

Creating Value for Our Customers

Consumer Financial Protection [GRI G4 FS15]

Bank Mandiri is committed to protecting customer rights and supporting the development of a sustainable and stable financial services ecosystem, via the protection of consumer interests in accordance with OJK Regulation (POJK) No. 22 of 2023 on Consumer and Community Protection in the Financial Services Sector. Bank Mandiri provides equitable and responsible financial products and services, with each product and service designed with due consideration for customer well-being, while emphasizing transparency and accessibility throughout every process. [\[OJK F.17\]](#)

Bank Mandiri has established consumer protection aspects in detail through the Bank Mandiri Consumer Protection Policy, which is governed by the Consumer Protection Standard Operating Procedures and understood and implemented by all Bank Mandiri employees as the foundation for delivering consumer protection throughout the entire lifecycle of the Bank's products and/or services. The products and services referred to encompass all of the Bank's business activities in providing products, services, and/or offerings for customers, including deposit and lending products, as well as digital banking services such as ATM, EDC, Livin' by Mandiri, and Kopra by Mandiri, in accordance with the applicable provisions for each product and service.

The consumer protection aspects are implemented in accordance with the following guidelines:

- 1** **Good Faith** in every interaction and transaction with customers.
- 2** **Customer Data Protection** to safeguard the confidentiality and security of personal information.
- 3** **Product and Service Design** that ensures suitability and appropriateness for customers.
- 4** **Provision of Product and/or Service Information** to enable customers to make informed decisions.
- 5** **Transparent Disclosure of Product and/or Service Information** in the offering of products and services.
- 6** **Marketing of Products and/or Services** that protects customers from misleading information.
- 7** **Preparation of Product Usage Agreements** that ensure balance, fairness, and propriety, and prevent any abuse of customers' circumstances.
- 8** **Provision of Services Related to Product Usage** by providing equal access to all customers, including services for persons with disabilities and elderly customers.
- 9** **Complaint Handling and Dispute Resolution** as a form of commitment to customer satisfaction.
- 10** **Enhancement of Financial Literacy and Inclusion** to support prudent and responsible financial decision-making.

In order to implement consumer protection in a comprehensive manner, Bank Mandiri adopts an approach that encompasses the entire product and service lifecycle. This approach begins with the responsible provision of financial products and services, aimed at ensuring that each product offered

is aligned with customers' needs. Furthermore, this process is carried out through advertising and collection activities, as well as restructuring and loan modification options, to ensure that customers are able to manage their financial obligations prudently.

In addition, Bank Mandiri also focuses on fair resolution of non-performing loans, efficient handling of customer complaints, and the enhancement of customer satisfaction. All consumer protection principles are implemented comprehensively throughout the product and service lifecycle, from design and marketing to after-sales services.

To ensure consistent understanding across all levels of the organization, Bank Mandiri actively carries out various socialization and capacity-building activities for all employees through the following strategic measures:

1 Multiple Internal Platform Socialization

Socialization initiatives are delivered to all employees through various internal Bank channels/platforms, including:

1. Display of information on PC wallpapers.
2. Email blasts via corporate email.
3. WhatsApp blasts through the Culture Squad across the Group.
4. Dissemination through BCMAG Survey, podcasts, and Mandiri Magazine.

2 Implementation of Consumer Financial Protection E-Learning

E-learning training is provided to all employees as part of regulatory compliance requirements mandating capacity building to ensure employees' understanding of provisions related to consumer protection.

Employee Training on Consumer Financial Protection [GRI 404-2] [F.22]

Bank Mandiri's consumer financial protection training is mandatory every year for all relevant personnel at all levels of the Bank who interact with customers. This training has fully covered (100%) senior and middle management, front-line business personnel, and new employees, through annual training and comprehension tests.

In 2025, Bank Mandiri delivered four socialization materials to all employees to strengthen the role of its personnel in providing fair, transparent, and responsible services to customers, while also mitigating potential complaint and reputational risks. In addition, a total of 53,456 employees participated in consumer protection training delivered through e-learning programs.

