



# 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

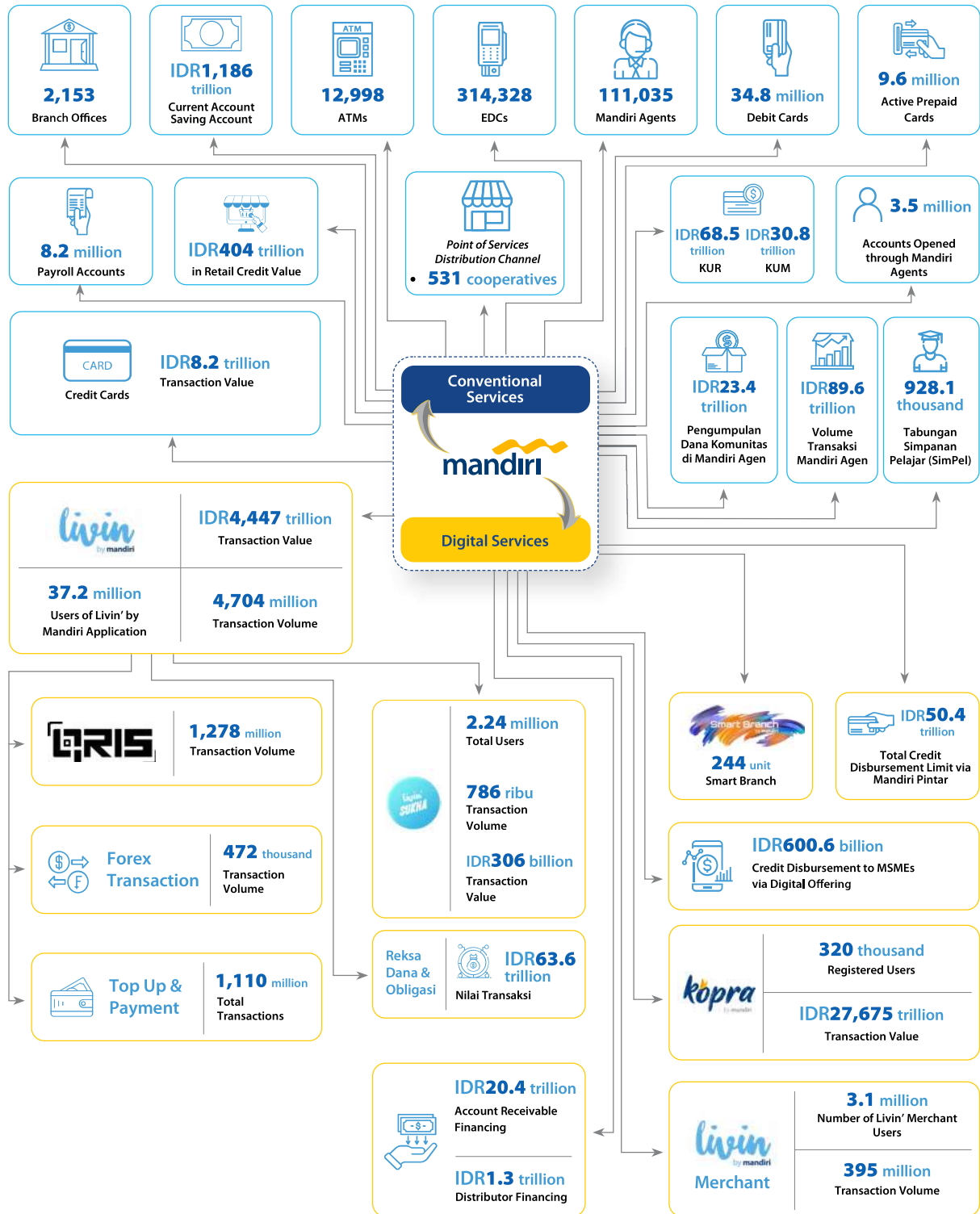
mechanisms have been designed to reach all segments of communities, including those in remote areas:

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]





# Products and Services to Support Financial Inclusion

Bank Mandiri's sustainability-related products and services are designed to expand access to financial services, foster economic growth, and deliver relevant solutions for various segments of society, including communities and groups that remain underserved by the formal financial system. Through a

range of affordable savings products, support for micro, small, and medium enterprises (MSMEs), and digital innovations that simplify transactions, Bank Mandiri strives to ensure that financial services are delivered in a more inclusive, efficient, and sustainable manner.

## Savings Products [FN-CB-240a.3]

Bank Mandiri offers a range of no-fee or low-fee savings products designed to expand access to financial services for all segments of society, particularly individuals who were previously underserved. Customers may open accounts through Bank Mandiri branches, Mandiri Agents, or digitally via

the Livin' by Mandiri application and website [join.bankmandiri.co.id](https://join.bankmandiri.co.id). These products not only facilitate day-to-day transactions but also enhance financial literacy, empower customers to manage their finances more effectively, and promote a savings culture as a key foundation for sound financial planning.

### Tabungan NOW [GRI G4 FS13]

A rupiah-denominated savings product for individual customers, offering convenience and flexibility through anytime, anywhere account opening via the Livin' by Mandiri application or [join.bankmandiri.co.id](https://join.bankmandiri.co.id), as well as seamless online and offline transactions supported by a wide range of Bank Mandiri's features and channels.

8.9 million

savings accounts

### Tabungan SiMakmur - Laku Pandai [GRI G4 FS13]

A personal savings account service in Indonesian Rupiah that utilizes information and communication technology through Mandiri Agents, enabling the public to access banking services easily. SiMakmur offers several benefits, including no minimum balance requirement and no monthly administration fees. Customers holding SiMakmur accounts can conduct transactions conveniently without visiting Bank branches and simply by accessing the nearest Mandiri Agent. SiMakmur services are guaranteed by the Indonesia Deposit Insurance Corporation (Lembaga Penjamin Simpanan / LPS).

9.6 million

savings accounts

### Tabunganku - Tabunganku Mandiri

An individual savings product for Indonesian citizens with simple and accessible requirements, as part of a joint national banking program to promote a savings culture and expand financial inclusion. This product offers zero monthly administrative fees, a minimum initial deposit of IDR20,000, and a minimum subsequent cash deposit of IDR10,000, thereby supporting more affordable access to savings services for the public.

258.8 thousand

savings accounts

#### Tabungan SIMPEL - Mandiri Tabungan Simpanan Pelajar (SimPel)

A savings product of Bank Mandiri designed specifically for students (from early childhood education to senior high school) to promote saving habits and financial literacy from an early age. The product offers a low initial deposit ranging from IDR 5,000 to IDR 20,000, zero monthly administrative fees, and includes a passbook and an ATM card.

**928.1** thousand  
savings accounts

#### Tabungan Bisnis

A rupiah-denominated savings account designed to support the transaction and financial management needs of MSME actors, offering convenient access to banking services and features that facilitate day-to-day business activities, in accordance with the terms and conditions stipulated by the Bank.

**1.0** million  
savings accounts

#### Tabungan Mandiri

A deposit product offering ease and convenience of transactions for individual customers, both Indonesian citizens (WNI) and foreign nationals (WNA). The product is supported by complete channels that simplify access to banking services anytime and anywhere.

**8.0** million  
savings accounts

#### Tabungan Valas - Mandiri Tabungan Multicurrency

A currency savings product offered by Bank Mandiri that enables customers to hold up to 11 foreign currencies (including USD, SGD, JPY, EUR, and GBP) within a single main account and its associated sub-accounts. Account opening can be conveniently completed online through the Livin' by Mandiri application.

**68.8** thousand  
savings accounts

#### Tabungan Multicurrency

A deposit product in foreign currencies for individual customers with two account types, Main Account and Sub Account, where fees only apply to the Main Account. This product is available in 10 currencies and can be accessed online via Livin' by Mandiri for convenience in transactions.

**96.9** thousand  
savings accounts

#### Tabungan Rencana

A savings product intended for financial planning, equipped with automatic withdrawal (autodebet) features and free insurance protection to ensure certainty in achieving savings goals.

**1.0** million  
savings accounts

#### Tabungan Payroll - Individu

A rupiah-denominated savings account designed for individual customers who are employees, members, or participants of an institution or group. This product offers low administrative fees, convenient deposits, and digital transaction access via Livin' by Mandiri.

**5.9** million  
savings accounts

#### Tabungan Branchless Banking [GRI G4 FS13]

A personal savings account denominated in Indonesian Rupiah that utilizes information and communication technology through branchless banking agents (Mandiri Agents) in collaboration with Bank Mandiri, enabling broader public access to banking services and supporting financial inclusion.

