

STRUCTURE AND MECHANISM OF CORPORATE GOVERNANCE



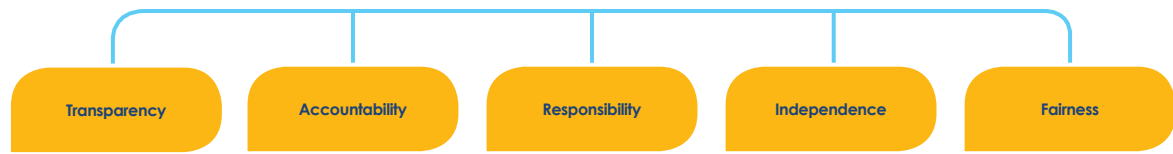
Pursuant to the Law of the Republic of Indonesia No. 40 of 2007 concerning Limited Liability Companies, the Organs of the Company consists of General Meeting of Shareholders (GMS), Board of Commissioners and Board of Directors. In line with the Articles of Association and prevailing laws and regulations, each organ has an important role in implementing corporate governance and carrying out their respective functions, duties, and responsibilities for the benefit of the Company.

The GMS is the highest decision-making forum for the shareholders. While the stewardship system applies a two-tier system comprising Board of Commissioners and Board of Directors with clear authorities and responsibilities according to their respective functions stipulated in the Articles of Association as well as laws and regulations. However, both are responsible for the Company's business sustainability in the long term. Therefore, the Board of Commissioners and the Board of Directors should have common perceptions of the Company's vision, missions, and values.

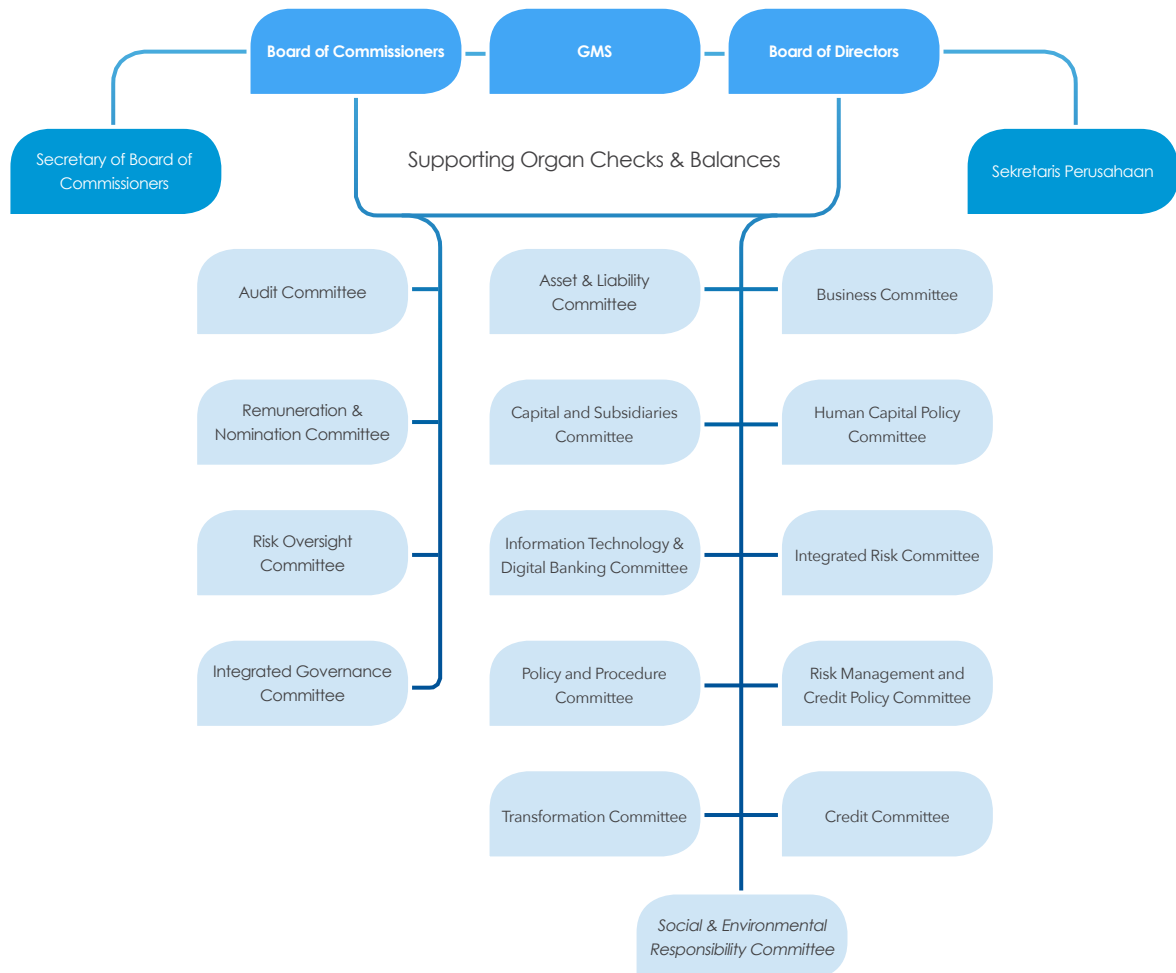
In carrying out the Company's corporate stewardship, the Board of Directors is supported by an effective management structure, while the Board of Commissioners performs its supervisory and advisory duties with the assistance of its supporting organs, namely Audit Committee, Nomination and Remuneration Committee, Risk Oversight Committee, and Integrated Governance Committee.