This structured, annually delivered training supported by defined learning scope, topic-based socialization materials, and comprehension tests reflects best practice in ensuring consistent customer protection knowledge and application across all customer-facing employees.



Customer Financial Protection Training in 2025 [GRI 404-2] [OJK F.22]



Bank Mandiri Consumer Protection E-Learning Program

Training Scope

1. Understanding the concept of consumer protection
2. Understanding the implementation of consumer protection at Bank Mandiri
3. Identifying risks related to consumer protection within Bank Mandiri's business activities

Socialization Topics

1. **Edition 1:** Adequate Education and Product and Service Design
2. **Edition 2:** Transparent, Clear, and Accurate: The Key to Customer Communication
3. **Edition 3:** Crafting Product Agreements: Simple to Draft, Serious in Protection
4. **Edition 4:** Clear Services, Effective Complaint Resolution

Total Training Hours

2
Hours



Number of Training Participants

53,456
Participants



More detailed information on training related to customer financial protection associated with personal data protection can be found in the section on Awareness and Training on Privacy and Data Security (p270-274).

3

Employee Awareness Survey

To measure the effectiveness of consumer protection capacity building, Bank Mandiri conducts employee awareness surveys following socialization and learning activities. The survey is used to assess employees' level of understanding and the effectiveness of message delivery, ensuring that key consumer protection principles are well-communicated and consistently implemented. Survey results serve as an input for continuous improvement of future training content, delivery methods, and internal communication approached related to consumer protection.

Responsible Product Offering [GRI G4 FS15]

Bank Mandiri has policies governing the development and introduction of new products through the Standard Operating Procedures (SOP) for New Product Development and the Technical Operational Guidelines (PTO) for New Product Development. These reflect responsible product and service risk management practices, including the integration of

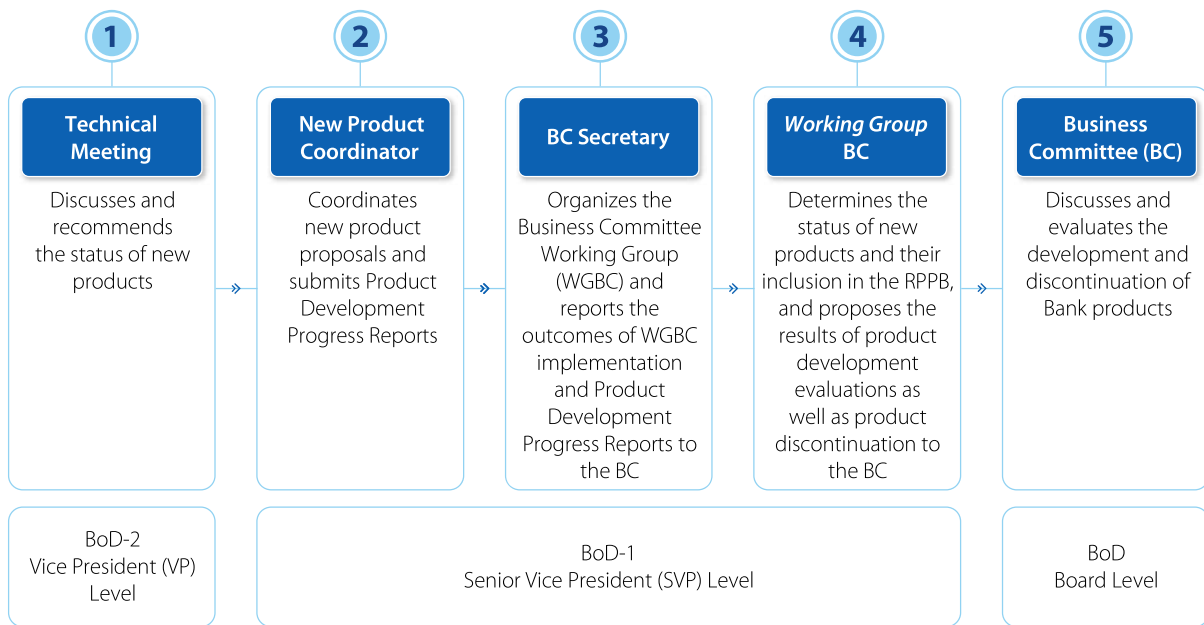
risk assessments and potential impact evaluations into the new product development process through an end-to-end approach, as regulated under risk acceptance and new product development frameworks. In addition, Bank Mandiri conducts monitoring and evaluation of new products to ensure product performance as well as ongoing oversight of risks and potential impacts after product launch. [GRI 3-3]

