategic Learning Process. Aligned with the bank's strategy, the enhancement of Mandiri's competencies encompasses the development of leadership and managerial skills, as well as technical expertise, drawing from the Leadership Capability Model (LCM) and Technical Capability Model (TCM).

Mandiri's development plan is methodically structured within the Annual People Development Plan (APDP) document, commencing with a thorough analysis of learning needs, followed by the identification of learning solutions in the form of training modules, scheduling program implementation, and assessing the impact of the learning initiatives. The APDP is formulated by the Mandiri University Group in partnership with other departments to address the development requirements of each competency.

Additionally, Bank Mandiri also tailors Mandiri's development plans from the ground up to address the specific competency gaps of each individual, which have been deliberated with their superiors through development dialogues. These plans

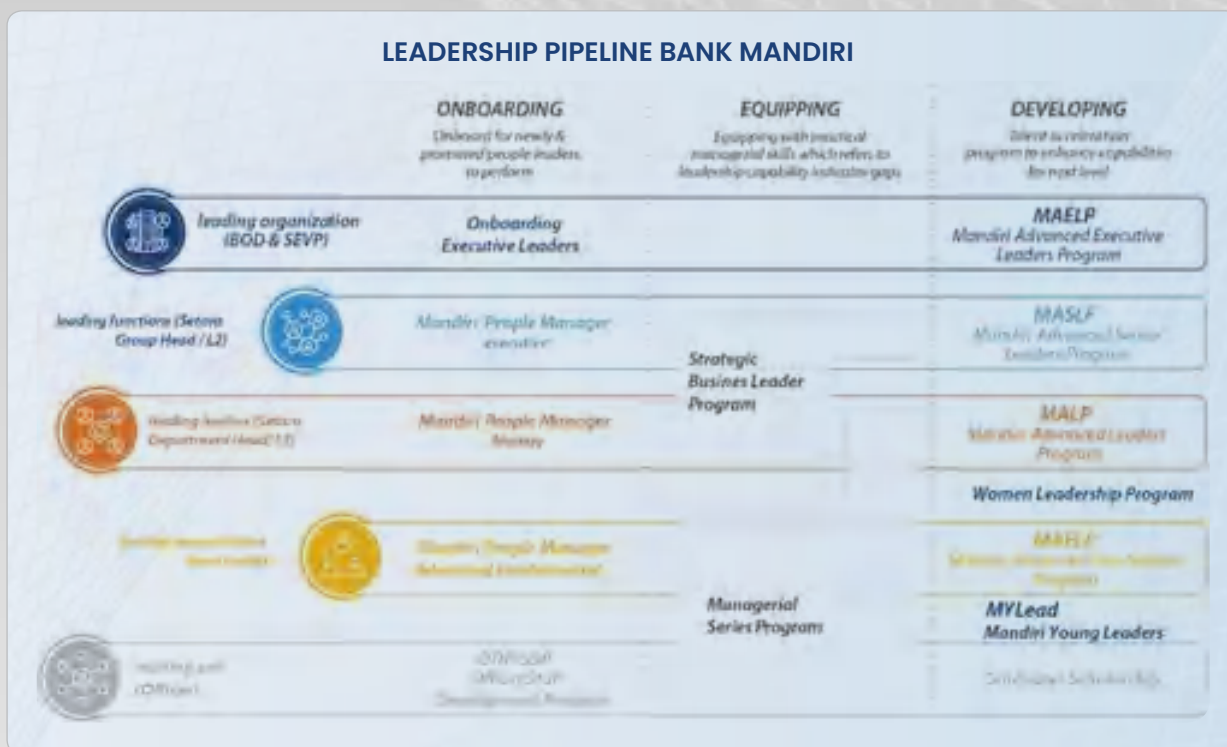
are recorded in the Individual Development Plan (IDP).

In general, the Mandirian competency development program consists of:

1. LEADERSHIP DEVELOPMENT PROGRAM

The Leadership Development Program is a structured and tiered leadership development program designed according to the leadership capacity at each employee level. Bank Mandiri collaborates with educational institutions, including international business schools such as the National University of Singapore, IMD, IESE, Yale SOM, ESADE, New York University, Haas Berkeley, Carnegie Mellon, and Virginia Darden in implementing the Leadership Development Program. There are three main levels in this program:

- a. Onboarding; training aimed at new employees and employees undergoing rotation, promotion, or taking on new positions to prepare them as leaders;
- b. Equipping; managerial skills training aimed at enhancing the leadership capability of employees in their current positions;
- c. Developing; a top talent acceleration program to enhance capabilities in preparing leaders for the next level.