**8.9** thousand  
savings accounts

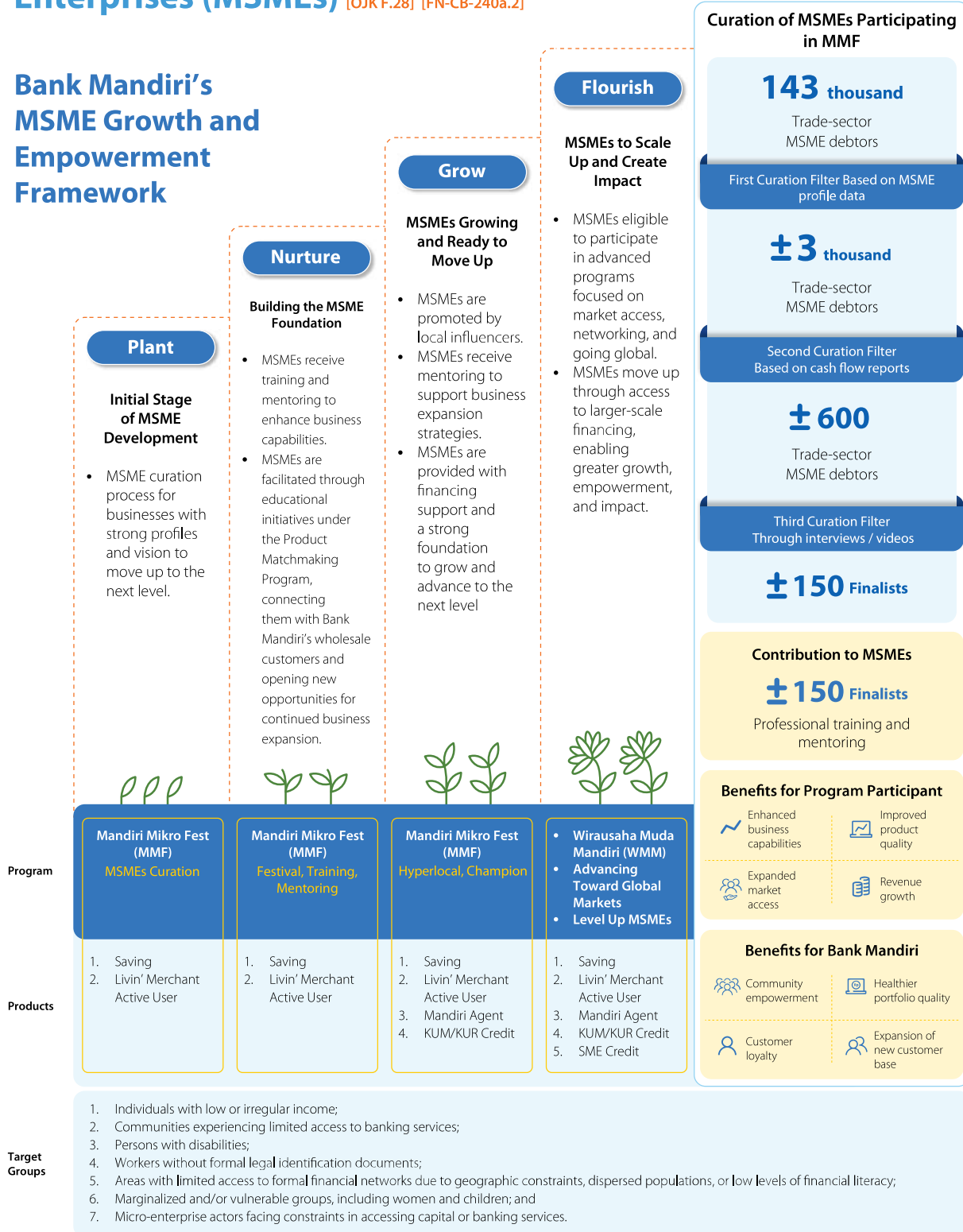
#### Tabungan Investor

An account used by customers to hold funds for use in investment transactions at affiliated companies or securities firms.

**1.3** million  
savings accounts

# Support for Micro, Small, and Medium Enterprises (MSMEs) [OJK F.28] [FN-CB-240a.2]

## Bank Mandiri's MSME Growth and Empowerment Framework



This framework illustrates Bank Mandiri’s end-to-end approach in driving sustainable growth and the empowerment of MSMEs. Using the growth of a plant, from seed to flower, as an analogy Bank Mandiri is present at every stage of the MSME journey, supporting the enhancement of business capacity, competitiveness, and overall impact.

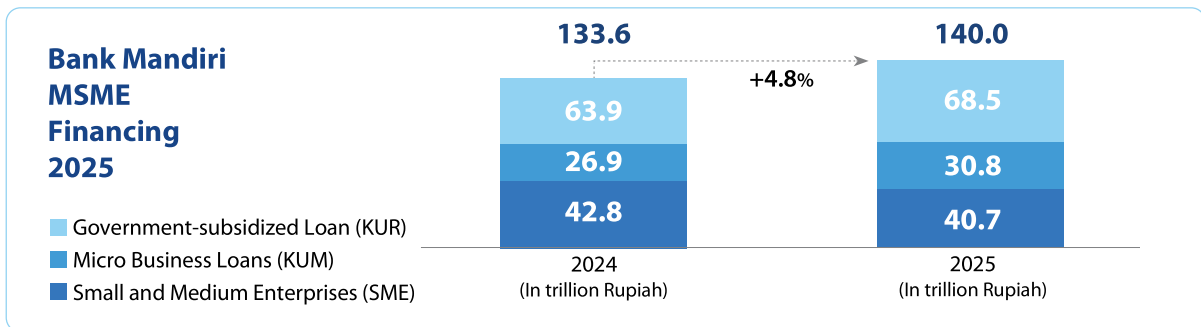
At the **Plant stage**, Bank Mandiri conducts curation of MSMEs with the potential and vision to grow. MSMEs are facilitated through the Mandiri Mikro Fest (MMF) program as an entry point into the ecosystem, with a focus on building a strong business foundation through access to savings products and the utilization of digital channels, including Livin’ Merchant.

The **Nurture stage** focuses on strengthening MSME capacity through a series of integrated festivals, training, education, and mentoring activities. At this phase, Bank Mandiri promotes the development of business capabilities, including through product matchmaking programs with wholesale customers, enabling MSMEs to gain tangible opportunities to expand their markets and scale up their businesses.

Entering the **Grow stage**, MSMEs that have established a strong foundation are encouraged to pursue business expansion. Bank Mandiri provides strategic assistance, promotional support through local networks and hyperlocal champions, as well as broader access to financing through Mandiri Agents and KUM/KUR Loans, to accelerate growth and enhance MSMEs’ readiness to move up to the next level.

**The Flourish stage** represents an advanced phase for MSMEs with higher competitiveness. At this stage, MSMEs are guided to participate in advanced development programs, expand their networks, and access larger and even global markets through initiatives such as Mandiri Young Entrepreneurs (WMM). As business scale and complexity increase, MSMEs gain access to more comprehensive financing options, including SME Loans.

Through this framework, Bank Mandiri reaffirms its role not only as a financing provider, but also as an enabler of the MSME ecosystem, consistently accompanying MSMEs from their early stages to becoming resilient, inclusive enterprises that contribute to national economic growth.



Bank Mandiri strengthened its support for the Micro, Small, and Medium Enterprises (MSME) sector, which plays a vital role in driving economic growth, creating employment opportunities, and enhancing the resilience of local communities.

In 2025, Bank Mandiri allocated 9.4% of its total loan portfolio to MSME financing, reflecting the Company’s commitment to supporting community development and engagement. Of this amount, 4.6% of the Bank’s bank-only loan portfolio was channeled through the Government-subsidized Loan (KUR)

program, which primarily targets underserved business and individuals. This MSMEs financing covered the KUR, KUM, and SME segments and contributed 11.7% to the Company’s total revenue.

Regarding credit quality, Bank Mandiri successfully maintained the Non-Performing Loan (NPL) ratio of the KUM and KUR segments at 1.47%, with the SME segment NPL standing at 1.45%.



As part of its financial inclusion strategy, Bank Mandiri places particular emphasis on microfinance as a key solution targeting unbanked and underserved segments, which not only supports small business actors but also reaches low-income households and other vulnerable groups requiring access to financing. Responsibility for Bank Mandiri’s microfinance commitments is embedded within the governance structure, specifically under the Director of Consumer Banking, who oversees micro and consumer financing, MSMEs, and other related business areas.

As of the end of 2025, KUR disbursement reached IDR 68.5 trillion. The distribution of KUR has been established as a Key Performance Indicator (KPI) at the Board of Directors level, reflecting management’s commitment and accountability in expanding broader and more sustainable access to financing.

From the total disbursement, IDR15.65 trillion was channeled through the Micro KUR scheme to MSMEs with established businesses that remain less bankable and without collateral, benefiting a total of 234,364 individuals. In addition, IDR23.81 billion was disbursed through the Super Micro KUR scheme, targeting start-up MSMEs, employees affected by layoffs, and homemaker MSMEs, with a total of 2,405 beneficiaries. Bank Mandiri also disbursed IDR5.0 billion through the KUR PMI scheme to prospective Indonesian Migrant Workers seeking

employment overseas, benefiting a total of 146 individuals, as well as distribution to other micro KUR.

For 2026, Bank Mandiri has set a KUR disbursement target of IDR41 trillion. Of this amount, IDR14 trillion is allocated to the Micro KUR scheme for MSMEs with existing operations that remain less bankable without collateral, IDR17.5 billion for Super Micro KUR targeting start-up MSMEs, laid-off workers, and homemaker-led MSMEs, and IDR7.5 billion for KUR PMI aimed at prospective Indonesian Migrant workers, as well as distribution to other micro KUR.

Bank Mandiri regularly reports the progress and achievements toward its microfinance solution targets to the Director of Consumer Finance on a monthly basis, ensuring continuous monitoring, accountability, and alignment with the Bank’s financial inclusion and microfinance development objectives.

Through microfinancing, Bank Mandiri is building a sustainable financial inclusion ecosystem, realized through both direct financing disbursement and partnerships with various financial institutions. Bank Mandiri also collaborates with communities, NGOs, educational institutions, and government authorities to expand program outreach and strengthen its impact, in line with the broader objectives of economic empowerment and enhanced financial inclusion.

## Direct Involvement in Microfinance [GRI G4 FS14] [FN-CB-240a.2]

Bank Mandiri’s direct microfinance activities are primarily focused on the disbursement of Government-subsidized Loan (KUR) and Micro Business Loans (KUM), as part of its solutions targeting unbanked, underserved, and underbanked segments.

### Government-subsidized Loan (KUR)

KUR is working capital and/or investment financing provided to Micro, Small, and Medium Enterprises (MSMEs) that operate productive and viable (feasible) businesses but have not yet met conventional banking requirements (not yet bankable). This program aims to expand access to financing for MSMEs, including low-income households, disadvantaged groups, and small businesses set up by these individuals/groups, to (low-income households, disadvantaged groups, and small businesses set up by these individuals/groups), strengthen capital capacity, and support economic growth and employment creation. As a wholesale bank, Bank Mandiri has developed an ecosystem-based KUR distribution strategy by collaborating with wholesale debtor companies to recommend their managed partners as KUR beneficiaries. In 2025, Bank Mandiri has disbursed KUR to **963,340** debtors, with total financing amounting to IDR**68.5** trillion.

### Micro Business Loans (KUM)

KUM is a credit facility provided to micro-entrepreneurs requiring financing for productive business activities, whether in the form of investment or working capital. KUM offers competitive interest rates, fixed installment structures, and a fast and straightforward application process. The disbursement of KUM supports MSMEs in increasing production capacity, expanding market reach, and enhancing competitiveness, ultimately contributing to the strengthening of local economies. In 2025, Bank Mandiri disbursed KUM amounting to IDR**30.8** trillion to **308,759** debtors.