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Corporate Organ Structure



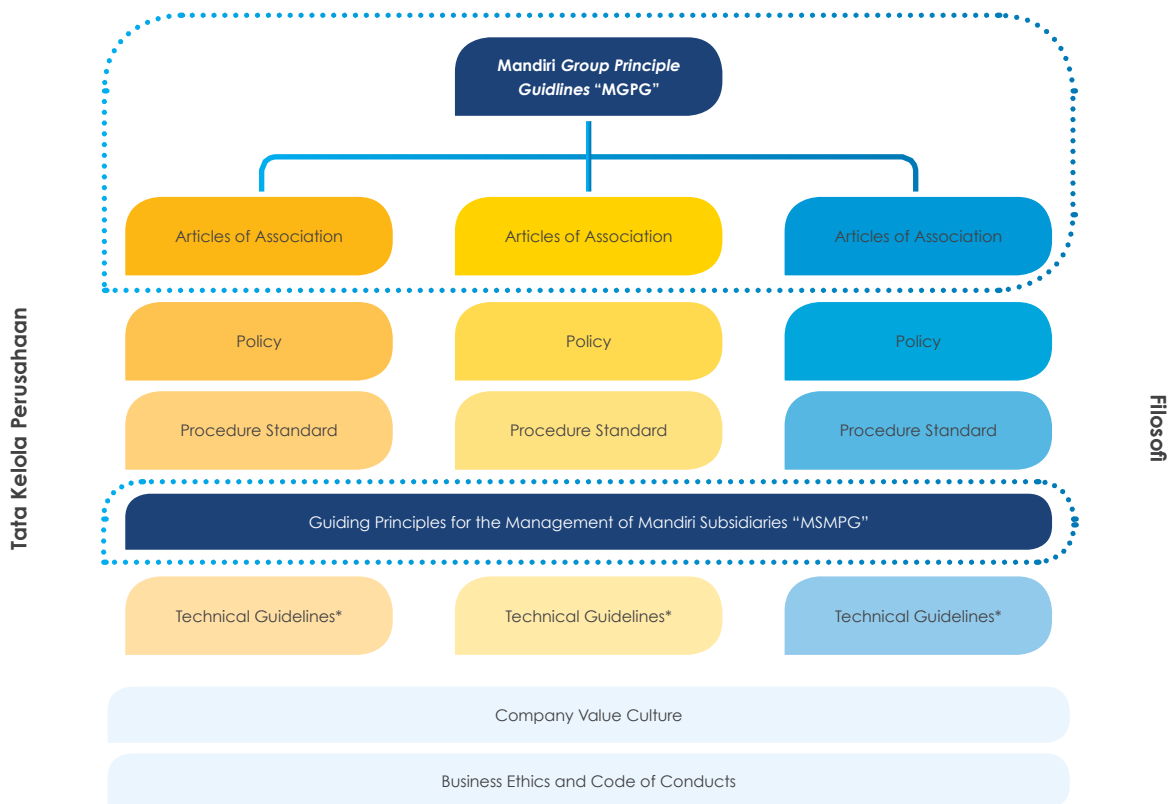
Main Organs



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GOVERNANCE STRUCTURE

To continuously improve the quality and scope of governance, Bank Mandiri have formulated and implemented operational policies for all units in line with principles of corporate governance, namely Bank Mandiri Policy Architecture. It is a hierarchy/arrangement of policies serving as the framework and governance in formulating policy as well as the Company's activities implementation. The Bank has a Mandiri Group Principles Guideline which guides all parts of the company in the Financial Conglomeration of Bank Mandiri.