Bank Mandiri provides transparent disclosure of risk-related information to customers, ensuring that information is clear, accurate, honest, easily accessible, and not misleading; presenting a balanced view of potential benefits and risks; and ensuring that no material risk information is concealed or understated.

Recommendations on the status of new products at Bank Mandiri are submitted through a structured process, beginning with discussions in Technical Meetings and coordination from the New Product Coordinator. Pursuant to the Board of

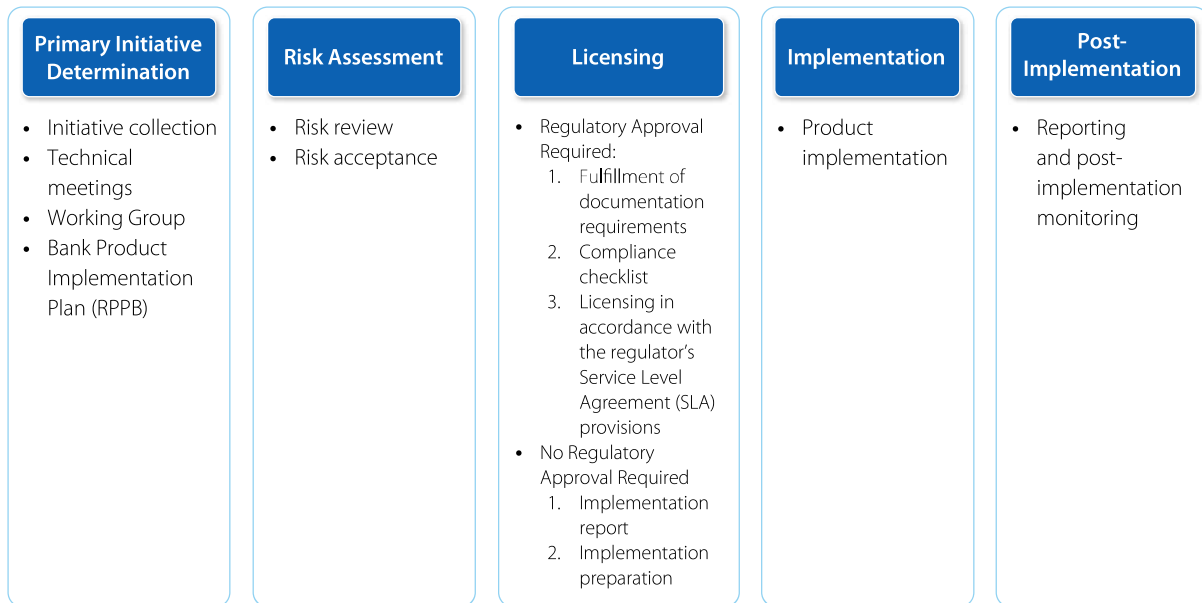
Directors' Resolution issued in 2025, these recommendations are further evaluated through forums coordinated by the Corporate Secretary of Business Committee Working Group for both wholesale and retail segments. The final outcome is submitted to the Board of Directors' Committee, namely the Business Committee (BC), to ensure that every product and service has undergone evaluation in accordance with applicable policies and supervisory standards.