The tiered program in the Bank Mandiri Leadership Development Program is as follows:

- Officer Development Program**
 An onboarding program designed for fresh graduates or employees with less than four years of work experience. Candidates who pass the recruitment and selection stage will be designated as trainee employees and must undergo an intensive one-year ODP education program, consisting of three months of classroom learning, three months of on-the-job training, and six months of placement as contract employees in a work unit. To meet business needs, competency development in ODP includes Information Technology (IT) development, risk management, wholesale banking, retail banking, and supporting functions.
- Staff Development Program**
 The Staff Development Program (SDP) is an accelerated program designed for high-performing executive employees at Bank Mandiri who have successfully passed the selection stage and show potential for leadership. Similar to the Officer Development Program (ODP), SDP participants will engage in blended learning, which includes experiential learning at BranchX. However, unlike ODP, the duration of the SDP is shorter, lasting approximately 2.5 months.
- Mandiri People Manager Mastery**
 MPM Mastery is a training program for L3 (equivalent to Department Head and Area Head) with the aim of enhancing leadership capabilities in managing, motivating, and improving team performance.
- Mandiri People Manager Advanced**
 MPM Advance is a training program for L4 (Team Leaders) with the aim of enhancing leadership abilities in leading a team.
- Mandiri People Manager Fundamental**
 MPM Fundamental is a training program for supervisor-level employees to equip them with basic skills as Strategic Business leaders.
- Bank Staff and Leadership School (SESPIBANK)**
 The development program, conducted in collaboration with the Indonesian Banking Development Institute (LPPI), is tailored for Bank Mandiri's Level L3 leaders to equip them for advancement within the organization. This program guides participants to actively engage in the value creation process within their respective institutions, with the goal of devising solutions for present and future challenges through structured learning modules, benchmarking against

international institutions, and the creation of innovative papers. In 2023, Bank Mandiri's representative was again chosen as the top-rated participant by LPPI, the program's organizer.

- **Mandiri Advanced First Leaders Programs (MAFLP)**

MAFLP is a leadership development program designed to prepare top talents BOD-3 (Team Leaders, Branch Managers, or equivalent) for elevated leadership roles. The program emphasizes the development of People Focus, Digital Mindset, Strategy, and Innovation skills.

- **Mandiri Advanced Leaders Program (MALP)**

The MALP is a leadership development program designed to prepare top talents at BOD-2 for advancement to the next level of leadership. The program focuses on developing skills in intrapreneurship, strategic leadership, people management, and digital leadership, aligning with the needs and strategy of the Bank.



- **Mandiri Advanced Senior Leaders Program (MASLP)**

MASLP is a Leadership development program designed to prepare top talents BOD-1 to be part of the long-term transformation at Bank Mandiri, while also maintaining the sustainability of ongoing business and operations. The program places a strong emphasis on fostering Intrapreneurship, strategic leadership, people-centric approaches, and digital leadership in alignment with the Bank's specific needs and strategy.



- **Mandiri Advanced Executive Leaders Program (MAELP)**

MAELP is a leadership development program for Commissioners, Directors, and SEVP levels. This program aims to enhance leadership and technical capabilities according to the needs of Bank Mandiri's business, as well as build relationships with other stakeholders. In 2023, 11 Commissioners and 3 Directors participated in this program at various Top Global Universities.

- **Mandiri Young Leaders (MYLead)**

Since 2015, Bank Mandiri has been cultivating sustainable leadership for the future by nurturing its top young talents through the Mandiri Young Leaders (MYLead) program. This program accelerates the development of leadership, technical skills, and job exposure for participants. As part of their development, MYLead participants receive initial preparation for their assignments. Furthermore, to enrich their global business knowledge and strategic capabilities, all participants undergo global exposure initiatives, including learning activities at prestigious universities worldwide and benchmarking with renowned companies.

In 2023, a total of 20 MYLead participants completed their first-year assignments to accelerate market share growth

by directly participating in Regional Business.

2. TECHNICAL DEVELOPMENT PROGRAM

The Technical Development Program is a program aimed at enhancing Mandiri's technical competencies according to the business segments it manages. The training modules provided include:

- **Upskilling & Reskilling**
A program aimed at employees in positions impacted by the Smart Branch Program. Employees will receive upskilling to take on new roles and reskilling to transition to other roles.
- **Operation Transformation**





A training program aimed at supporting business transformation and enhancing employee competencies to ensure digital readiness.

- **Beyond Lending**
A training program is being provided to the wholesale business unit to prepare employees to offer transaction solutions beyond loans to customers.
- **Mandirian Ready to Go Digital**
Training program to enhance employees' digital capabilities.

3. CERTIFICATION PROGRAM

Furthermore, the bank offers a certification program for all Mandirians, including part-time and contract employees based on their field of work and the business segment they are engaged in. The programs available include risk management certification, treasury dealer certification, Deputy Mutual Fund Sales Agent (WAPERD) certification, Deputy Securities Broker (WPPE) Limited Marketing (PT) certification, Rupiah Payment System and Money Management (SPPUR) certification, and various other certifications.

4. POSTGRADUATE SCHOLARSHIP PROGRAM

Bank Mandiri offers an opportunity for selected Mandiri employees to engage in a comprehensive development program via formal education, both within the country and abroad, as part of the Bank's Postgraduate Scholarship Program.

- **Mandiri Executive Scholarship for Postgraduate (MESP)**

MESP is a domestic postgraduate scholarship program aimed at enhancing the knowledge and skills of top talent employees at the BOD-2 level, focusing on developing future skills needed for the long-term strategy of the Bank. Currently, Bank Mandiri is collaborating with Monash University Indonesia to execute the MESP program.

In 2023, a total of 31 employees at the L3+ and L3 levels (Department Heads and equivalents) took part in the program, pursuing fields of study related to Data Science, Business Innovation, and Cyber Security.

- **Scholarship Program for Master's Degree Studies Abroad**


The postgraduate scholarship program is designed to enrich participants' exposure, networking skills, and knowledge of global insights relevant to Bank Mandiri's requirements. In 2023, 42 employees pursued postgraduate studies at the Top 15 Universities worldwide, including prestigious institutions such as Harvard University, Stanford University, University of Cambridge, London Business School, and other universities. Program participants have pursued diverse fields of study aligned with the Bank's needs, such as Digital Business, Advanced Finance, Technology, and Enablers (Human Resources, Law, & Operations).

