



# Access to and Affordability of Financial Services

In responding to the evolving demands for financial services, Indonesia's diverse population, with its wide range of social, economic, and cultural backgrounds, forms the basis for the Bank Mandiri in designing inclusive and relevant services for

all segments, including underserved and vulnerable groups. Through this, Bank Mandiri also supports the government's agenda to achieve a financial inclusion rate of 91% by 2025.

## Commitment to Financial Inclusion

Financial inclusion is a key strategic priority, realized through the provision of various products and services specifically designed as solutions targeting unbanked and underserved segments, thereby facilitating access to financial services and fostering inclusion across all levels of society. This approach is aligned with Bank Mandiri's commitment under the Sustainability Beyond Banking pillar, through its aspiration of Catalyzing Multiple Growth for Social to Achieve the SDGs. Identified priority target groups focus on individuals and communities that have traditionally had limited access to financial institutions, as outlined below:

1. Individuals with low or irregular income;
2. Communities experiencing limited access to banking services;
3. Persons with disabilities;
4. Workers who do not possess formal legal identification documents;
5. Areas with limited access to formal financial networks due to geographic constraints, dispersed populations, or low levels of financial literacy;
6. Marginalized and/or vulnerable groups, including women and children; and
7. Micro-enterprise actors facing constraints in accessing capital or banking services.

In implementing financial inclusion programs, Bank Mandiri emphasizes responsible and measurable practices, which include:

1

**Innovation and expansion of financial products**, including transactional services, savings, investment, and financing for micro, small, and medium enterprises (MSME loans), developed based on market research and customer feedback to ensure product alignment with customer needs and to promote broader financial inclusion.

2

**Procedures to prevent over-indebtedness among target groups**, through the application of prudent credit assessments, the provision of financial literacy education, and regular portfolio monitoring, ensuring that customers are able to access and utilize financial services in a safe and sustainable manner.

- 3 Accessible grievance mechanisms for financial inclusion customers**, to ensure that any complaints or service-related challenges are addressed and resolved in a timely manner.
- 4 Regular staff training**, aimed at preventing aggressive sales practices and ensuring respectful and fair treatment of all target groups.
- 5 Collaboration with external parties**, including government institutions, non-governmental organizations (NGOs), and community organizations, to expand service outreach and support the development of inclusive finance markets.
- 6 Establishment of dedicated roles** at the Board of Directors, executive, and operational levels responsible for formulating and setting strategies, as well as ensuring the effective implementation of financial inclusion initiatives.

To address the needs of the priority target groups, Bank Mandiri has provided a range of inclusive financial solutions targeting unbanked and underserved segments, which include:

Target Groups	Program	Products
<b>Low-income or irregular-income communities</b>	<ul style="list-style-type: none"> <li>• Livin' by Mandiri</li> <li>• Mandiri Agent</li> <li>• Member Get Member (MGM)</li> </ul>	<ul style="list-style-type: none"> <li>• Tabungan NOW</li> </ul>
<b>Communities experiencing limited access to banking services</b>	<ul style="list-style-type: none"> <li>• Livin' by Mandiri</li> <li>• Mandiri Agent</li> <li>• Member Get Member (MGM)</li> </ul>	<ul style="list-style-type: none"> <li>• Tabungan NOW</li> <li>• Tabungan Branchless Banking</li> <li>• Tabungan SiMakmur - Laku Pandai</li> </ul>
<b>Workers without formal legal identification documents</b>	<ul style="list-style-type: none"> <li>• Livin' by Mandiri</li> <li>• Livin' Around the World</li> <li>• Member Get Member (MGM)</li> </ul>	<ul style="list-style-type: none"> <li>• Tabungan NOW</li> </ul>
<b>Areas with limited access to formal financial networks due to geographic constraints, dispersed populations, or low financial literacy</b>	<ul style="list-style-type: none"> <li>• Livin' by Mandiri</li> <li>• Mandiri Agent</li> <li>• Member Get Member (MGM)</li> </ul>	<ul style="list-style-type: none"> <li>• Tabungan NOW</li> <li>• Tabungan Branchless Banking</li> <li>• Tabungan SiMakmur - Laku Pandai</li> </ul>
<b>Marginalized and/or vulnerable groups, such as women and children</b>	<ul style="list-style-type: none"> <li>• Livin' by Mandiri</li> <li>• Livin' Around the World</li> <li>• Member Get Member (MGM)</li> </ul>	<ul style="list-style-type: none"> <li>• Tabungan Simpanan Pelajar (SimPel)</li> <li>• Government-subsidized Loan (KUR) &amp; Micro Business Loans (KUM) - Financing Ecosystem</li> </ul>
<b>Micro-enterprise actors facing limited access to capital or banking services</b>	<ul style="list-style-type: none"> <li>• Livin' Merchant</li> <li>• Mandiri Agent</li> <li>• Village and Urban Cooperatives</li> <li>• Kopra by Mandiri</li> <li>• Mandiri Pintar</li> <li>• Mandiri Value Chain</li> <li>• PaDi UMKM</li> </ul>	<ul style="list-style-type: none"> <li>• Tabungan Bisnis</li> <li>• KUR &amp; KUM - Financing Ecosystem</li> </ul>