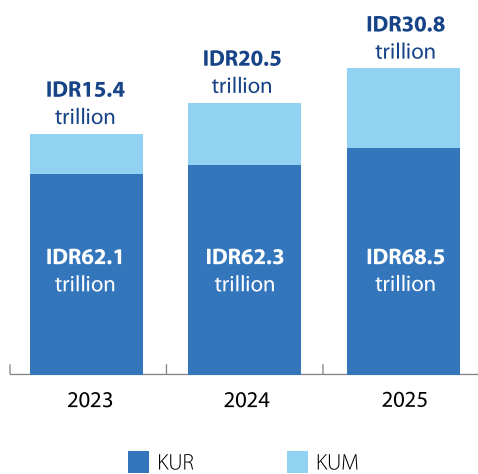
### Microfinance Performance (KUR & KUM)



**66.2%**

of Bank Mandiri's social portfolio is allocated to the Micro segment (KUR & KUM).

#### Microfinance Distribution (KUR & KUM)



#### Total Micro Portfolio (KUR & KUM) by Gender



Male Debtor  
**47.0%**

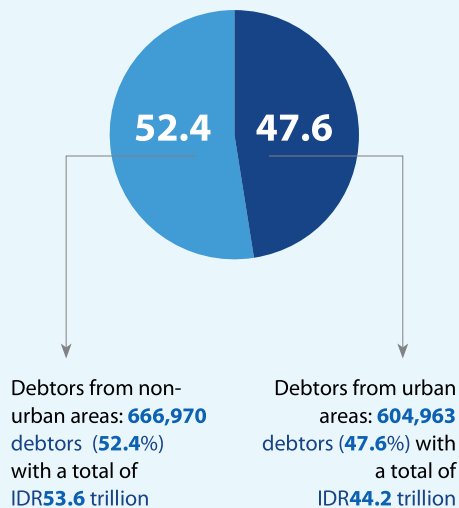


Female Debtor  
**53.0%**

Male Debtor	Female Debtor
<b>47.0%</b>	<b>53.0%</b>
<b>IDR44.6 trillion</b>	<b>IDR54.7 trillion</b>
<b>597,761 debtors</b>	<b>674,338 debtors</b>
<b>1.7%</b>	<b>1.3%</b>
Debtors	Debtors
Portfolio	Portfolio
Number	Number
NPL	NPL

Women have now become the largest segment within the micro debtor portfolio. In addition to dominating in terms of number, the stronger credit quality of female debtors reflects their significant role in driving microeconomic growth.

#### Microfinance Distribution (KUR & KUM) by Geography



#### Microfinance Distribution (KUR & KUM) by Geography



**IDR4.5 trillion**  
Agriculture Sector



**IDR43.2 trillion**  
Trade Sector



**IDR43.2 trillion**  
Sektor Perikanan



**IDR19.3 trillion**  
Plantation Sector



**IDR19.5 trillion**  
Service Sector

## Microfinance Ecosystem [FN-CB-240a.2]

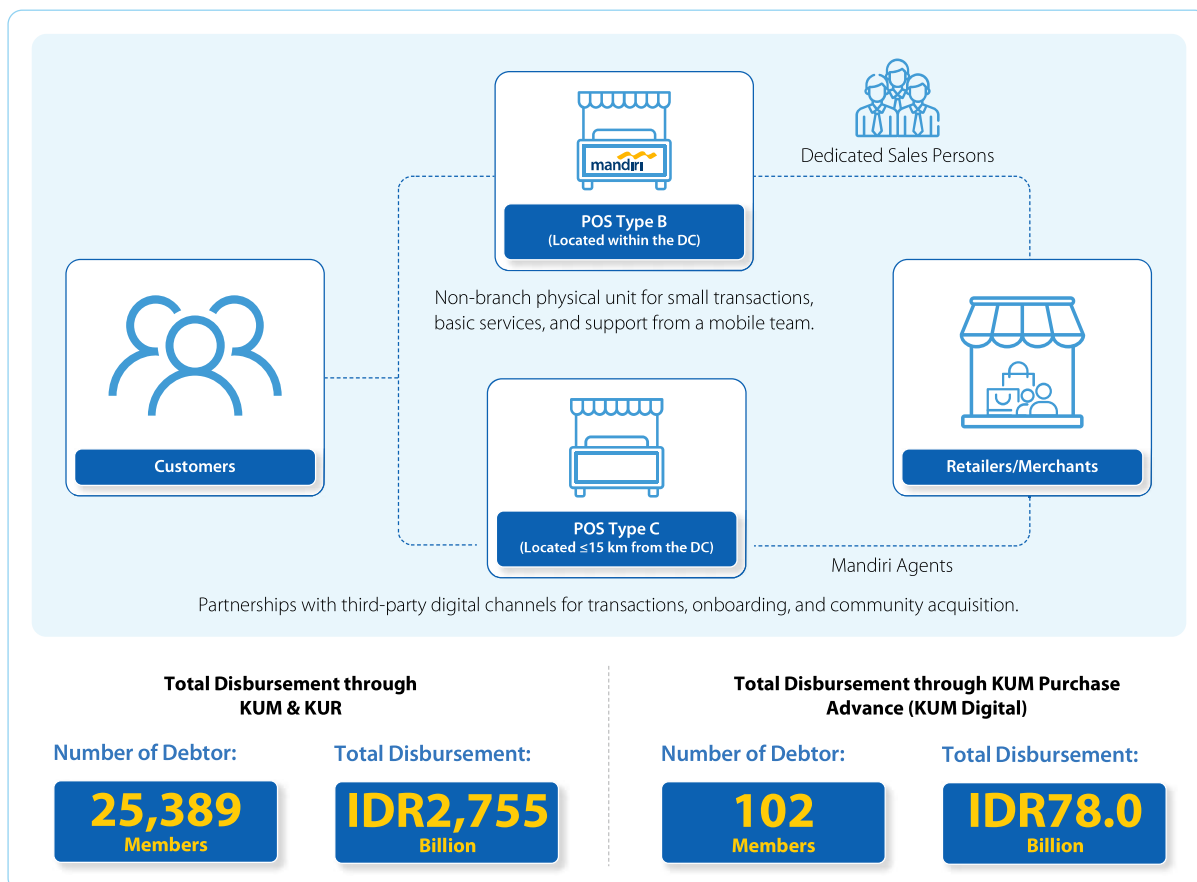
As part of efforts to expand inclusive and sustainable financial access, Bank Mandiri has developed an integrated microfinance ecosystem based on the Trade and Agriculture Ecosystems designed to enhance the bankability of micro-entrepreneurs and farmers by not only focusing on the individual capacity of debtors, but also on their connectivity within business value chains, particularly with offtakers that maintain sustainable business relationships.

Through strategic collaboration with communities, cooperatives, offtakers, and other supporting entities, Bank Mandiri is building an ecosystem that holistically connects financing, distribution, and market certainty. This ecosystem-based approach enables Bank Mandiri to mitigate credit risk more effectively, as risk assessments take into account the stability of cash flows derived from commercial relationships with offtakers, while simultaneously promoting higher productivity and income levels for farmers and MSME actors within the trade ecosystem.

## Trade Ecosystem

Bank Mandiri has, since October 2023, established strategic partnerships through the deployment of Points of Service (PoS) at 29 Distribution Centers (DC) of its wholesale customers. This collaboration aims to expand the disbursement of financing

to retailers and merchants that were previously underserved by formal financial services, including through the utilization of Digital KUM facilities to address accessibility challenges, particularly in hard-to-reach areas.



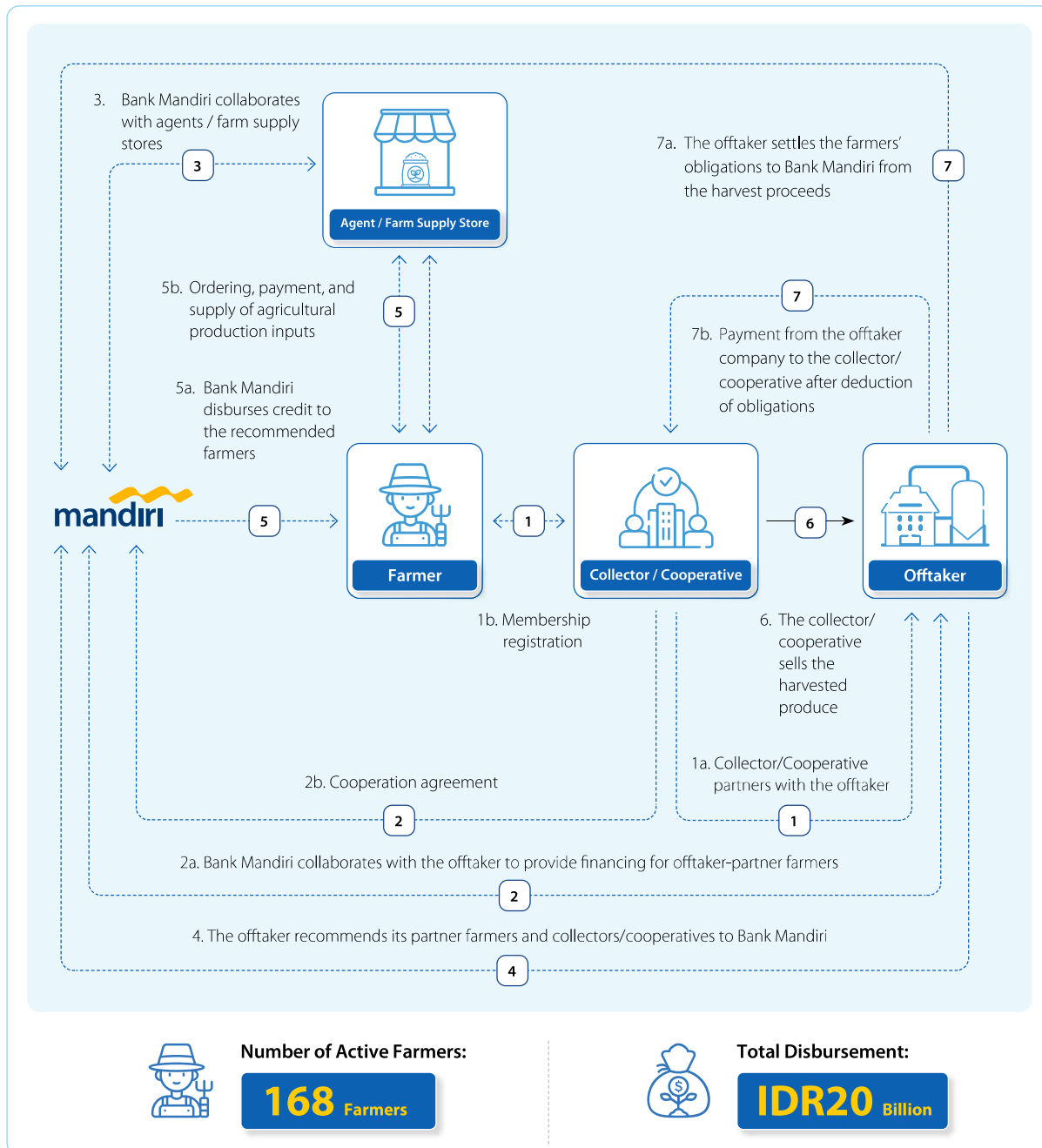
Region	Distribution Center (DC)	Number of PoS
1	Batam, Pekanbaru, Medan	3
2	Jambi, Lampung, Palembang	3
3	Cikokol, Tangerang, Kemayoran	3
4	Bekasi, Cipinang	2
5	Bogor, Depok	2
6	Sukabumi, Bandung, Karawang	3
7	Semarang, Solo, Yogyakarta, Purwokerto	4
8	Malang, Surabaya	2
9	Samarinda, Pontianak, Banjarmasin	3
10	Makassar, Manado, Kendari, Ambon	4