EDUCATION AND TRAINING PROGRAM IN 2023 [OJK F.22]

| Type of Education and Training | Number of Participants |
|---|--|
| Leadership Development Program | |
| • Officer Development Program | 640 employees |
| • Staff Development Program | 568 employees |
| • Mandiri People Manager | 676 employees |
| • Mandiri Advanced First Leaders Programs (MAFLP) | 364 talent L4 |
| • Mandiri Advanced Leaders Program (MALP) | 65 talent L3 |
| • Mandiri Advanced Senior Leaders Program (MASLP) | 23 talent L2 |
| • Mandiri Advanced Executive Leaders Program (MAELP) | 11 Commissioners, 3 Directors |
| Technical Development Program | |
| • Strategic Business Leader | 3,904 branch employees |
| • Wholesale Coverage RM | 862 RM employees |
| • Digital Talent Readiness for Future | 35,379 employees |
| Bank Certification Programs, including | Total Certified Employees in 2023 |
| • Risk Management Certification (SMR) | 7,318 employees |
| • Treasury Dealer Certification | 136 employees |
| • Mutual Fund Sales Agent (WAPERD) | 1,410 employees |
| • Securities Brokerage Intermediary (WPPE) - Limited Marketing (PT) | 274 employees |
| • Certification of Payment Systems and Rupiah Management (SPPUR) | 27,887 employees |
| • Other certifications | 527 employees |

AVERAGE TRAINING HOURS

By Gender

| Gender | Number of training participants | Average training hours | Total training hours |
|---|---------------------------------|------------------------|----------------------|
|  | 18,894 | 136.6 | 2,674,432 |
|  | 20,623 | 124.4 | 2,664,804 |
| TOTAL | 39,517 | 130.2 | 5,339,236 |

By Position

| Position | Number of training participants | Average training hours | Total training hours |
|---------------|---------------------------------|------------------------|----------------------|
| Commissioner | 12 | 77.5 | 1,008 |
| Director | 12 | 12.2 | 146 |
| SEVP - SVP | 158 | 90.5 | 15,558 |
| VP - AVP | 3,965 | 202.6 | 807,516 |
| SM - FAM | 13,822 | 184.2 | 2,553,630 |
| Executive | 19,751 | 88.5 | 1,839,932 |
| Non-executive | 59 | 9.2 | 808 |
| Retiree | 1,738 | 58.0 | 120,638 |
| Total | 39,517 | 130.2 | 5,339,236 |

Digital Talent Pipeline Development Strategy

In the age of digital banking, Bank Mandiri has begun its digital journey by providing advanced digital innovations to its customers. The digital transformation of Bank Mandiri relies on the expertise of its human resources in digital technology, including application development, data analysis, artificial intelligence, blockchain, and more.

Bank Mandiri has established the My Digital Academy program to cultivate digital talent. This program serves as an early engagement and hiring initiative for final year students



and recent graduates from specific universities and faculties. It includes a one-month innovation boot camp aimed at enhancing IT capabilities.

The inaugural batch of My Digital Academy commenced on November 7, 2022, in response to the demand for top digital talents to bolster the Corporate Plan of establishing Bank Mandiri as The Best Modern Digital Bank. From a pool of 15,272 candidates, 271 participants successfully completed the boot camp program and are now part of the pipeline to join Bank Mandiri.

Following its successful implementation in 2022, My Digital Academy was deemed an effective strategy for fulfilling digital talent needs. Therefore, in 2023, Bank Mandiri launched My Digital Academy Batch 2. A remarkable 24,673 participants from diverse universities in Indonesia registered for the program, surpassing Bank Mandiri's target of 600 participants.

MY DIGITAL ACADEMY BATCH 2 2023

TARGET

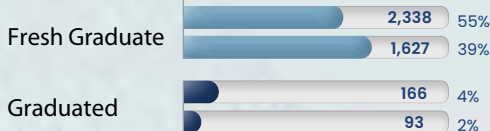
600 Participants

TOTAL REGISTRANTS

24,673 Participants

Registration Period
October - November 2023

Applicant Categories



PEOPLE DEVELOPMENT THROUGH GAMIFICATION

Bank Mandiri believes that excellent human resources are the key to an organization's sustainable growth. As a form of human resource development, Bank Mandiri's Human Capital conducts people development through a gamification approach known as Mission Based Development. This initiative consists of a series

of missions designed for all Mandiri employees at various levels. It allows employees to select personalized learning methods tailored to their specific needs and skill gaps, while enabling real-time monitoring of their progress.

MISSIONS HELD BY EMPLOYEES AT VARIOUS LEVELS



BOD - 1 MISSION

Discussing development plans for the team and successors and being a role model in building and developing capabilities



BOD - 2 MISSION

Discussing development with superiors and the team and following development missions to accelerate capabilities



BOD - 3 MISSION

Engaging in dialogue with superiors to design development plans and actively implementing capability development according to the development plan



Staff MISSION

Engaging in dialogue with superiors to create development plans and proactively implementing development

In 2023, Bank Mandiri's Human Capital reported that all Mandiri employees at various levels (100%) had successfully completed missions in their Mission Based Development. Moving forward,

Bank Mandiri plans to conduct Mission Based Development once more, with a direct focus on achieving results and their implications for the sustainable business growth of the Bank.