The governance soft structure of Bank Mandiri includes:

1. Bank Mandiri's Articles of Association which have been ratified by the Minister of Law and Human Rights of the Republic of Indonesia in accordance with the notification receipt letter No. AHU-AH.01.03-0041000 and decree No. AHU-0016584. AH.01.02.Tahun 2023 both dated 16 March 2023 and registered in the Company Register No. AHU-0054153. AH.01.11.Tahun 2023 dated 16 March 2023.
2. Bank Mandiri Policy Architecture which was updated and approved on 19 August 2021.
3. Mandiri Subsidiary Management Principles Guideline (MSMPG) dated 24 February 2022.
4. Guidelines for the Board of Directors' Charter through the Decree of the Board of Directors No. KEP. DIR/040/2023 on 23 October 2023.
5. Risk Management Policy dated 3 April 2023.
6. The Board of Commissioners Charter which has been updated and approved through the Decree of the Board of Commissioners No. KEP.KOM/008/2023 on 30 November 2023.
7. The Board of Directors Charter which has been updated and approved through the Board of Directors Decree No. KEP.DIR/056/2021 on 15 October 2021.
8. The Integrated Governance Guidelines have received approval from the Board of Commissioners on 1 November 2022.
9. Integrated Governance Committee Charter through the Decree of the Board of Commissioners No. KEP/ KOM.005/2023 on 12 October 2023.
10. Audit Committee Charter and Code of Ethics of the Audit Committee through the Decree of the Board of Commissioners No. KEP.KOM/006/2023 on 12 October 2023.

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11. Risk Oversight Committee Charter through the Decree of the Board of Commissioners No. KEP/KOM.007/2023 on 12 October 2023.
12. Remuneration & Nomination Committee Charter through the Decree of the Board of Commissioners No. KEP/KOM.004/2023 on 12 October 2023.
13. Operational Policy which was updated and approved on 3 April 2023.
14. Legal, Compliance and Anti-Money Laundering, Countering the Financing of Terrorism, & Preventing the Financing of the Proliferation of Weapons of Mass Destruction policies have been updated and approved on 16 November 2023.
15. Risk Management Standard Operating Procedures that have been updated and approved on 16 January 2023.
16. Standard Procedure for Corporate Secretary that has been updated and approved on 02 March 2023.
17. Procurement Standard Operating Procedures that have been updated and approved on 1 December 2022.
18. Standard Operating Procedures for Corporate Work Plans and Budgets, and Bank Business Plans which have been updated and approved on 16 December 2023.
19. Accounting Standard Procedures which have been updated and approved on 29 September 2023.
20. Standard Operating Procedure for Wholesale Credit Collection & Recovery which has been updated and approved on 15 September 2022.
21. Standard Operating Procedure for Retail Credit Collection & Recovery which has been updated and approved on 23 August 2023.
22. Information Technology Standard Operating Guidelines that have been updated and approved on 02 October 2023
23. Internal Audit Standard Procedures that have been updated and approved on 12 October 2023.
24. Standard Human Resource Procedures that were updated and approved on 15 December 2023.

25. Technical Guidelines for the Bank Only and Integrated Governance Self- Assessment that have been updated on 14 November 2023.
26. Wholesale Credit Collection and Recovery Operating Technical Guidelines that have been updated and approved on 30 October 2023.

MECHANISMS OF CORPORATE GOVERNANCE

Corporate governance mechanism is a process to implement corporate governance principles supported by the adequacy of bank governance structure and infrastructure, producing outcomes compatible with the stakeholders' expectation. The process to implement corporate governance is inherent to the structure of corporate governance as follows.

Shareholders

Shareholder is an individual or a legal entity who lawfully owns one or more share in a Company. Shareholders are owners of the Company. Company's Share is a share on behalf of and is issued by the owners who are registered in the List of Shareholders and which consist of:

1. Series A Dwiwarna Share that may only be owned by the Republic of Indonesia.
2. Series B Share that may be owned by the Republic of Indonesia and/or the Citizens.

Rights of the Shareholders

As a State-Owned Enterprises (SOE), the majority ownership of Bank Mandiri is owned by the Government of the Republic of Indonesia, which in this case is represented by the Ministry of SOE. As such, the Main and Controlling Shareholder of Bank Mandiri is the Government of the Republic of Indonesia. There are no Main and Controlling Shareholders indirectly, up to individual owners. In addition, there are no Shareholders who act on behalf of other Shareholders.

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**Pemerintah Republik
Indonesia**



mandiri
PT Bank Mandiri (Persero) Tbk

At the time of establishment, the state equity investment by the Republic of Indonesia to Bank Mandiri was undertaken based on Government Regulation No. 75 of 1998 on State Equity Investment of the Republic of Indonesia for the Establishment of Limited Liability Company in Banking Field dated 1 October 1998.

The equity investment was undertaken by altering state held shares to the ex-legacies of Bank Mandiri: Bank Bumi Daya, Bank Dagang Negara, Bank Ekspor Impor Indonesia and Bank Pembangunan Indonesia.