Bank Mandiri also channels microfinance through farmer ecosystems as part of efforts to reach communities in geographically remote, rural areas. Farmers often face economic challenges due to unstable incomes that depend on seasonal harvests. Under these conditions, access to financing is essential to sustain their operations while reducing financial vulnerability.

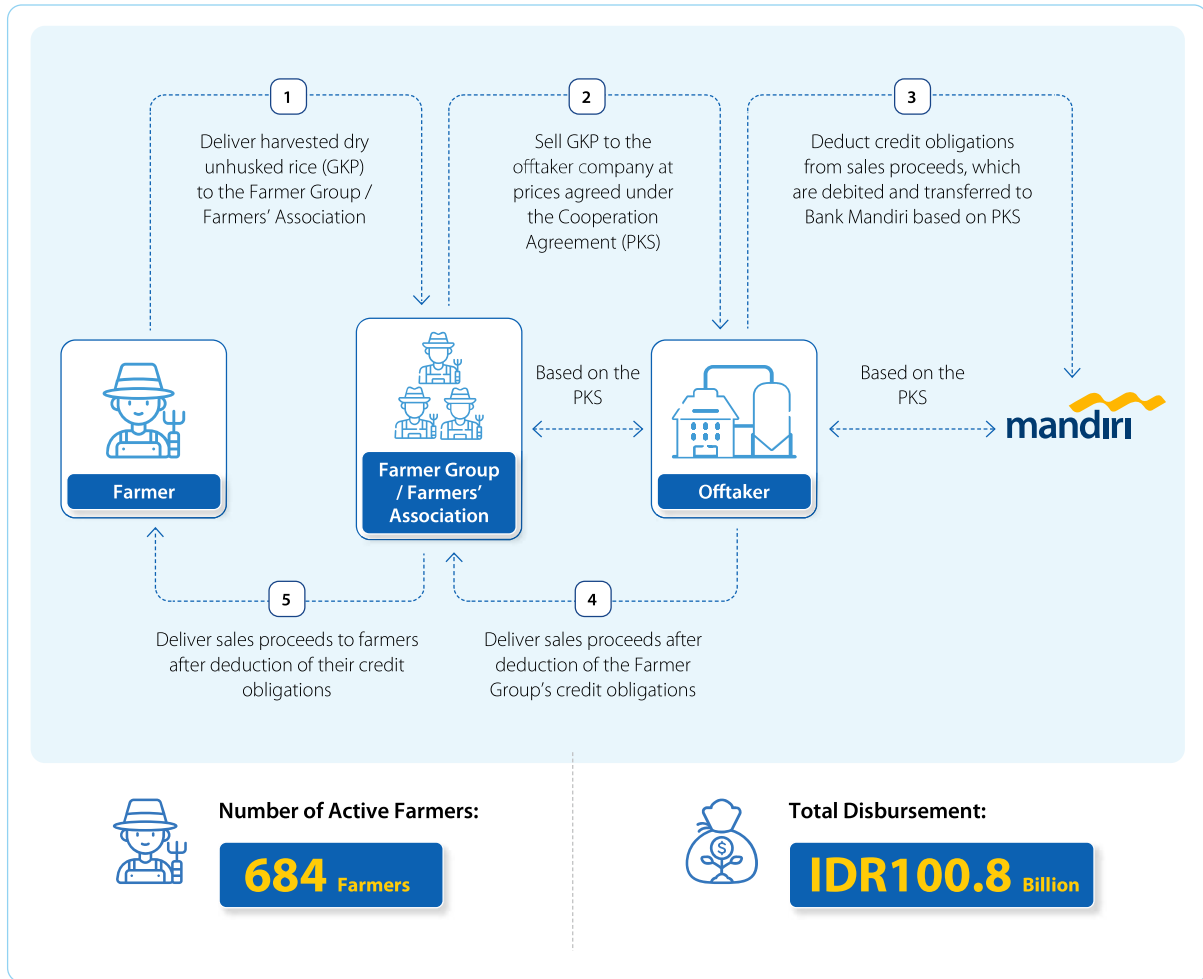
### Sugarcane Farmer Ecosystem

Collaboration between Bank Mandiri and offtakers aims to support the sugarcane farmer microfinancing ecosystem, starting from providing recommendations for farmers to facilitating loan repayments.



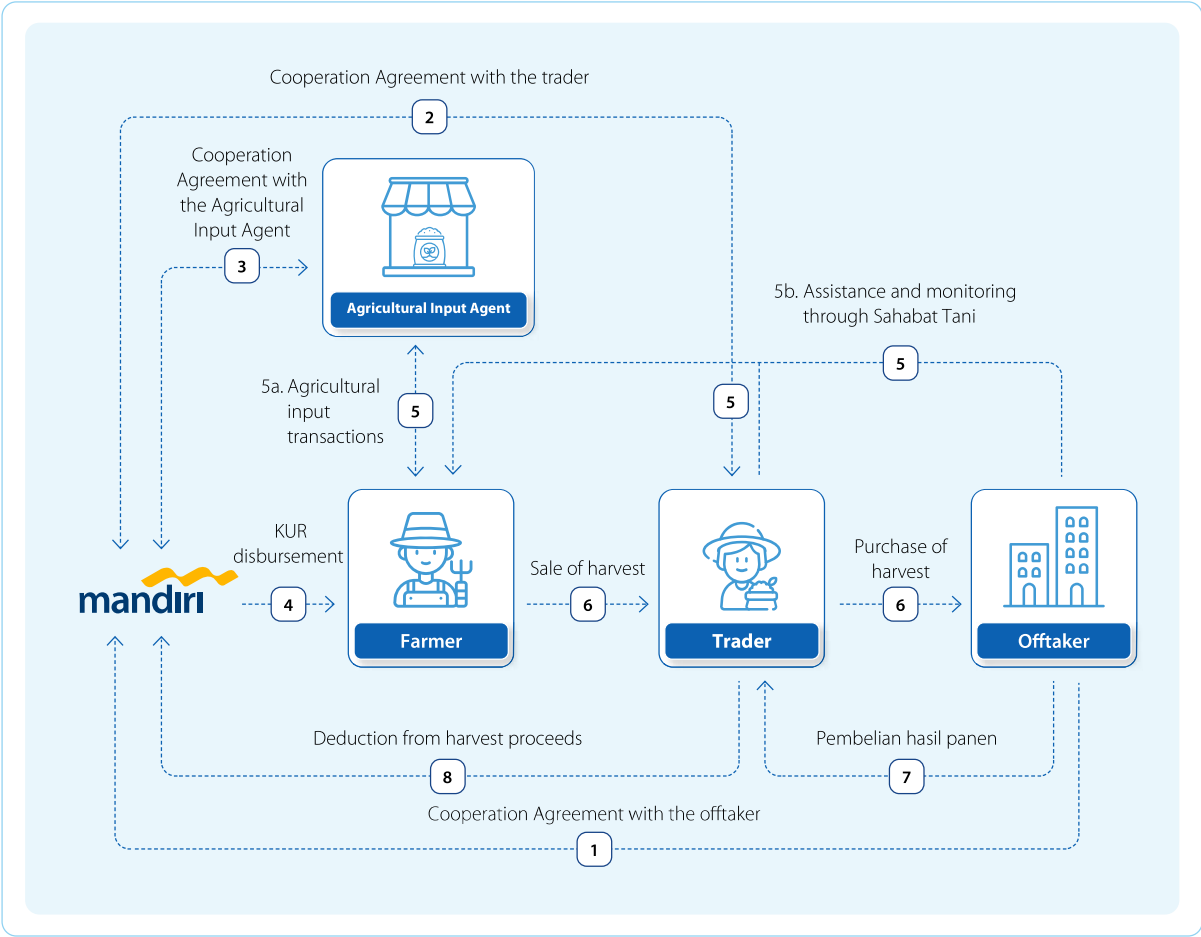
## Rice Farmer Ecosystem

The financing disbursement scheme for rice farmers is implemented through partnerships with offtakers.



