

GOVERNANCE IMPLEMENTATION IN 2023 & 2024 PLAN

As part of the commitment and awareness of Corporate Governance's role in business continuity, the governance practices in Bank Mandiri are continuously improved in 2023.

The activities are as follows:

1. Governance Self-Assessment – Bank Only

To improve the implementation of Governance in a sustainable manner, Bank Mandiri conducts a self-assessment of Governance implementation - bank only based on POJK No. 17 of 2023 and SEOJK No. 13/SEOJK.03/2017 concerning the Implementation of Governance for Commercial Banks. The self-assessment is carried out twice a year (the period of June and December).

The results of the self-assessment of the implementation of Governance on an individual basis in the first Semester of 2023 received a score of 1 (one), but OJK provided feedback on 5 December 2023 with a score of 2 (two), which reflects that Bank Mandiri's management has implemented Governance that is generally good. This is reflected in the adequate fulfillment of Governance principles. If there are weaknesses in the implementation of Governance principles, in general these weaknesses are less significant and can be resolved with normal actions by Bank Mandiri's management.

The self-assessment results for the first semester of 2023 obtained a score of 1 (one), then receiving feedback from the OJK with a score of 2 (two). This indicates that Bank Mandiri's management has generally implemented good corporate governance practices, as reflected in the adequate fulfillment of governance principles. In the second semester of 2023, the self-assessment score for individual governance was 1 (one), reflecting the excellent implementation of corporate governance by Bank Mandiri. Bank Mandiri has not received feedback from OJK for the self-assessment of the second semester of 2023.

2. Integrated Governance Self-Assessment

In addition to conducting a self-assessment of Governance Implementation – bank only, Bank Mandiri also conducts a self-assessment on Integrated Governance implementation of based on POJK No.18/POJK.03/2014 and OJK Circular No. 15/SEOJK.03/2015 on Integrated Governance. The self-assessment is carried out twice a year (June and December period) engaging all Financial Service Institutions (LJK) in the Financial Conglomerates of Bank Mandiri.

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For the self-assessment of the implementation of Integrated Governance in the first Semester of 2023, a score of 1 (one) was obtained, which reflects that the Financial Conglomerate is considered to have implemented a generally very good Integrated Governance. This is indicated in the highly adequate fulfillment of the principles of Integrated Governance. In the event of weaknesses in the implementation of Integrated Governance, in general these weaknesses are not significant and can be immediately amended by the Main Entity and/or Financial Services Authority in the Financial Conglomerate.

The results of the self-assessment of the implementation of Integrated Governance in the second Semester of 2023 obtained a score of 1 (one) which reflected that the Financial Conglomerate was considered to have implemented Integrated Governance which was generally very good. This is reflected in the very adequate fulfillment of the principles of Integrated Governance. If there were weaknesses in the implementation of the principles of Integrated Governance, in general the weaknesses were not significant and could be immediately improved by the Main Entity and/or FSI in the Financial Conglomerate.

3. ASEAN Corporate Governance Scorecard

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

The ASEAN Corporate Governance Scorecard is used to assess the Governance practices of publicly listed companies in ASEAN countries. The assessment is based on publicly available information including the Annual Report, Audited Financial Statements, Sustainability Report, Announcement and Invitation of General Meeting of Shareholders, Company Website

and other public information. The components of the ASEAN Corporate Governance Scorecard assessment are as follows:

- a. Shareholder Rights
- b. Equal Treatment of Shareholders
- c. Role of Stakeholders
- d. Disclosure and Transparency
- e. Responsibilities of the Board of Directors and Board of Commissioners

4. Corporate Governance Perception Index

On the assessment of the quality of governance implementation, Bank Mandiri has participated in a research and rating program for Governance implementation, namely the Corporate Governance Perception Index (CGPI) rating 2021, which was carried out in 2022. The theme of CGPI was "Building Resilience in the GCG Framework". The stages of CGPI assessment include self-assessment, assessment of completeness of documents and observation. CGPI assessment aspects include Governance Structure, Governance Process, and Governance Outcome.

This is Bank Mandiri 20th participation since 2003 up to 2023, Bank Mandiri has successfully maintained the title of "The Most Trusted" Company for 17 (seventeen) consecutive times with a score of 95.22.

Plans for 2024

To improve the quality of Governance implementation, Bank Mandiri has developed a work plan for 2024, including:

1. Participation of Mandiri Group in Good Corporate Governance (GCG) ranking/assessment.
2. Fulfillment of ASEAN Corporate Governance Scorecard (ACGS) implementation.
3. Implementation of self-assessment of Individual Governance and self-assessment of Integrated Governance implementation.