DEVELOPMENT OF SUSTAINABLE FINANCIAL COMPETENCIES

For the seamless implementation of sustainable finance, the backing of all Mandiri employees possessing relevant competencies and expertise is essential. Bank Mandiri incorporates the principles of sustainable finance into its learning curriculum to cultivate exceptional employees capable of integrating sustainability values into the Bank's business processes. Education on sustainable finance is accessible through online e-learning or Internal Discussion Forums (FDI).

In 2023, Bank Mandiri introduced three modules of the ESG Program and 33 modules of ESG Capability Development learning. All employees engaged in these learning activities based on the requirements to bolster the attainment of business targets set by their respective work units, as well as in alignment with their personal career aspirations.

PERFORMANCE EVALUATION

Bank Mandiri conducts annual performance evaluations of its employees, assessing them based on fairness and the achievement of Key Performance Indicators (KPIs). These KPIs are established in stages at the beginning of the year, starting from the Bank's KPI to Individual KPIs. The agreed-upon KPIs are a result of alignment between employees and their respective superiors, and are in harmony with the Bank's short-term and long-term strategies.

culture and leadership characteristics demonstrated in decision-making and work-related interactions. The outcomes of the performance appraisal serve as the foundation for rewards and compensation, competency development, and career advancement.

In the performance appraisal process, Bank Mandiri employs a 360-degree survey, which includes input from employee managers, internal stakeholders (employees with the same or higher job level recommended from different groups/regions), peers (employees with the same job level from the same group/region), and direct subordinates (employees who report directly to the subject above them).

Bank Mandiri promotes the practice of continuous feedback through development dialogues, which involve 1-on-1 sessions between employees and their managers. These sessions aim to align individual contributions with the Bank's business goals, discuss and monitor performance, enhance competencies and capabilities, and comprehend aspirations in developing employee plans.

In 2023, a total of 3,306 people leaders, ranging from SEVP level to branch managers, participated in the 360-degree survey. Bank Mandiri aims to cultivate dependable strategic business leaders who possess a comprehensive understanding of self-improvement opportunities based on feedback from employees connected to their work environment.

Development dialogues also serve as a platform for employees to establish Individual KPIs or work targets and reach consensus on action plans. Additionally, through these dialogues, employees can conduct mid-reviews or modify Individual KPIs. This provides an opportunity for employees and managers to adjust work targets, review performance progress and follow-ups, address obstacles and solutions, and discuss aspirations and development plans for the current year.

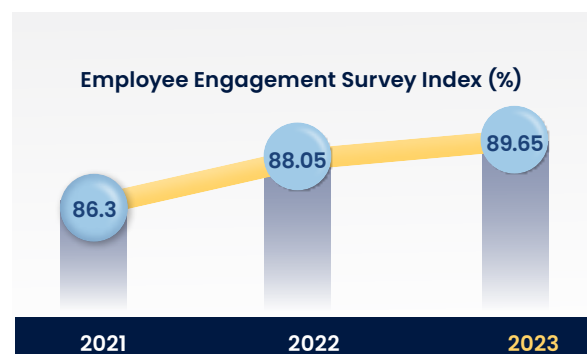
In addition to meeting KPIs, performance evaluation at Bank Mandiri also takes into account the application of the Bank's

The performance appraisal process in 2023 involved all (100%) Mandiri employees, both male and female, in accordance with existing procedures. [GRI 404-3]

EMPLOYEE ENGAGEMENT SURVEY

To measure the level of comfort and satisfaction of Mandiri employees towards the Bank, leadership, career development opportunities, relationships & communication, and benefits & compensation, Bank Mandiri regularly conducts an Employee Engagement Survey at the end of the current year. The survey is conducted in collaboration with independent consultants with relevant expertise.

The Bank conducted an employee engagement survey for 28,415 employees in December 2023, yielding a score of 89.65%, marking an increase from the 2022 score of 88.06%.



EMPLOYEE TURNOVER

High employee turnover is one of the challenges faced by the banking industry. In 2023, 2,048 employees resigned for

various reasons, such as the end of their tenure, pursuing further education, or other external factors.

EMPLOYEE TURNOVER

| Description | 2023 | | 2022 | | 2021 | |
|--------------------------|---------------|-----------------|---------------|-----------------|---------------|-----------------|
| | Male (People) | Female (People) | Male (People) | Female (People) | Male (People) | Female (People) |
| By age | | | | | | |
| • <30 years | 181 | 265 | 185 | 231 | 139 | 284 |
| • 30-54 years | 387 | 629 | 469 | 529 | 538 | 546 |
| • >54 years | 429 | 157 | 313 | 113 | 359 | 132 |
| Turnover rate (%) | 5.26 | | 4.82 | | 5.28 | |

The turnover at Bank Mandiri demonstrates its commitment to developing talent capabilities and becoming a talent factory for Indonesia. This is evidenced by the mandate given to Bank Mandiri employees to be appointed leaders in various institutions, including ministries, state-owned enterprises, and private companies. In 2023, 48 active Bank Mandiri employees were appointed leaders in government institutions, ministries, and state-owned enterprises.

In addition to its current employees, Bank Mandiri's dedication to becoming a talent factory for Indonesia is also demonstrated

through its numerous alums. Currently, 159 Bank Mandiri alums are appointed officials in various government institutions, ministries, state-owned enterprises, regional-owned enterprises, and private companies.