As the majority shareholder, the Government of the Republic of Indonesia currently holds 52% of the shares, or 48,533,333,334 shares, in which one Series A Dwiwarna share is among all the shares. Series A Dwiwarna shareholder is entitled to the following privileges that other shareholders do not hold:

1. Right to approve the following matters in GMS:
 - a. Approving the Amendment to the Company's Articles of Association.
 - b. Approving capital change.
 - c. Approving the appointment and dismissal of members of the Board of Directors and Board of Commissioners.
 - d. Approval of merger, consolidation, acquisition, segregation, dissolution of the Company.
 - e. Approving the remuneration of the Board of Directors or Board of Commissioners.
 - f. Approving asset transfer and assurance which requires GMS approval as per the Articles of Association.
 - g. Approving the investment and reduction to

the percentage of capital investment at other company which requires GMS approval as per the Articles of Association.

- h. Approving the utilization of net profit.
- i. Approving the non-operational investment and long-term funding which requires GMS approval as per the Articles of Association
2. Right to propose GMS agenda.
3. Right to request and access company data and documents.
4. Right to propose binding nomination of candidates of Board of Directors members and candidates of Board of Commissioners members.

In addition to the above privileges, certain actions of the Board of Directors with certain criteria must obtain written approval from the Board of Commissioners and Series Shareholders A Dwiwarna as stipulated in Article 12 paragraph (7) Bank Mandiri's Articles of Association.

Rights of General Shareholders

Bank Mandiri Shareholders, both Holders of Series A Dwiwarna Share and Holders of Series B Share, have the same right in addition to the Special Right of Series A Dwiwarna Share above and as long as not regulated otherwise by the Company's Articles of Association, as follows:

1. The right to attend, express opinions, and vote in a GMS based on one share.
2. Each Shareholder has the right of 1 (one) vote/share (one share one vote)
3. Obtain an explanation of the voting procedure before the GMS begins.
4. The voting mechanism is done by the polling method.

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5. Opportunity to propose an agenda in GMS.
6. Opportunity to grant authority to another party if a shareholder is unable to attend the GMS.
7. Reveal practices to encourage involvement of Shareholders outside the GMS
8. To propose questions in every agenda discussion and every decision of GMS agenda.
9. Opportunity to vote as agree, disagree, or abstain in every proposal of decision of GMS agenda.
10. Right to obtain information regarding the company in manners that are on time, correct, and regular, except for matters that are confidential.
11. Right to obtain part of the Company's profit that is allocated for Shareholder in the form of dividend and another distribution of profit, which is proportional to the number of owned shares.
12. Right to obtain comprehensive description and accurate information regarding procedure that needs to be executed in relation to the implementation of GMS.

Responsibilities of Shareholders

In addition to the rights and authorities, Bank Mandiri Shareholders as the capital owners also have responsibilities that must be fulfilled to the Company.

Controlling Shareholders

Their responsibilities are as follows:

1. Controlling shareholders must be able to:
 - a. Consider the interests of minority shareholders and stakeholders pursuant to the applicable conditions and laws and regulations;
 - b. In the event of alleged violation to the laws and regulations or as requested by relevant authority, names of shareholders and ultimate shareholders shall be disclosed to law enforcement authorities regarding the ultimate controlling shareholders, or as requested by relevant authority.
2. As for controlling shareholders with shares in several public companies, they have to be open with regard to accountability and relationship between public companies.

All Shareholders

The shareholders' responsibilities are as follows:

1. Distinguishing the ownership of the property of public company and personal property.
2. Distinguishing their functions as shareholders and members of Board of Commissioners or Board of Directors in the event that shareholders serve in one of those organs.
3. Shareholders who have particular interests are not allowed to vote.
4. Minority shareholders are responsible to exercise their rights effectively pursuant to the Articles of Association of the Company as well as the laws and regulations.

Policy of Relationship with Shareholders

As a Public Company, Bank Mandiri strives to provide accurate, periodic, and up-to-date information to Shareholders. Currently, communication activity to the Shareholders in Bank Mandiri is managed by the Corporate Secretary and Investor Relations. Pursuant to Article 5 of POJK No. 35/POJK.04/2014 concerning the Corporate Secretary of Issuers or Public Companies, one of the functions of Corporate Secretary is as a liaison between the Company and shareholders, OJK, and other stakeholders. The internal policy regulating the relationship between Bank Mandiri and Shareholders is the Policy and Standard Operating Procedure of Corporate Secretary which, among others, regulates the Corporate Communication Activity.

Equal Treatment to Shareholders

Pursuant to the regulations of the Capital Market, Bank Mandiri upholds equality principles for all shareholders (majority or minority). This commitment is reflected in the internal regulations as stated in the Bank Mandiri Operations Policy and Standard Operating of Bank Mandiri Corporate Secretary that are periodically reviewed, regulating equal rights for all shareholders to attain information transparency from Bank Mandiri, such as information on the company performance, financial information, and other information required by all shareholders.

Equal treatment to shareholders is also reflected in the implementation of the Company GMS. Each shareholder is entitled to propose the GMS agenda to the Company.