Committee Oversight Process Flow for New Product Implementation



In line with the oversight exercised by the Business Committee, the development and implementation of new products also follow a series of structured stages, ranging from the collection of initiatives and determination of product status to risk approval. Each new product is evaluated through a risk assessment and licensing process in accordance with regulatory

requirements, including limited pilot testing where necessary. After obtaining approval from the relevant authorities, the product is implemented under strict supervision and is periodically evaluated to ensure compliance, reliability, and safety for customers.



In 2025, Bank Mandiri launched 22 products as listed in the New Product Implementation Plan. These spanned various categories, including bancassurance, mutual funds, and a range of digital financial transaction innovations delivered through the Livin' by Mandiri and Kopra by Mandiri applications. Each product was developed in accordance with internal policies, regulatory requirements, and relevant sustainability guidelines. In addition, digitalbased products underwent a review by independent external parties prior to the submission of licensing applications to the regulator.

During the reporting period, all (100%) of Bank Mandiri's new products and services were evaluated against security aspects and other criteria established by the Company and applicable regulatory provisions. All (100%) products and services were also reviewed to ensure compliance with product labeling and disclosure procedures. Furthermore, three financial products or services were withdrawn or discontinued by Bank Mandiri.

In the development of sustainable financial products and/or services through to their distribution, Bank Mandiri ensures that all stages are carried out in accordance with the Standard Operating Procedures (SOP) and the Technical Operational Guidelines for New Product Development. This approach enables the Company to identify and manage potential impacts from the planning stage onward. The sustainable financial products and services offered generate positive impacts for customers and the broader economy, and up to the reporting period, no negative impacts have arisen from the sustainable financial products and/or services provided.

During the reporting period, the Company did not disclose information regarding any incidents of non-compliance with regulations on product and service labeling and information, as well as product communication or advertising, taking into account confidentiality and sensitivity considerations. Any customer complaints related to product information and labeling, as well as marketing communications, are followed up in accordance with the Bank's established complaint handling procedures. [\[GRI 417-2, 417-3\] \[OJK F.27, F.29\]](#)

Bank Mandiri Products and Services [GRI G4 FS15]

Bank Mandiri continues to innovate sustainable financial products and services to deliver greater convenience and an enhanced banking experience. In 2025, a wide range of products and services were developed, encompassing both existing innovations and those introduced during the year.

Livin' by Mandiri

Livin' by Mandiri is a financial super app that delivers comprehensive banking services accessible via smartphones. It offers a range of up-to-date solutions tailored to customers' financial and non-financial needs. Livin' by Mandiri integrates multiple conveniences, including account opening in more than 120 countries, cardless cash deposits and withdrawals, e-wallet linkage, Smart Payment, instant transfers via BI-FAST, Instant Access, QR Pay and Receive Transfer, Tap to Pay, PayLater, foreign currency transfers, investment product purchases, and Livin' Sukha, along with various other features designed to enhance customer convenience.

Livin' Merchant

This entrepreneurship application provides point-of-sale (POS) services, ranging from sales recording and product inventory management and monitoring, to the acceptance of various payment methods and the settlement of sales proceeds.

Mandiri e-money

A chip-based electronic money instrument issued as a cash substitute for payment transactions, including toll roads, parking facilities, TransJakarta, trains, minimarkets, and other various merchants.

Livin' Sukha

One of the flagship features of Livin' by Mandiri designed to address customer lifestyle needs, SUKHA enables customers to purchase airline and train tickets, buy medicines and healthcare products, purchase game vouchers and subscribe to streaming services, purchase concert and entertainment tickets, shop for daily necessities and electronics, order food and beverages, and book appointments for health check-ups. In addition, SUKHA offers a blend of entertainment and educational content through articles, live streaming, and reels. SUKHA serves as an integrated solution for entertainment and shopping needs, delivering a comprehensive lifestyle experience for customers.

Mandiri Paylater

Mandiri Paylater, also known as Livin' Paylater is a loan facility to finance QR-based transactions at all participating merchants, based on a buy-now-pay-later concept with repayment tenors of 1, 3, 6, or 12 months. Customers can apply for Livin' Paylater online through the Livin' by Mandiri application.



