



**VISION,  
MISSION &  
CORPORATE  
CULTURE**

2003-2005

**Domestic Power House**  
Regional Champion Bank

---

2005-2009

**Dominant Multi Specialist**  
Regional Champion Bank

---

2010-2014

Indonesia's Most Admired and  
Progressive Financial Institution

---

2015-2020

The Best Bank in ASEAN by 2020

---

2020-2024

**To Be Your Preferred  
Financial Partner**

---

# VISION To Be Your Preferred Financial Partner



With the purpose of the Spirit of Prospering the Country, Bank Mandiri's long-term vision for 2020 - 2024 is "To be your preferred financial partner" with the following description of the vision:

- a. Commitment to building long-term relationships based on trust with both business and individual customers. Bank Mandiri served all customers with international service standards by providing innovative financial solutions. Bank Mandiri wants to be known for its best performance, human resources and teamwork.
- b. Taking an active role in driving Indonesia's long-term growth and always produce consistently high returns for shareholders.

## VISION, MISSION &amp; CORPORATE CULTURE



# Mission

**To Provide Reliable and Simple Digital Banking Solutions that Became a Part of Customer Life**

To support the vision, Bank Mandiri's mission had also been established, which was to Provide Reliable and Simple Digital Banking Solutions that Became a Part of Customer Life - "Seamlessly integrate our financial products and services into our costumers' lives by delivering simple, fast digital banking solutions" with the description as follows:

- a. Oriented to meeting market needs
  1. Prioritizing the interests of customers by providing the best service by building a professional and friendly attitude
  2. Providing one stop financial solution services to customers through synergies with Subsidiaries.
  3. Offering competitive and guaranteed products and focus on product development and digital banking networks to accommodate customer needs.
- b. Develop professional resources
  1. Recruiting, training and developing human resources based on their talents and abilities.
  2. Providing growth opportunities for all employees fairly and providing awards and promotions based on merit and dedication.
- c. Provide maximum benefits to stakeholders
  1. Providing maximum benefits to shareholders while still paying attention to the interests of other stakeholders.
  2. Ensuring sustainable growth and increase in profit.
- d. Implement open management
  1. Having a high work commitment and responsibility.
  2. Implementing open management and effective cooperation.
- e. Care for the interests of society and the environment Considering the interests of society and the environment in every decision making.

## Review of Vision and Mission by the Board of Commissioners and Board of Directors

To ensure the conformity of the existing Vision and Mission of Bank Mandiri, the Bank periodically reviews its Vision and Mission. The Bank's vision and mission have been discussed and approved by the Board of Commissioners and Directors. The Bank's new vision and mission have been prepared in line with the preparation of Corporate Plan 2020-2024, which continues to prioritize the Bank Mandiri's purpose, namely "Spirit of Prosperity of the Country". The new vision and mission have been outlined in the Bank's Business Plan (RBB) 2020-2023.

# CORPORATE CULTURE

Bank Mandiri makes AKHLAK's Core Values as a fundamental aspect in human resource management as outlined through Human Capital strategies and initiatives to ensure the formation of Mandirian's character as a Strategic Business Leader who is AKHLAK and globally competitive, thereby making Bank Mandiri a talent factory creator, as part of Bank Mandiri's efforts to foster the role of SOEs as engines of economic growth and accelerators of social welfare.

As part of SOEs, Bank Mandiri has implemented AKHLAK's Core Values through cultural programs organized to shape the mindset and behaviour of each employee based on the application of AKHLAK Core Values (Trustworthy, Competent, Harmonious, Loyal, Adaptive, & Collaborative) in providing contribution through daily work behaviour. This is done to create a Resilient Mandirian character in realizing Bank Mandiri's Employee Value Proposition (EVP), namely Learning, Synergizing, Growing, and Contributing to Indonesia.

## Employee Value Proposition (EVP) Bank Mandiri:

### 1. Learn

Provide understanding to acquire/strengthen differed new knowledge, behaviours, skills or values.

### 2. Synergy

Provide understanding to work together and collaborate for the benefit of the company for the achievement of the Vision and Mission.

### 3. Grow

Provide understanding to develop personally and professionally.

### 4. Contribute to Indonesia

Provide understanding to have a contribution and contribution, as well as provide meaning and benefits for Indonesia.

Since 2020, every State-Owned Enterprise (SOE) is required to implement the main values called AKHLAK, in accordance with the Circular of the Minister of SOEs No. SE 7/MB/07/2020 dated 1 July 2020 concerning the Core Values of Human Resources of State-Owned Enterprises.

## AKHLAK Core Values and 18 Bank Mandiri Code of Conduct:



**TRUSTWORTHY**  
**Uphold the trust given**

"Trustworthy" value code of conduct:

- Deliver on agreements and commitments
- Responsible for the duties, decisions and actions performed
- Firmly upholding the moral and ethical values



**COMPETENT**  
**Continue to learn and develop capabilities.**

Panduan perilaku nilai "Kompeten":


- Improving self-competence to overcome ever-changing challenges
- Helping others learn
- Complete tasks of the highest quality



**HARMONIOUS**  
**Care for each other and respect differences.**

"Harmonious" value code of conduct:

- Respect everyone regardless of background
- Fond to help others
- Building a favourable work environment



**LOYAL**  
**Dedicated and to first put the interests of the nation and the country.**

"Loyal" value code of conduct:

- Maintaining the good name of fellow employees, leaders, SOEs, and the Nation
- Willing to sacrifice to achieve greater goals
- Be obedient to the leadership as long as it does not conflict with law and ethics



**ADAPTIVE**  
**Continue to innovate & be enthusiastic in enforcing or overcoming change.**

"Adaptive" value code of conduct:

- Quickly adjust to perform better
- Constantly make improvements following technological developments
- Act proactively



**COLLABORATIVE**  
**Build synergistic cooperation.**

"Collaborative" value code of conduct:

- Provide opportunities for various parties to contribute
- Open to working together to generate added value
- Drive the utilization of multiple resources for a common goal