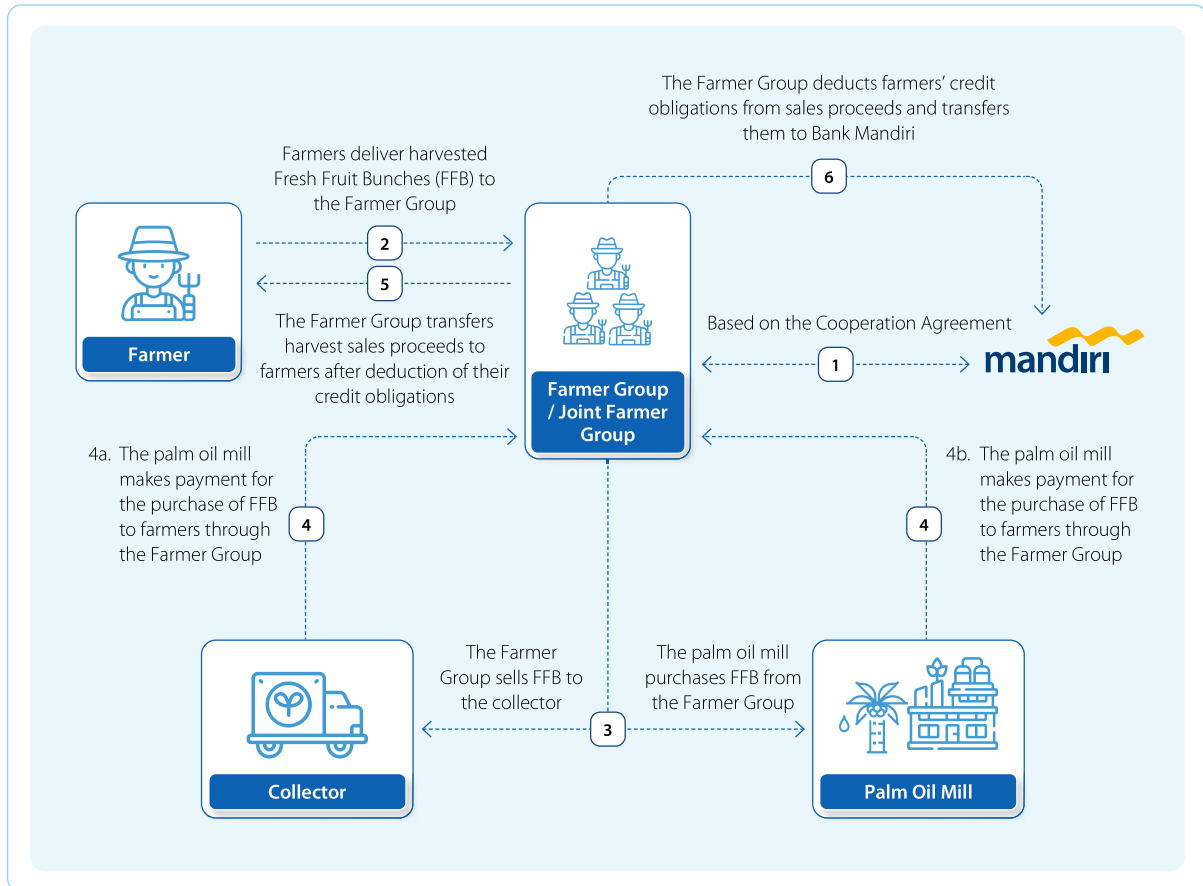
### Corn Farmer Ecosystem

The KUR disbursement scheme for corn farmers in Sumbawa involves collaboration between the Bank and offtakers, traders, and agricultural input agents, with payments made in stages through an escrow mechanism, whereby funds are held by an independent third party until the farmers' KUR obligations are fully settled.



## Financing Ecosystem for Palm Oil Farmers

Bank Mandiri's financing scheme for oil palm farmers involves synergies among farmers, Farmer Groups, collectors, and palm oil mills, supported by an integrated payment mechanism through to the fulfillment of farmers' credit obligations.



## Partnerships with Startups and Communities

As awareness among financial institutions of the importance of sustainable and inclusive finance grows, collaboration between startups and financial institutions is becoming increasingly strategic. Financial institutions act as providers of capital, enhancers of governance, and facilitators of access to broader business networks, while startups serve as agile and adaptive implementation partners in reaching new market segments. This synergy not only strengthens the financial viability of startups but also creates shared value with a positive impact on the national economy.

Through its subsidiary, Mandiri Capital Indonesia (MCI), Bank Mandiri supports startup development through the Zenith Accelerator Program as part of its commitment to fostering an inclusive investment ecosystem and driving innovation-led growth. This initiative reflects Bank Mandiri's strategic role in strengthening the startup ecosystem while creating long-term shared value.

The Zenith Accelerator Program focuses on enhancing startups' operational and financial readiness, including the development of sound business models, sustainable cash flow generation, and robust financial structures and governance. These efforts are implemented through intensive mentoring, ecosystem networking, and the facilitation of collaboration with Mandiri Group entities, enabling startups to scale sustainably and explore opportunities for solution integration within the Mandiri Group ecosystem.

Collaboration is a central pillar of the program. Mandiri Group entities are engaged from the early stages to ensure alignment between startup solutions and business needs, thereby fostering tangible, measurable, and sustainable business collaborations that support long-term value creation.

In 2025, the Zenith Accelerator Program was conducted over a four-month period using a more selective approach. As a subsidiary of Bank Mandiri, Mandiri Capital Indonesia (MCI) selected five startups operating across strategic sectors, namely DOOgether (healthy lifestyle platform), GOERS (event discovery and ticketing), Mimin (AI-based customer service automation solution), PrimaKu (parenting and child health application), and Tada (loyalty and rewards platform).

Through the program, the five selected startups received targeted support to strengthen their operational and financial readiness, while also encouraging the integration of their solutions into the Mandiri Group ecosystem. As a result, all participating startups successfully established collaborations with relevant business units within the Mandiri Group.



## Innovation in Branchless Distribution Channels

### Mandiri Agent [GRI G4 FS13]

Mandiri Agent expands Bank Mandiri’s service reach by addressing the needs of underserved communities, particularly in areas with limited access to formal financial services. Acting as an extension of Bank Mandiri, Mandiri Agent enables communities to access banking services, such as account opening, fund transfers, and bill payments without the need to visit a bank branch.

Beyond providing basic banking services, Mandiri Agent also contributes to the implementation of various government programs and initiatives that deliver direct benefits to communities, thereby supporting the more effective expansion of financial inclusion.


**Function**

To implement the government program




through OJK to expand access to financial services and provide financial education to the public.

**Types of Services**




Banking (cash withdrawal/ deposit, transfer)




Payments (mobile top-ups, e-wallet top-ups, electricity tokens, BPJS, installment payments)


**Mandiri Product Referral**



Account Opening



Referral for Productive Micro Credit (KUM/KUR)



Subsidiary Services

**Government Programs**

Distribution of Government Assistance:



Family Hope Program



Staple Food Assistance Program



Farmers' Card Program

Mandiri Agent generates economic benefits for its agents through transaction-based commissions, providing an additional source of income. Beyond expanding financial inclusion, the initiative contributes to strengthening local economies by supporting activities in the agriculture,

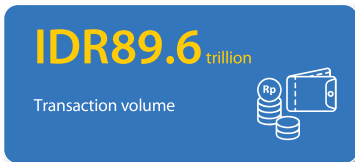
telecommunications, and MSME sectors. Mandiri Agent is an important link between communities and financial services, creating sustainable, positive impacts across various regions in Indonesia.

**Mandiri Agent Achievements**

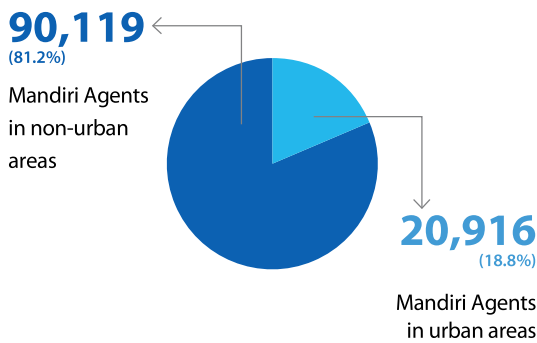


**111,035**  
Mandiri Agents

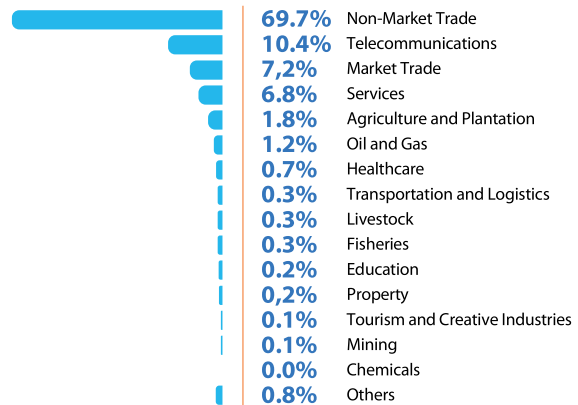
**99.95%**  
Mandiri Agents are MSMEs



**Mandiri Agent Ecosystem Distribution**




**Distribution of Mandiri Agent Ecosystem**



The digitalization of services through the Agent Banking System (ABS) application has enhanced the efficiency of Mandiri Agents in serving communities. As of 2025, 92,048 Mandiri Agents had adopted ABS, representing 82.9% of the total Mandiri Agents.


Compared to Mini ATM EDC devices, ABS offers more comprehensive features, including credit referrals, savings account opening, transaction advance facility for agents, and real-time commission recording.



**EDC Mini  
ATM**

### Key Features

✓	Deposit/Withdraw/Transfer to Mandiri & Other Banks	✓
✓	Bill Payments & Installments	✓
✗	Credit Referrals & Account Opening	✓
✗	Agent Transaction Advances	✓
✗	Real-time Commission Recording	✓



**Agent Banking System  
(ABS)**

## Village and Urban Cooperatives [GRI G4 FS13]

As part of its commitment to expanding financial inclusion and reaching underserved communities, Bank Mandiri has introduced a branchless financial service innovation through partnerships with village and urban cooperatives as local representatives of the Bank. Through this model, Bank Mandiri provides a branchless distribution channel, positioning cooperatives as points of sale and extensions of banking services at the local level.

Cooperatives enable rural and non-urban communities to access basic banking services in a more proximate, convenient, and affordable manner, effectively reducing reliance on physical branch offices while expanding Bank Mandiri's service reach to areas with limited access to conventional banking services.

Cooperatives function as points of service as well as centers of local economic activity, facilitating banking transactions, payment services, and financing referrals, while also supporting local business activities, including small retail shops and MSMEs. Leveraging cooperative infrastructure and human resources enables the provision of financial services that are more efficient, context-specific, and aligned with community needs,

particularly for low-income groups and micro-entrepreneurs.

Through the utilization of cooperative networks as partnership-based alternative distribution channels, Bank Mandiri has strengthened its role in reaching rural and non-urban communities, promoting broader economic participation, and expanding access to formal financial services for segments previously beyond the reach of conventional banking.