**Note:**

Enablers (Non-Financial Services) support outreach to target groups and the effective utilization of financial products through financial literacy and financial management programs, as well as through collaboration with government institutions, universities, and other financial institutions.



Bank Mandiri continues to innovate by delivering financial solutions that reach underserved segments of society. Two flagship innovations that reflect this are Livin' Merchant and the Agent Banking System (ABS), both of which were developed based on in-depth market analysis and direct customer feedback. Livin' Merchant supports MSMEs in expanding their market reach and enhancing business competitiveness through the digitalization of business and financial processes. ABS addresses the needs of communities in remote areas that face limited access to formal financial services.

## Responsible Approach

A responsible approach in safeguarding the financial well-being of its customers applies to all customers and is specifically designed to support financial inclusion target groups, with the objective of preventing the risk of over-indebtedness.

The approach begins with a comprehensive assessment of prospective customers' profiles to ensure a clear understanding of the products offered and to avoid financing that exceeds customers' financial capacity. Risk Acceptance Criteria (RAC) is applied as a pre-screening process, which includes age limits, verification through the Financial Information Service System (SLIK), assessment of loan collectability status, and evaluation of the Debt Burden Ratio (DBR) to ensure that installment obligations do not exceed 35% of the prospective debtors' income. In addition, Bank Mandiri leverages Enterprise Data Analytics technology to accurately assess customers' financial capacity, ensuring that the installment structures offered remain aligned with their ability to repay.

Internally, Bank Mandiri strengthens its human resource capacity through regular training programs. In 2025, Bank Mandiri conducted dedicated training designed to equip employees with the skills to prevent the use of aggressive sales techniques and to ensure appropriate and respectful treatment of all target groups.

These included Consumer Financial Protection training, attended by 1,232 participants, as well as training on Responsible Marketing and Product Offering, attended by 3,485 participants. The programs equip employees with an empathy-based service approach, ensuring that they respect customers' needs and rights while supporting the delivery of inclusive financial services.

## Oversight and Grievance Mechanisms

Bank Mandiri ensures that its financial inclusion efforts include structured oversight and inclusive grievance mechanisms. To this end, Bank Mandiri has designated the Director of Consumer Banking for micro and consumer segment customers, the Director of Commercial Banking for SME segment customers, and the Director of Network & Retail Funding for savings products to directly formulate strategies and ensure the effective implementation of financial inclusion initiatives.

In delivering responsive, customer-centric services, Bank Mandiri recognizes the importance of accessible grievance channels, particularly for customers within financial inclusion target groups. Therefore, three easily accessible grievance

mechanisms have been designed to reach all segments of communities, including those in remote areas:

1. Sales Generalist Productive (SGP): This team serves as the frontline in customer engagement, providing direct solutions to customer complaints.
2. Micro Units: Operating across 12 Regions throughout Indonesia, these units ensure that grievance handling processes are conducted promptly and effectively, bringing services closer to local communities.
3. Mandiri Mitra Agen (MMA): As an extension of grievance services, MMA plays a vital role in reaching customers in hard-to-access areas, ensuring that financial inclusion is not constrained by geographic boundaries.

# Financial Service Points of Reach

Bank Mandiri operates 2,153 branches and 244 Smart Branches, 12,998 ATMs, and 111,035 Mandiri Agents, while also serving millions of digital application users and transactions through digital channels, thereby significantly enhancing service accessibility.

## Bank Mandiri's Banking Service Reach [OJK F.23] [OJK F.28]