In line with its development program, Bank Mandiri also consistently creates a good working environment, with a welfare scheme through competitive rewards and compensation, work-life balance and well-being, employee rights fulfillment, competency development programs, and fair career development opportunities for all its employees.

WELL-BEING

To ensure the well-being of its employees, Bank Mandiri enrolls them in the BPJS Employment program, encompassing pension guarantee, old-age security, work accident insurance, death insurance, and job loss guarantee. Moreover, the Bank offers additional health benefits for employees exceeding the government-mandated requirements.



Appreciation and Compensation

All Mandiri employees are entitled to wages, benefits, and rewards based on fair and transparent performance assessments. Bank Mandiri ensures to fulfill the rights of all Mandiri employees to wages in accordance with applicable laws. The bank does not differentiate wages between male and female employees. The bank is committed to following government regulations regarding the Regional Minimum Wage in each of its operational locations, including providing additional allowances in certain areas.

To ensure well-being and a decent standard of living, the standard wage for entry-level employees is set at 0.05% higher than the highest Regional Minimum Wage in Indonesia and applies nationally to all of Bank Mandiri's operational locations in Indonesia. The ratio of the highest Regional Minimum Wage in Indonesia to the standard wage for entry-level employees is 1:1.

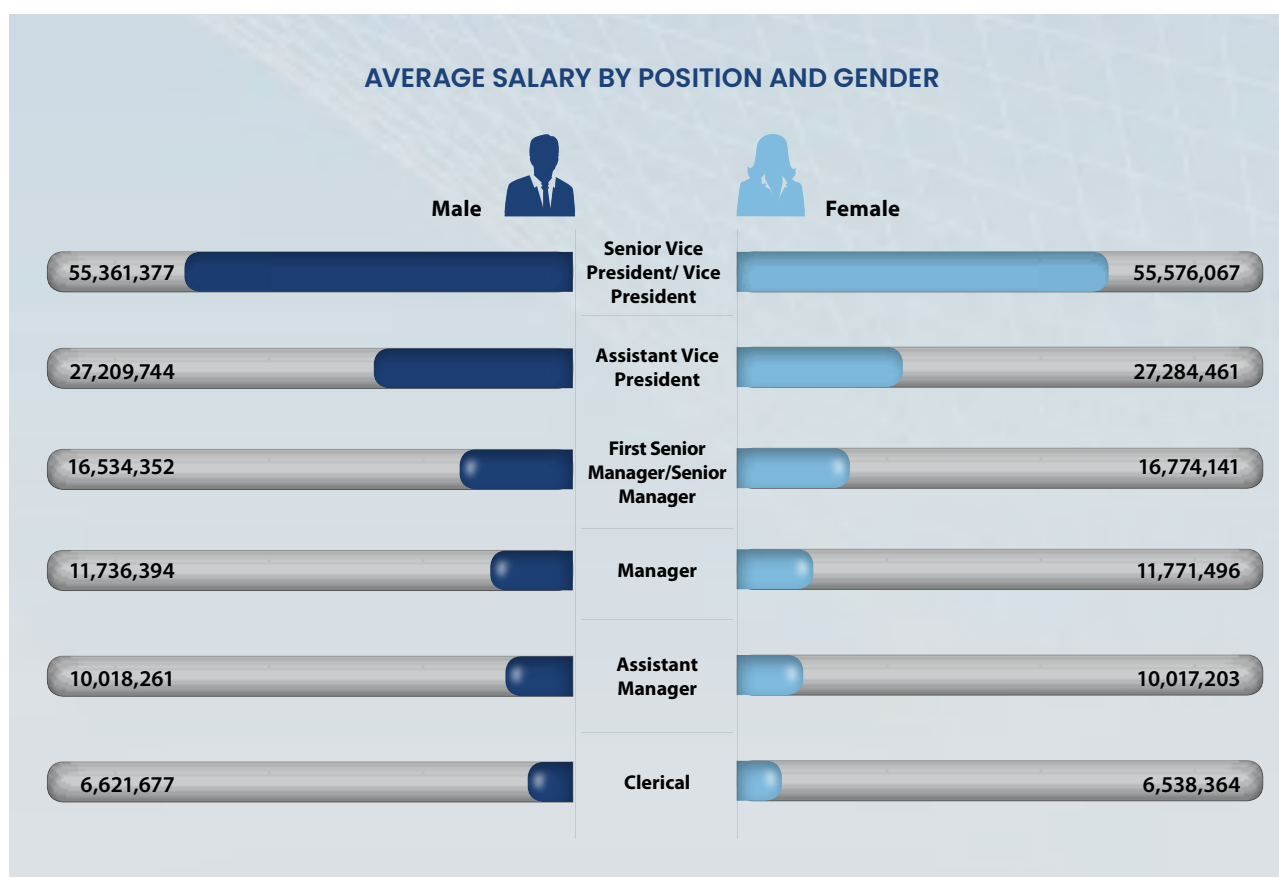
The bank's competitive remuneration strategy aims to attract the best talent, foster employee engagement, and enhance productivity in alignment with the bank's growth objectives. Bank Mandiri offers competitive remuneration to its employees based on their employment status, whether permanent or on contract, and tailored to the specific nature of their roles.

