

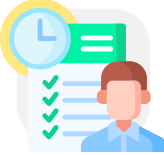
IMPLEMENTATION OF CORPORATE GOVERNANCE PRINCIPLES

Bank Mandiri implements GCG principles in line with prevailing laws and regulations, as well as POJK No.17 of 2023 and SEOJK No.14/SEOJK.03/2025 concerning the Implementation of Governance for Commercial Banks. The implementation is based on the following five principles of good governance applied by the Bank:



1. **Transparency:** Transparency in the decision-making process and openness in the disclosure and provision of relevant and easily accessible information to Stakeholders.
2. **Accountability:** Clarity of functions and the implementation of accountability.
3. **Responsibility:** Alignment of management with prevailing laws and regulations as well as ethical values, standards, principles, and practices.
4. **Independence:** Independent and professional management of the Bank, free from conflicts of interest and any influence or pressure from any party that is not in accordance with laws and regulations as well as ethical values, standards, principles, and practices.
5. **Fairness:** Equality, balance, and justice in fulfilling the rights of Stakeholders deriving from agreements, prevailing laws and regulations, and ethical values as well as standards, principles, and practices.

Bank Mandiri also adheres to the basic principles of Corporate Governance as outlined in the Indonesia Corporate Governance General Guidelines (PUG-KI) 2021, updated by the National Committee on Governance Policy (KNKG), namely Ethical Conduct, Accountability, Transparency, and Sustainability.

CORPORATE GOVERNANCE PRINCIPLES IMPLEMENTATION IN BANK MANDIRI

Corporate Governance Principles	Explanation	Application in Bank Mandiri
 <p>ETHICAL CONDUCT</p>	<p>In carrying out its activities, the corporation always consistently prioritizes honesty, treats all parties with respect, fulfills commitments, builds and maintains moral values and beliefs. The corporation pays attention to the interests of shareholders and other stakeholders based on the principles of fairness and is managed independently so that each organ of the company does not dominate each other and cannot be intervened by other parties.</p>	<ol style="list-style-type: none"> 1. Bank Mandiri strives to uphold Ethical Behavior in carrying out business and operational activities, as evidenced by the application of compliance principles which are supported by: <ol style="list-style-type: none"> a. Implementation of Anti-Money Laundering Programs. Prevention of Terrorism Financing and Prevention of Financing of Proliferation of Weapons of Mass Destruction; b. Implementation of anti-corruption practices and culture; c. Implementation of Gratification control; d. Implementation of Whistleblowing System 2. The Company considers the interests of all stakeholders based on the principle of equality and fairness (equal treatment). 3. The Company provides opportunities for all stakeholders to provide input and express opinions for the interests of the Company and render access to information in accordance with the principle of transparency.

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Corporate Governance Principles	Explanation	Application in Bank Mandiri
 <p>TRANSPARENCY</p>	<p>To maintain objectivity in conducting business, corporations provide material and relevant information in a way that is easily accessible and understood by stakeholders. Corporations take the initiative to disclose not only issues required by laws and regulations, but also those that are important for decision-making by shareholders, creditors and other stakeholders.</p>	<ol style="list-style-type: none"> 1. The Company discloses information in a timely, adequate, clear, accurate and comparable manner and can be accessed by concerned parties (stakeholders). 2. The Company discloses information which includes but not limited to the Company's vision, mission, business objectives, strategy, the Company's financial and non-financial conditions, the Board of Directors and Board of Commissioners compositions, controlling shareholders, risk management, supervisory and internal control systems, compliance functions, corporate governance as well as material information and facts that may influence investors' decisions. 3. The Company policies must be written and communicated to stakeholders who are entitled to obtain information about the policy. 4. The principle of openness shall still observe the provisions of Company secrets, position secrets and personal rights in accordance with applicable regulations.
 <p>ACCOUNTABILITY</p>	<p>The corporation can account for its performance transparently and reasonably. For this reason, the Corporation must be managed correctly, measurably and in accordance with corporate interests while considering the interests of shareholders and stakeholders. Accountability is a prerequisite for achieving sustainable performance.</p>	<ol style="list-style-type: none"> 1. The Company sets business goals and strategies to be accountable to the stakeholders. 2. The Company establishes clear duties and responsibilities for each member of the Board of Commissioners and Board of Directors organs as well as all levels under them which are in line with the Company vision, mission, values, business objectives and strategies. 3. The Company must ensure that each member of the Board of Commissioners and the Board of Directors as well as all ranks below them to have the competence in accordance with their responsibilities and understands their role in corporate governance. 4. The Company establishes a check and balance system in its management. 5. The Company has performance standards for all levels based on agreed measurements consistent with the corporate core values, the business goals and strategies and has a rewards and punishment system.
 <p>SUSTAINABILITY</p>	<p>The Corporation complies with prevailing laws and regulations and is committed to carrying out its responsibilities toward society and the environment, contributing to sustainable development through collaboration with all relevant stakeholders to improve their quality of life in a manner aligned with business interests and the sustainable development agenda.</p>	<ol style="list-style-type: none"> 1. The Company has established a dedicated ESG Unit under the supervision of Vice President Director to carry out coordinating function for the implementation of sustainability programs. 2. The Company has established a negative investment list and implemented Industry Acceptance Criteria (IAC) as part of fulfilling ESG principles. 3. The Company has established the Bank Mandiri ESG Governance Structure, including to set the Bank's sustainability direction related to climate change and achievement of SDGs; to oversee ESG implementation, achievement of targets, and sustainability initiatives; and to oversee implementation of integrated sustainability governance across Bank Mandiri and its Subsidiaries. 4. The Company conducts specialised training programs on sustainability aspects, which are mandatory for representatives of functions related to lending, credit supervision, risk management, and others. 5. The Company conducts periodic meetings specifically to discuss progress of sustainability programs.