

# 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

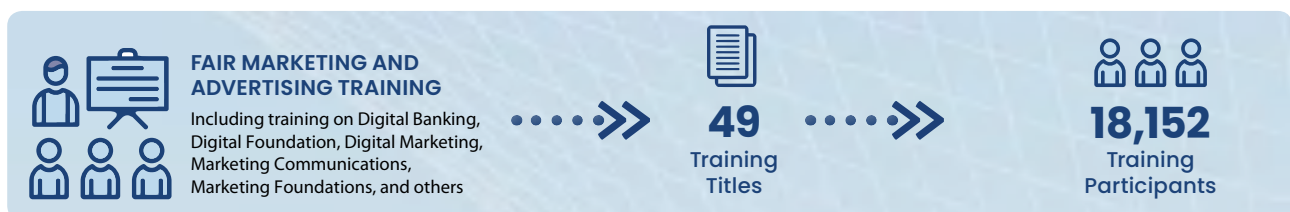
1. Monitoring to minimize the potential risks that could lead to losses for the Bank during marketing communication activities for products and services, it is necessary to monitor all planned marketing communication activities listed in the marketing communication calendar on a regular and continuous 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.

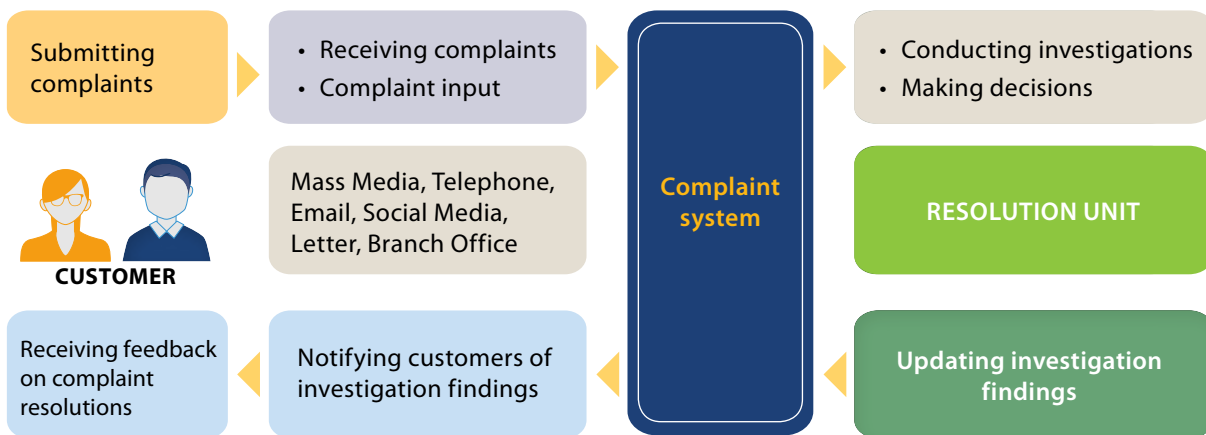
Customer loyalty has been the cornerstone of Bank Mandiri’s existence for over 25 years. The bank has been actively developing banking solutions to cater to the needs of millions of customers, including individuals and businesses from diverse segments. In its pursuit of exceptional performance, Bank 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	<b>89.33</b>	<b>86.76</b>	<b>66</b>	<b>91.39</b>
Industry	<b>89.10</b>	<b>86.20</b>	<b>64</b>	<b>87.87</b>

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.