Mandiri Direct Debit

A service that enables merchants partnering with Bank Mandiri to accept Mandiri Card transactions. This service provides a seamless and convenient transaction experience through an integrated transaction flow.

Mandiri Chat Banking

A communication service between Bank Mandiri and customers through the official WhatsApp Business account, WhatsApp Bank Mandiri, at +62 811 8414 000. Through this service, Bank Mandiri delivers information and notifications and interacts directly with customers. Customers may also inquire about Bank Mandiri's products and services via the same WhatsApp number.

ATM

Banking transaction services provided through ATM machines that enable customers to access their accounts and perform cash withdrawals, balance inquiries, transfers, payments, and purchases using Mandiri Cards. Bank Mandiri ATMs also support transactions using cards issued by other banks through domestic networks and international payment networks. Currently, Bank Mandiri has enhanced its services by deploying ATMs that support both cash deposit and cash withdrawal transactions.

Mandiri EDC

Bank Mandiri collaborates with stores and merchants to provide Electronic Data Capture (EDC) machine services. Mandiri EDC facilitates the electronic acceptance of purchase transactions, payments, cash withdrawals, and e-money top-ups using Mandiri Cards as well as cards issued by other banks, through domestic networks, international payment networks, and Bank Mandiri's network.

Kopra by Mandiri

Kopra by Mandiri is a wholesale super digital platform that provides digital single-access services and serves as a central hub for financial information and transaction activities for the wholesale business community, supporting an end-to-end ecosystem from upstream to downstream. Kopra by Mandiri consists of three variants, namely:

1. Kopra Portal: A front-end digital service variant that functions as a single-access portal.
2. Kopra Host to Host: A single-access digital service variant based on system integration between the customer's systems and the Bank's systems.
3. Kopra Partnership: A digital solution that connects wholesale and retail segment customers by providing comprehensive business ecosystem solutions, thereby strengthening customer engagement across the Bank's group.

Mandiri E-Commerce

A payment acceptance service that enables online merchants partnering with Bank Mandiri to receive transactions using Mandiri Cards as well as cards issued by other banks. Mandiri E-Commerce provides a convenient transaction experience through an integrated payment system flow, without the need to access other banking channels.

Mandiri QRIS

This payment acceptance service enables merchants partnering with Bank Mandiri to receive payments via QR Code using server-based electronic money or other funding sources. The QR code is standardized by Bank Indonesia, allowing interoperable transactions through Livin' by Mandiri as well as other bank and non-bank (fintech) applications that are registered with and approved by Bank Indonesia. Mandiri QRIS provides merchants with a convenient cashless transaction solution.

Digital Lending for Ecommerce and Fintech

Bank Mandiri collaborates with digital companies in Indonesia to provide non-revolving working capital loans to MSMEs registered as online sellers or merchants. Loan applications are submitted online through partner platforms and transmitted to Bank Mandiri via API. Upon approval, the loan proceeds are credited directly to the customer's account. For digital companies that do not yet have a financing application platform, Bank Mandiri provides an onboarding website that enables the processing of loan applications.

Digital Lending for Value Chain Business

A business financing product provided by Bank Mandiri to customers who conduct sales through digital platforms. Customers may draw down loans on a revolving basis in amounts of their choice, as long as the outstanding balance does not exceed the approved credit limit. The application process is conducted online through partner platforms that collaborate with Bank Mandiri and is submitted to the Bank via API. Customers can subsequently monitor the status of their loan applications through the partner platforms.

Mandiri Customer Service Machine (CSM)

Bank Mandiri's latest digital banking service is equipped with biometric verification technology to support card replacement services, including card type changes, replacement of damaged cards, and even lost card replacement, as well as new account opening services. Customers can conduct transactions on a self-service basis through CS Machines with a practical transaction flow that requires no form completion, offers fast processing, operates 24 hours a day, and eliminates the need to visit a branch office.