In addition to salary-based remuneration, Bank Mandiri also offers welfare benefits to assist employees in their respective roles and positions. These benefits include holiday allowances, leave allowances, specific position allowances, location-based allowances, and compensation for contract employees.

Furthermore, additional benefits are extended to both permanent and contract employees, in compliance with government regulations, as well as the following:

EMPLOYEE BENEFITS [GRI 401-2]

| Types of Remuneration | Program | Permanent Employees | Contract Employees |
|------------------------------------|--|---------------------|--------------------|
| Life Insurance | BPJS Health, BPJS Employment, Grief Compensation | Yes | Yes |
| Disability and Incapacity Benefits | BPJS Health Mandiri Inhealth | Yes | Yes |
| Parental Leave | Maternity leave Paternity leave | Yes | Yes |



Parental Leave

Bank Mandiri provides maternity leave entitlement to female employees in accordance with government regulations, and allows these employees to return to work after the leave period ends. Additionally, the bank also provides paternity leave entitlement to male employees, allowing them to accompany their wives during

childbirth for a longer duration than required by the government.

In 2023, 1,030 female employees took maternity leave, while 603 male employees took leave to accompany their wives during childbirth. All of these employees, 100% in total, returned to work after the conclusion of their respective leave periods. [GRI 401-3]

WORK-LIFE BALANCE AND WELL-BEING



Bank Mandiri places a high priority on maintaining a healthy balance between the productivity of its employees and their personal well-being. The bank takes a holistic approach to health and well-being, considering physical, mental, and financial aspects, as well as the work environment.

At Bank Mandiri, well-being is seen as a shared responsibility (co-creation), with Human Capital, leaders, and employees all playing a role in creating a healthy and supportive work environment.

To promote and educate employees about the significance of sustainability in physical and mental health, financial literacy, and overall well-being in the workplace, Bank Mandiri consistently organizes seminars featuring experts in these fields. In 2023, a total of 16 educational programs, including seminars, webinars, and podcasts, were conducted, with participation from all employees, both in-person and virtually.



Furthermore, Bank Mandiri also provides facilities and infrastructure related to health and well-being, including:



1. Online psychological counseling services.
2. Lactation room.
3. Fitness Center Mandiri Club at the main office site.
4. Clubs or sports communities for employees, such as basketball, badminton, cycling, running, and others.
5. Health clinic facilities, complete with equipment and medical personnel ready to serve at the main office site.

Bank Mandiri is committed to continuously improving policies and well-being programs.



Bank Mandiri Sports and Arts Week (PORSENI Bank Mandiri) 2023



Mini Medical Check-Up for those under 40



ABC Podcast (Asiknya Bahas Culture) featuring speakers from internal and external sources



Mandiri Club for sports and arts activities



Mandiri Silver Carnival 2023 (Employee Gathering)



Mandiri Best Employee (MBE) Immersion Learning Class of 2023



Seminar on Physical & Psychological Well-Being: Emotional & Physical Well-being Lead to Productive & Meaningful Work



Seminar *Financial Well-Being Frugal Livin' for Better Financial Well-Being*

RETIREMENT PROGRAM

Bank Mandiri appreciates all Mandiri employees who have committed themselves to growing alongside the bank. As a token of appreciation, Bank Mandiri offers a range of benefits and retirement programs to safeguard the well-being of Mandiri employees during their retirement, in line with their employment agreements. The Retirement Fund Program is administered through the Employer Pension Fund (DPPK), comprising two distinct programs: the Defined Contribution Pension Program and the Defined Benefit Pension Program.

Furthermore, the bank prioritizes the well-being of Mandiri employees approaching retirement age through the Mandiri Health Care Cooperative. This cooperative offers support, benefits, and healthcare services, with a membership fee of 2% of the employees' contributions and 3% of Bank Mandiri's contributions.

In 2023, Bank Mandiri held training for employees who are about to enter retirement, attended by 417 participants.

EMPLOYEE STOCK OWNERSHIP PROGRAM

As an extension of the previously distributed Employee Stock Ownership Program (ESOP) and Management Stock Ownership Program (MSOP), Bank Mandiri implemented a comparable program from 2015 to 2023 for its employees and management, featuring predetermined grant and vesting requirements.

The Management Stock Ownership Program (MSOP) takes the form of Long Term Incentive (LTI) shares, granted to the Board of Directors and Non-Independent Board of Commissioners. This is aimed at motivating them to enhance future performance and to reward their efforts in sustaining and/or enhancing the long-term value of the shares. LTI shares were granted from 2022 to 2023, with each vesting period lasting three years.

Bank Mandiri also has an Employee Stock Ownership Program (ESOP) to enhance the sense of belonging and motivate employees to make long-term contributions. ESOP is granted to certain job grades and levels that meet the criteria approved by management, including individual performance, talent classification, and employee track record. From 2015 to 2023, Bank Mandiri distributed a total of 96,003,800 shares with vesting periods ranging from three to five years.

Bank Mandiri will implement a similar stock ownership program for employees and management in the following years.

FREEDOM OF ASSOCIATION

Bank Mandiri respects the right of its employees to form and actively participate in labor unions. Currently, the bank has the Bank Mandiri Employees Union (SPBM) with 13,724 members.

In collaboration with SPBM, the bank has established a Collective Labor Agreement (CLA) outlining the rights, obligations, and work regulations binding for both the employer and

the employees. The CLA applies to all (100%) Bank Mandiri employees, including permanent and contract employees. Bank Mandiri and SPBM signed a new CLA on December 5, 2023, which is effective until 2025. The new CLA came into effect on December 15, 2023.