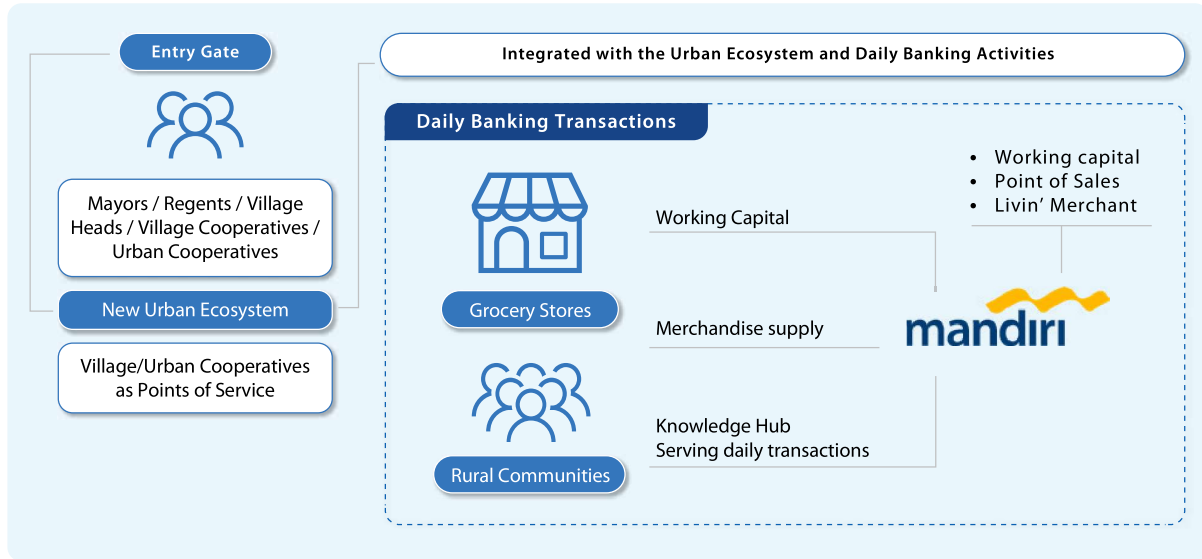
To ensure service sustainability and quality, Bank Mandiri proactively enhances capacity through financial literacy training, capacity-building programs, collaboration opportunities with local Cooperative Offices, and the implementation of the Wirausaha Mandiri Program.



2025 Realization  
**531** Cooperatives



2026 Target  
**5,000** Cooperatives



## Livin' Around the World



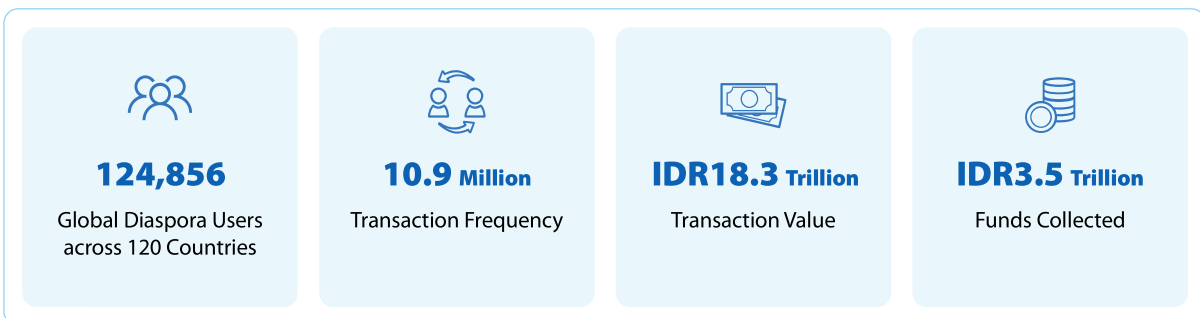
Indonesian Migrant Workers and Indonesian students abroad continue to face limited access to domestic banking services due to geographic constraints, cross-border regulatory challenges, and reliance on the physical presence of bank branches. This contributes to lower levels of financial inclusion, higher cross-border transaction costs, and restricted access to safe savings and investment products that are integrated with Indonesia's financial system.

To address these challenges, Bank Mandiri has introduced Livin' Around the World as an innovation in branchless distribution channels, enabling Indonesian migrant workers and students overseas to open accounts and access end-to-end digital banking services through the Livin' by Mandiri application, including the use of overseas mobile phone numbers. The program is strengthened through an ecosystem

and community-based approach, including the Member Get Member scheme, strategic partnerships with diaspora communities.

Through Livin' Around the World, Bank Mandiri has not only expanded the cross-border reach of its financial service distribution but also delivered an inclusive, efficient, and relevant banking experience tailored to the needs of Indonesian migrant workers and students abroad. The services provided include account opening, financial transactions, and access to investment products. This initiative reflects Bank Mandiri's commitment to advancing digital financial inclusion and strengthening the connection between the Indonesian diaspora and the national financial system, without reliance on physical branch networks.

### Livin' Around the World Performances



## Digital Innovation for Financial Services

### Digital Banking Roadmap

Bank Mandiri has implemented a digital banking roadmap that is continuously refined in line with customer needs. The roadmap comprises five main pillars, as follows:

#### 1. Leveling Up Digital Readiness

Bank Mandiri focuses on strengthening the reliability of its fundamental IT systems, including core banking improvements, business process re-engineering, the provision of high-performance infrastructure, and related initiatives.

#### 2. Developing Digital Native Products

Bank Mandiri develops digital-native products and services through various innovations with a strong customer-centric focus. The development of digital-native products is undertaken to enable Bank Mandiri to deliver end-to-end digital banking services.

#### 3. Modernizing Distribution Channels

Bank Mandiri modernizes its digital channels to enhance the customer experience, both in terms of User Interface (UI) and User Experience (UX), while also addressing diverse customer needs. This is achieved through the continuous development of Livin', Kopra by Mandiri, and Smart Branch.

#### 4. Digital Ecosystem Expansion

Bank Mandiri continues to strengthen collaboration with third parties and strategic partners in developing its digital ecosystem, while expanding customer access to digital ecosystems. As a result, customers are able to directly access Bank Mandiri's products and services through other channels within the ecosystem.

#### 5. Data-Driven Decision Making Process

Bank Mandiri continuously optimizes the use of data to drive business growth. This is implemented through, among others, the utilization of big data, cloud technology, analytics, and data management to enhance the quality of information used in business decision-making.

## Innovation in Mobile/Online Distribution Channels Targeting Underserved Demographics

As digital channels play an increasingly important role in expanding access to services, the Company continues to develop innovations across mobile and online distribution channels to reach segments of society that previously faced

limited access. These initiatives focus on enhancing ease of use, affordability, and service relevance for underserved demographics, while simultaneously strengthening inclusivity and the overall quality of the user experience.

### Livin' Merchant



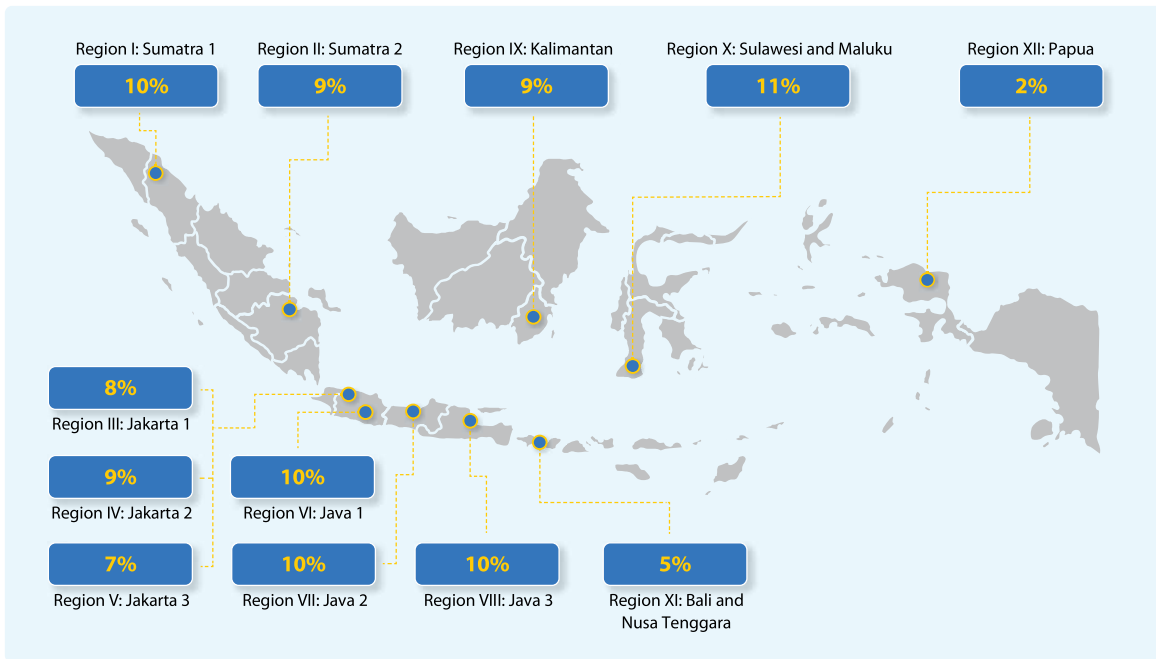
As a national bank with a strategic role in Indonesia's economy, Bank Mandiri recognizes that MSMEs make a significant contribution to job creation and economic growth. However, in practice, many MSME actors continue to face constraints in managing their business finances, utilizing non-cash transactions, and accessing integrated banking services. The lack of adequate financial record-keeping systems, the comingling of personal and business finances, and low levels of financial literacy further hinder MSMEs' ability to monitor business performance and build a credible financial track record. Ultimately, these challenges limit access to formal financing and opportunities for business development.

To address these challenges, Bank Mandiri introduced Livin' Merchant, a digital point-of-sale application designed to help MSME actors manage their business operations in a more efficient and integrated manner. Through features such as sales

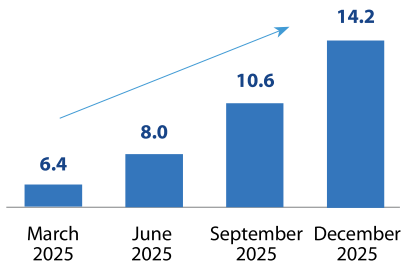
recording, inventory monitoring, and the settlement of sales proceeds within a single platform, Livin' Merchant provides a simple and user-friendly solution to support transparency and efficiency in business management.

The Livin' Merchant network has expanded across various regions in Indonesia, broadening access to digital banking services, including for business actors operating in geographically constrained areas or those previously excluded from formal financial services. This innovation reflects Bank Mandiri's commitment to leveraging digital channels to advance financial inclusion, strengthen MSME capacity, and support inclusive and sustainable business growth.