Oversight of Financial Product and Service Evaluation [GRI G4 FS15]

Bank Mandiri provides equitable products and services to all customers. Each new or enhanced financial product and service is designed with due consideration for customer needs, including features, convenience, and compliance. In addition, the security of financial products and services is tested to ensure that personal data protection and transaction security are adequate and meet applicable standards. In evaluating

financial products and services, the Business Committee (BC), chaired by the President Director, is responsible for ensuring, overseeing, and reviewing the development of all products and services, including confirming that the necessary regulatory approvals have been obtained and/or realization reports have been submitted to the regulator.

<div style="background-color: #e0f0ff; padding: 5px; text-align: center;">Business Committee (Board-level Committee)</div> <ul style="list-style-type: none"> • President Director • Vice President Director • Director of Corporate Banking • Director of Network & Retail Funding • Director of Finance & Strategy • Director of Treasury & International Banking • Director of Risk Management • SEVP of Corporate Banking • SEVP of Wholesale Risk • SEVP of Micro & Consumer Finance 	<div style="background-color: #e0f0ff; padding: 5px; text-align: center;">Duties and Responsibilities</div> <p>Evaluating the development, enhancement, and discontinuation of the Bank's products, both credit and non-credit and including digital banking products and services, in accordance with the applicable regulations and policies at Bank Mandiri.</p>
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Marketing Policy Based on Fair Advertising Principles [GRI G4 FS15]

All advertising and promotional materials for Bank Mandiri's financial products and services are designed to provide information that is accurate, clear, honest, and not misleading. This aligns with Bank Mandiri's fair marketing policy and complies with regulatory provisions governing advertising in the financial services sector.

Marketing and communication activities for products and services are overseen by the Board of Directors, with support from the designated Managing Unit. The Managing Unit submits reports to the Board of Directors at least once a year, containing comprehensive details of all product and service marketing communication activities that have been carried out. Bank Mandiri's product and service marketing communications aim to enhance brand awareness through digital and conventional media, as well as the organization of events.

Bank Mandiri is committed to applying the highest standards of transparency and ethics in fair and responsible advertising practices, as set out in the Overview of the Fair Advertising and Responsible Marketing Policy. This policy includes the delivery of accurate, complete, and understandable information in all marketing practices, ensuring that consumers are able to make informed decisions. Bank Mandiri also ensures that marketing materials disclose relevant product or service risks, and in addition, is committed to responsibly targeting appropriate audiences, so that products and services are promoted to relevant stakeholders in an ethical and inclusive manner.

Bank Mandiri applies risk management principles, namely risk identification, measurement, monitoring, and control to ensure that marketing communication activities are conducted in a safe, accurate, and timely manner, and has established the following measures: [GRI 3-3]

1. Clearly defining roles and responsibilities among relevant units (segregation of duties).

2. Implementing a check-and-balance process through dual control in the execution of product and service marketing communications.
3. Ensuring full compliance with internal and external regulations.
4. Applying risk management principles.
5. Conducting product and service marketing communications in alignment with the Company's Core Values, AKHLAK (Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative), good corporate governance principles, corporate culture, code of ethics, business ethics, and the prudential banking principle.

Bank Mandiri provides customers with detailed information of the features, implications, and risks of all products, including digital products and services, ensuring the provision of product and service information as follows: [\[GRI 417-1\]](#)

1. Providing product and/or service information that is clear, accurate, truthful, and easily accessible, and asterisks (*) in advertisements must not be used to conceal or mislead customers and/or the public regarding the actual quality, performance, or price of the advertised product and/or service, or regarding the availability of promotional gifts associated with the product and/or service.
2. Using the Indonesian language that is easy to understand and legible text for all written information provided.
3. Using letters, text, symbols, diagrams, and signs that are clearly readable, and refraining from the use of superlative

terms as well as the inclusion of the word "free" or other words with similar meaning.

