

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.

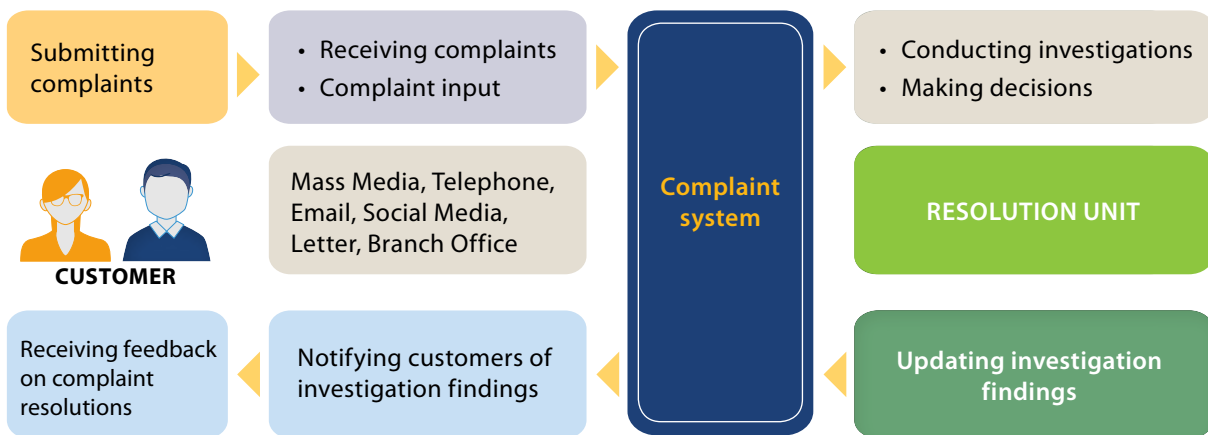
Customer loyalty has been the cornerstone of Bank Mandiri’s existence for over 25 years. The bank has been actively developing banking solutions to cater to the needs of millions of customers, including individuals and businesses from diverse segments. In its pursuit of exceptional performance, Bank 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.

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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.