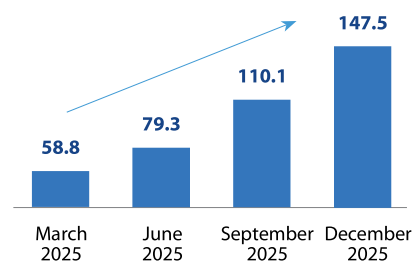
### Sebaran Distribusi Livin' Merchant di Indonesia



Transaction Value (Million Transactions)



Transaction Volume (IDR Trillion)

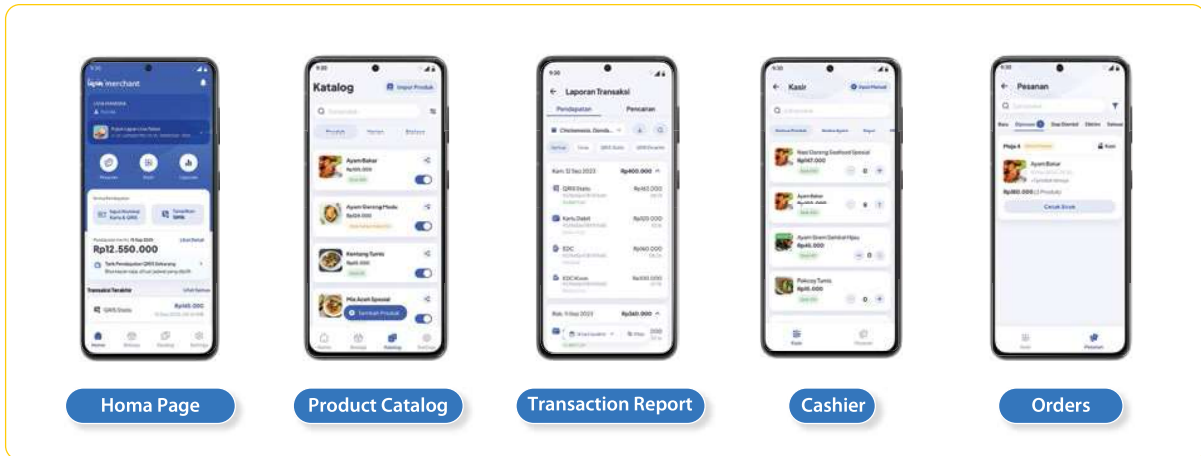


Approximately **2 million (63%)** of the total **3.1 million** Livin' Merchant users are located in non-urban areas, such as Rengel, Petarukan, Duri, Pamanukan, Tarutung, Ujung Batu, Pangkalan Balai, Muara Tembesi, Pulau Punjung, Karo, Muara Teweh, Pangkalan Bun, Rengat, among many others.





▲ Increased by **33%** compared to the previous year

Livin' Merchant is equipped with a range of key features designed to support the needs of MSMEs while facilitating micro-business actors' transition into the digital era.


### Livin' Merchant Features





#### Key Benefits Offered to MSME Merchants


-  Registration within 10 minutes
-  Real-time and on-demand settlement
-  No subscription fees required
-  A modern and comprehensive point-of-sales

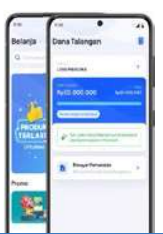
#### Additional Benefits for MSME Merchants




  
Sectoral Solutions for the Food & Beverage sector and kiosks



  
Card-based payment acceptance



  
Distributor ordering and merchant financing

**Livin' by Mandiri [GRI G4 FS13]**

As part of its digital transformation and efforts to expand financial inclusion, Bank Mandiri launched Livin' by Mandiri as a financial super-app, serving as the primary entry point for customers' engagement with the bank. The platform functions as a digital distribution channel, reaching a broader customer base, including underserved segments and communities that have previously had limited access to banking services. The presence of Livin' by Mandiri overcomes geographical barriers and limitations in physical infrastructure, enabling more convenient and equitable access to financial services.

Livin' by Mandiri is designed to support everyday financial needs through a mobile platform that is simple, secure, and user-friendly, while being integrated with various digital ecosystems. Within a single application, customers can access comprehensive financial services, ranging from digital payments, domestic and international transfers, savings management, investment, digital retail loans, to lifestyle services. This approach allows customers to manage their

finances independently and conveniently directly from their mobile devices, including through QR transfers, e-money top-ups, e-wallet integration, and term savings accounts.

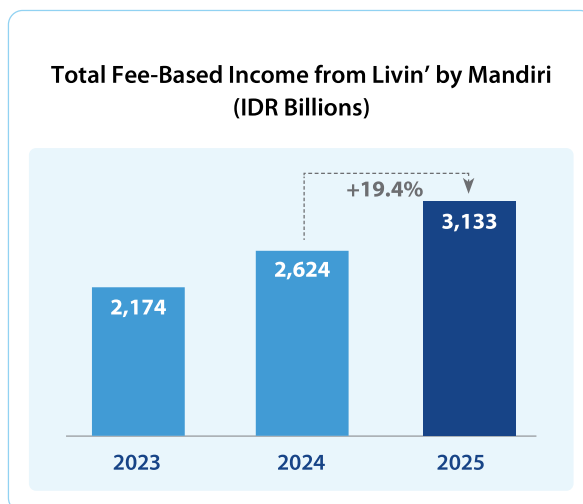
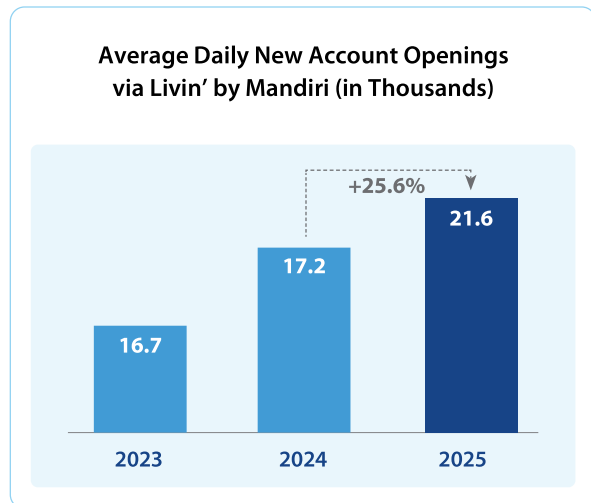
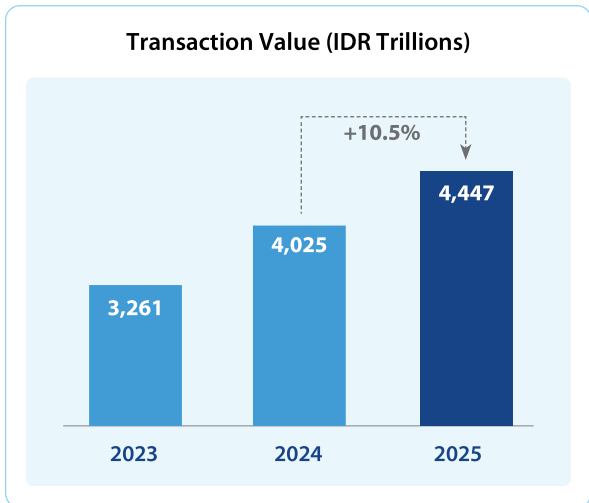
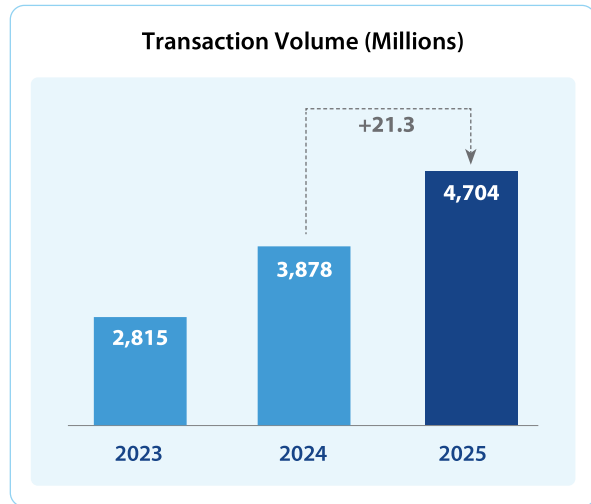
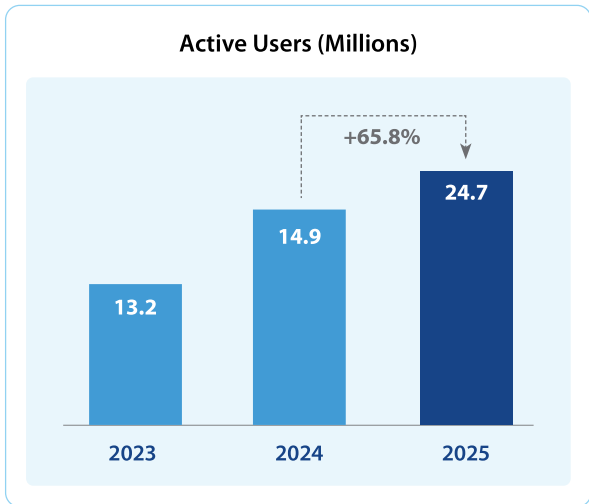
To support sustainable financial inclusion, Livin' by Mandiri is equipped with layered transaction security and data protection systems. This focus on security serves as a critical foundation for building customer trust, particularly among first-time digital users, while also promoting broader and sustainable adoption of formal financial services.

By accommodating the needs and behaviors of the digital generation, Livin' by Mandiri not only enhances the utilization of formal financial services but also strengthens financial literacy through an intuitive and consistent user experience. This innovation encourages public participation in a more inclusive and sustainable digital economy ecosystem and reaffirms Bank Mandiri's commitment to expanding equitable access to financial services across all segments of society.