4. Providing explanations of any terms, phrases, sentences, and/or symbols, diagrams, and signs that may not yet be understood by customers.
5. Providing a summary of product and/or service information in both general and personalized versions, which includes:
 - a. Information related to:
 - 1) Product description/explanation.
 - 2) Product advantages and benefits.
 - 3) Product features.
 - 4) Product terms and conditions.
 - 5) Instructions/tutorials for product or application usage.
 - 6) Product or promotion validity period (if applicable, for example for limited-edition products).
 - 7) Communication channels that customers may contact to obtain further information or clarification.
 - b. Simulations and/or historical data for products and/or services involving fund mobilization, fund distribution, and/or fund management activities.

Bank Mandiri ensures that every customer receives accurate information by requiring all marketing personnel to participate in product and financial services knowledge training, as well as annual refresher training.

Responsible Marketing and Product Offering Training in 2025 [\[GRI 404-2\] \[OJK F.22\]](#)



Training Scope

SOP for Product and Service Marketing Communications, Basic Marketing, Marketing Foundations: Consumer Behavior, Marketing Analytics Foundations, Digital Marketing Foundations, Product Marketing Foundations, Marketing Communication, and other related programs.

Number of Training Titles

167

Titles



Total Training Hours

7,672

Hours



Number of Training Participants

3,485

Participants



Debt Collection Policy [GRI G4 FS15]

Bank Mandiri ensures full compliance with all applicable laws and regulations governing debt collection management, implementing practices that are responsible, respectful, and fair to all customers. Bank Mandiri also requires every employee or authorized party involved in the debt collection process to uphold the highest ethical standards and to respect the rights of debtors.

The Debt Collection Policy applies to all Bank Mandiri employees and subsidiaries, covering both retail and wholesale products and services, as set out in the publicly available document entitled [Overview of the Debt Collection Policy](#). This comprises procedures and governance arrangements and establishes operational mechanisms for debt collection, including collection methods, frequency, and applicable requirements. In addition, the policy requires employees who are directly involved in debt collection activities to participate in periodic training on the implementation of standardized collection procedures. The debt collection policy refers to the internal Credit Collection & Recovery policy, which covers the management of non-performing loans and collection procedures. The implementation of debt collection activities is overseen by the Wholesale Credit Recovery Unit for the wholesale segment and the Retail Credit Recovery Unit for the retail segment.

At every stage of the collection process, Bank Mandiri applies consumer financial protection principles that respect customers' fundamental rights in accordance with the

applicable credit agreements. Bank Mandiri ensures that all collection activities, whether conducted directly or indirectly, comply with both internal and external requirements, thereby maintaining transparency and integrity in its relationships with customers.

Bank Mandiri ensures that debt collection activities conducted by third-party collection service providers are carried out only when a debtor's account has reached non-performing status. Bank Mandiri ensures that all collection activities are conducted without physical or verbal intimidation and are not directed at any parties other than the debtor concerned. In addition, collection communications must comply with non-intrusive communication requirements, including being conducted only at the registered collection address or the debtor's domicile, from Monday to Saturday excluding national holidays, between 08:00 and 20:00 local time.

Bank Mandiri requires employees handling credit and collection officers to undergo training and certification, both internal and external programs. For debtors that remain under the management of the business unit (BU), Bank Mandiri provides assistance through joint efforts between the BU and the relevant divisions. Accordingly, Bank Mandiri ensures that collection officers have completed training modules related to collection activities, including basic collection, collection negotiation, anti-fraud strategies, and operational risk in collections. These training programs are conducted in collaboration with the Mandiri University Group.

Debt Collection Policy Training in 2025 [GRI 2-24, 404-2] [IO] [KPI-22]



Training Scope

Basic Collection for operational-level employees and outsourced personnel, Operational Risk Management for Collectors, Retail Collection Product Knowledge, Negotiation Collection, Collection for Business, Solution: Sequenced Collections, and other related programs.

Number of Training Titles

8

Titles



Total Training Hours

2,750

Hours



Number of Training Participants

756

Participants