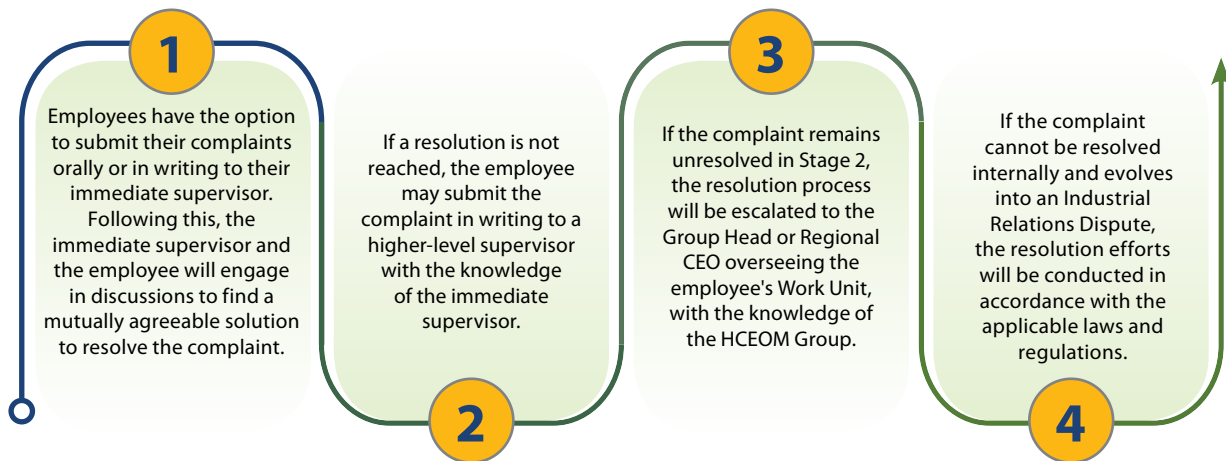
FORMAL EMPLOYEE GRIEVANCE

Bank Mandiri has established a mechanism for its employees to voice their grievances concerning the bank's employee management practices and industrial relations implementation. The bank ensures the confidentiality of the reporter's identity. All reports received will be handled in accordance with existing

procedures, and if violations are substantiated, the reported party will be sanctioned in line with the applicable policy.

The resolution of grievances for each stage will not exceed 30 calendar days and can be submitted orally or in writing in accordance with the agreed CLA.

THE MECHANISM FOR EMPLOYEE COMPLAINT SUBMISSION



DIVERSITY

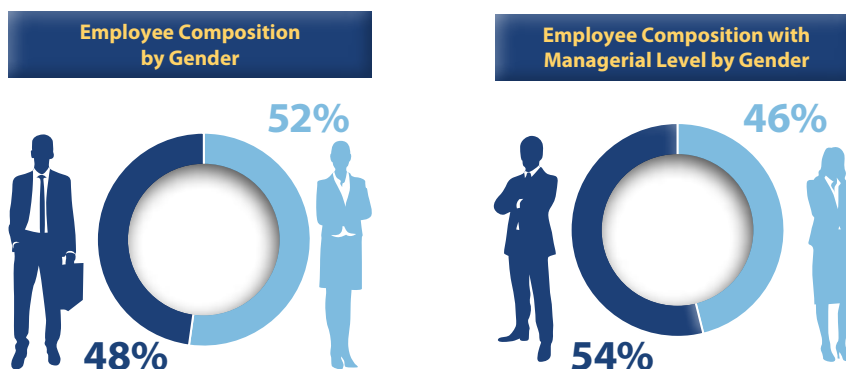
At Bank Mandiri, all individuals have an equal opportunity to advance their career, irrespective of gender, ethnicity, religion, or any other factors. The bank embraces and appreciates the diverse creativity that arises from the various backgrounds of its employees.

Bank Mandiri is committed to establishing a workplace that is free from discrimination, violence, and harassment, with the aim of fostering a more inclusive and productive environment for Mandirians and promoting the bank's business sustainability. To uphold this commitment, the bank has formulated a Respectful

Workplace Policy (RWP), which aims to cultivate a safe and comfortable work environment centered on mutual respect and dignity, devoid of negative behaviors such as discrimination, exclusion, bullying, harassment, and various other forms of physical and mental violence.

The implementation of RWP at Bank Mandiri is monitored and supervised by the Board of Commissioners as part of the supervisory function of the Board of Commissioners, reported periodically (every semester) to the Minister of State-Owned Enterprises.

DIVERSITY PERCENTAGE



SRIKANDI MANDIRI



Bank Mandiri always strives to be the right workplace for Mandirians, particularly women. Bank Mandiri provides broad opportunities for women to pursue a career with the bank. Currently, 52% of Bank Mandiri's total employees are women, with 46% of them serving in top-level management positions.

The cultivation of female talent at Bank Mandiri is achieved through the Srikandi Mandiri program. In 2023, the program comprised two initiatives: Woman Leadership and Woman in Society. Woman Leadership encompasses "Women Talk," an in-person talk show event featuring inspirational stories from prominent female leaders, and "Women Empowerment," a mentoring program designed for female employees (L3 and L4) led by Mandiri Leaders (L2, L3+, and L3). This program aimed to foster a supportive community, offer career sponsorship opportunities, and facilitate the exchange of practical and implicit knowledge between mentors and mentees.

The Woman in Society program, on the other hand, involved the Women Entrepreneurship Workshop, a collaborative effort between Srikandi Mandiri and Rumah BUMN. This

workshop aimed to inspire women to maximize resources for entrepreneurship, especially for retirement planning, introduce digital solutions to enhance employee businesses, and offer Bank Mandiri products that can bolster employee enterprises. Furthermore, special events were organized for Mother's Day, including SME training and Livin' Merchant activities centered around the theme of the Role of Mothers in the Digital Era.

In addition to the development program, Srikandi Mandiri also implemented two programs to support the well-being of women during their careers at Bank Mandiri. These programs included the Respectful Workplace & Policy Campaign and Counseling Session. The Respectful Workplace & Policy Campaign aimed to raise awareness about respectful workplace issues through Bank Mandiri's internal digital communication channels and the social media platform Instagram. The Counseling Session program collaborated with professional psychologists to help female employees address emotional, mental health, and physical well-being issues.

Health and Safety in the Workplace



To mitigate operational risks due to climate change, Bank Mandiri is committed to creating a healthy and safe working environment in accordance with Occupational Health and Safety (OHS) standards for its employees, customers, and other parties within the bank's operational settings. In relation to the mitigation of operational risks, Bank Mandiri has implemented several procedures to prepare for emergency conditions, such as Business Continuity Management (BCM), Emergency Response Plan, Disaster Recovery Plan, and Crisis Management Plan.

The BCM is responsible for developing a Business Continuity Plan strategy, actively interacting with independent institutions to analyze the climate, identifying early action plans for climate change, and socializing these plans to all employees to ensure the continuity of business operations. Bank Mandiri provides various facilities and infrastructure for emergency conditions, such as first aid kits, fire extinguishers (APAR), hydrants, sprinklers, and others. The bank conducts routine inspections of these facilities to ensure their proper functioning. Various facilities essential

for smooth operations, including elevators, room temperature control machines, and others, undergo regular inspections and maintenance. Additionally, Bank Mandiri has data centers in multiple locations to minimize customer inconvenience during transactions and to safeguard against the risk of data loss resulting from climate change.

To create a safe and comfortable workplace while achieving zero accidents, Bank Mandiri implements various occupational health and safety programs, such as:

- Providing information on handling emergency situations to employees, guests, and the Building Emergency Response Team through the installation of emergency evacuation instruction posters for fire/earthquake, broadcasting emergency procedure videos on internal television media, safety briefings before events, and socializing the functions and roles of the emergency response team conducted annually with speakers from the Fire Department;

- Conducting emergency response readiness training for building occupants, Floor Wardens (Building Emergency Response Team), and the Emergency Response Team (ERT), including fire extinguisher training, first responder training (search and rescue), and terrorist/bomb threat security training conducted at least once a year;
- Conducting emergency evacuation simulations for building fires and other disasters, such as earthquakes, to measure the readiness of the Emergency Response Team and the duration of evacuation from the building location to the assembly point. These simulations are conducted annually and attended by the Fire Department and the Police.

To support the health of Mandiri employees, Bank Mandiri provides:

1. Health facilities for Mandiri employees and their registered family members, in accordance with the government-provided health insurance program, BPJS Health;
2. Social security and social protection in accordance with the government program through BPJS Employment;
3. Health facilities for Mandiri employees and their registered family members, in cooperation with Mandiri Inhealth Health

Insurance, covering inpatient care, outpatient care, maternity care, dental care, general check-ups, eyeglasses, and special health insurance;

4. Health insurance program for Mandiri employees who have entered the retirement period;
5. Health clinic facilities within the work unit environment (Plaza Mandiri, Menara Mandiri, Wisma Mandiri, and Graha Mandiri);
6. Life protection in the form of life insurance for Mandiri employees and their registered family members, in cooperation with Mandiri Inhealth Life Insurance.

Bank Mandiri effectively communicates the features, benefits, and usage process of its health facilities, including health insurance and psychological services, to employees through regular familiarization events. This information is also readily accessible to all employees via Bank Mandiri's employee channels, Mandiri CLICK, in the form of booklets and electronic banners. Furthermore, the bank actively promotes health among its employees through various media and activities, often featuring renowned experts in the field.

Occupational Health and Safety (OHS) training activities and emergency response simulations conducted by Bank Mandiri in 2023 include:

OHS TRAINING



OHS TRAINING PROGRAM 2023

Including Training and Competency Testing for SAR (Search and Rescue) in Building Collapse, Building Risk Assessment Training, Facility and Infrastructure Readiness Training in Disaster Response and its standards, and Disturbance Handling Preparedness Training.



4
Training
Titles



412
Training
Participants

EMERGENCY RESPONSE SIMULATIONS

| Name of Program | Place | Date |
|---|-------------------------|---------------------------|
| Fire Training and Evacuation | Sentra Mandiri Building | September 14 and 19, 2023 |
| Earthquake Disaster Preparedness Drills | Sentra Mandiri Building | August 3, 2023 |
| Fire Emergency Response Simulation | Wisma Mandiri Building | November 2, 2023 |
| Building Evacuation Drill | Plaza Mandiri Building | November 10, 2023 |
| Fire Emergency Response Simulation | Menara Mandiri Bekasi | August 23, 2023 |
| Emergency Response Simulation | Sentra Rempoa Building | October 2, 2023 |