**Key Features of Livin' by Mandiri include:**

<b>Save</b>	<ul style="list-style-type: none"> <li>Digital Onboarding for Indonesian and Foreign Citizens: Online account opening services for Indonesian citizens (WNI) and foreign nationals (WNA), both domestically and internationally, with support for local and international SIM cards</li> <li>Account Opening Abroad: Feature allowing account opening using foreign phone numbers, covering up to 129 countries</li> <li>Multi-Currency Savings: Facility to open and manage savings accounts in up to 15 currencies</li> </ul>
<b>Move</b>	<ul style="list-style-type: none"> <li>Real-Time Foreign Currency Transfer: Instant cross-border fund transfers with full value guarantee for 18 foreign currencies</li> <li>Multi-Source QRIS Payments: QRIS payment facility supporting multiple funding sources, including savings accounts and credit cards</li> <li>QR Cross-Border: QR payment service for international transactions, supporting cross-country payments</li> <li>Tap to Pay: Contactless payments via mobile phones using Near Field Communication (NFC) technology for domestic and international transactions in up to 14 foreign currencies</li> <li>E-Wallet Linkage &amp; Smart Top-Up: Integration with e-wallets, including automatic and convenient top-ups directly from the application</li> </ul>
<b>Grow</b>	<ul style="list-style-type: none"> <li>Digital RDN Account Opening: Easy RDN account opening directly from Livin' by Mandiri to support stock transactions via Growin' in Livin' by Mandiri</li> <li>Mutual Fund Investments: Access to mutual fund investments with a minimum initial amount of IDR 10,000</li> <li>Government Bond Investments: Digital investment in government securities in both primary and secondary markets</li> <li>Stock Trading: Direct stock transactions within a single application through collaboration with Mandiri Sekuritas</li> </ul>
<b>Borrow</b>	<ul style="list-style-type: none"> <li>Livin' KPR and Livin' Auto: Easy and fast application for home and vehicle loans with a wide selection of properties and dealers</li> <li>Deposit-Backed Loans: Loans secured by deposits without the need to liquidate savings</li> <li>Personal Loans: Application and top-up of personal loans directly through the app</li> <li>Credit Card Installment Conversion: Facility to convert credit card transactions into installments with tenors ranging from 2 to 36 months</li> <li>Credit Card Cash Advance: Utilization of credit card limits as cash starting from IDR 1 million</li> </ul>
<b>Service Excellence</b>	<ul style="list-style-type: none"> <li>Branch Reservation: Branch visit reservation service without queues</li> <li>Cardless Cash Withdrawals and Deposits: Cash transactions at ATMs without using a debit card</li> </ul>
<b>Beyond Banking</b>	<ul style="list-style-type: none"> <li>Livin' Loyalty: Integrated loyalty platform providing points for transactions, referrals, and challenges, with various reward redemption options</li> <li>Sukha: Lifestyle platform integrated within a single app, supporting ticket purchases for transportation and concerts, e-money top-ups, food orders, and donations</li> </ul>

### Livin' by Mandiri Performance



**Quick Response Code Indonesian Standard (QRIS) Payment**

Mandiri QRIS provides a cashless payment solution at Bank Mandiri merchants, allowing transactions using various sources of funds, including savings accounts, credit cards, and paylater.

**Transaction Volume**

2025: **1,278 Million**  
2024: **627 Million**



**Top Up and Payment**

Facilitates payment transactions in collaboration with leading digital players, broadening access to inclusive and sustainable financial services.

**Top-Up and Payment Volume**

2025: **1,110 Million**  
2024: **962 Million**



**Credit Card Installment and Power Cash**

Mandiri Credit Cards on Livin' by Mandiri enhance customers' financial flexibility, offering installment conversion options ranging from 2 to 36 months and convenient access to cash advance services.

**Disbursement of Credit Card Installment Conversions via Livin' by Mandiri**

2025: **IDR4.6 Trillion**  
2024: **IDR7.9 Trillion**



**Livin' KPR**

Offers home loan application services with a quick and seamless process, providing customers with a wide selection of property options.

**Total Developer**

2025: **>800 Developers**



**Livin' Auto**

Provides vehicle loan application services for a variety of leading automotive brands.

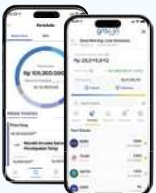
**Total Electric Vehicle (EV) Brands**

2025: **15 EV Brands**



**Investments**

Mandiri Investasi enables customers to open a Digital Customer Fund Account (RDN), invest in mutual funds, government bonds, and stocks with affordable starting amounts from IDR10,000, and monitor their portfolio comprehensively within a single application.



### Mandiri Pintar (Hassle-Free Loans)

This digital microfinance platform was developed by Bank Mandiri in 2020 to expand access to financing for Micro, Small, and Medium Enterprises (MSMEs). The platform is designed to streamline the financing process through end-to-end digitalization, including paperless applications, the use of electronic signatures, and flexible execution of financing agreements at the debtor’s business location.

Through Mandiri Pintar, bank officers are able to process financing applications on a mobile basis from any location, including directly at the debtor’s business premises enabling Bank Mandiri to reach customers with limited access to branch offices, while enhancing process efficiency and maintaining Service Level Agreement (SLA) performance at an average of 1–3 days.

Beyond serving as a financing disbursement channel, Mandiri Pintar offers a digital-based financial education approach. Through this, Bank Mandiri acts not only as a credit provider, but also as an enabler in advancing financial literacy and financial inclusion. This initiative forms part of Bank Mandiri’s



broader efforts to expand public participation in the formal financial ecosystem and to promote sustainable economic empowerment.

The Mandiri Pintar initiative is aligned with Bank Mandiri’s commitment to implementing the Sustainability Beyond Banking principle, positioning financial inclusion as a key element in social value creation and a driver of long-term economic growth. Financing efforts are focused on less bankable and underserved MSME segments that face limitations in accessing formal financial services.



### Demographics of Mandiri Pintar

Since its initial launch, Mandiri Pintar has reached a total of **641,647** MSME debtors and achieved a total credit disbursement limit of **IDR50.4 trillion**.

**50%**

of debtors come from the underserved segment, with a predominance of women entrepreneurs, reflecting the expansion of access to financing for groups that were previously not optimally served.

**59.4%**

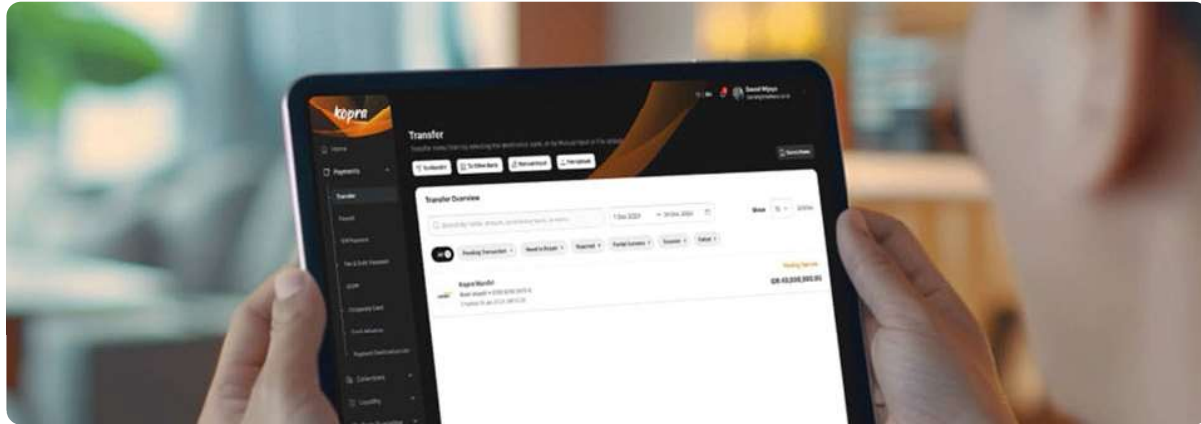
of debtors operate in the agriculture, livestock, and fisheries sectors, which play a critical role in strengthening the productive economy and supporting food security.

**11.8%**

of debtors have a primary school education as their highest level of formal education, indicating the accessibility of financing services across diverse educational backgrounds.



### Kopra by Mandiri



Kopra by Mandiri is a digital wholesale super platform that provides Cash Management, Trade Finance & Bank Guarantee, and Value Chain Financing services within a single integrated ecosystem. Through this platform, Bank Mandiri not only supports its customers’ transaction and financing needs but also serves as a connector among business actors across the entire value chain, from upstream to downstream, to promote sustainable economic growth.

As of the reporting period, Kopra by Mandiri had been used by more than 300,000 users, approximately 85% of whom are from the business segment, including MSMEs. The growth in the number of users, along with increases in transaction value and volume, reflects the expanding adoption of digital financial services among business actors. Through Kopra by Mandiri, MSMEs gain easier access to formal financial services, improved transaction efficiency, and stronger integration into corporate value chains.

#### Strategic Initiative: Expanding Business Growth through Digital Innovation

In strengthening an inclusive financial ecosystem, Bank Mandiri launched a digital innovation-based initiative through the integration of Kopra by Mandiri with Livin’ Merchant and Livin’ by Mandiri. This initiative aims to be financial solutions for MSMEs to expand access to markets, simplify digital financial transactions, and enhance cash flow management efficiency through an integrated value chain approach.



Through the Kopra by Mandiri x Livin’ Merchant initiative, Bank Mandiri’s wholesale customers are able to list their products directly on the Kopra by Mandiri platform, enabling MSMEs to discover, order, and complete payments digitally via Livin’ Merchant. This initiative creates opportunities for MSMEs to connect directly with suppliers within the corporate ecosystem, while also expanding the distribution reach of wholesale customers into Bank Mandiri’s merchant ecosystem.



Through the integration of Kopra by Mandiri with Livin’ by Mandiri, wholesale customers can now proactively issue digital invoices to Livin’ by Mandiri users. This mechanism promotes timely payments, enhances transparency and visibility of cash flows, and strengthens liquidity across the entire value chain.

## Mandiri Value Chain

In the trade sector, Mandiri Value Chain enhances the bankability of MSMEs by integrating small and medium enterprises into business ecosystems anchored by principal companies. Through this connectivity, MSMEs participate directly in the trade value chain, both as suppliers and distributors, fostering more structured, resilient, and sustainable business relationships.

Integrating MSMEs with principal companies provides Bank Mandiri with stronger visibility into business continuities, demand certainty, and MSME cash flow patterns. This ecosystem-based approach also enables a more comprehensive credit risk assessment, as financing decisions are not solely based on the standalone capacity of MSMEs, but on the strength of commercial relationships and the track record of the principal within the value chain. Mandiri Value Chain supports the sustainable expansion of MSME financing while safeguarding asset quality through more measured and effective credit risk mitigation.

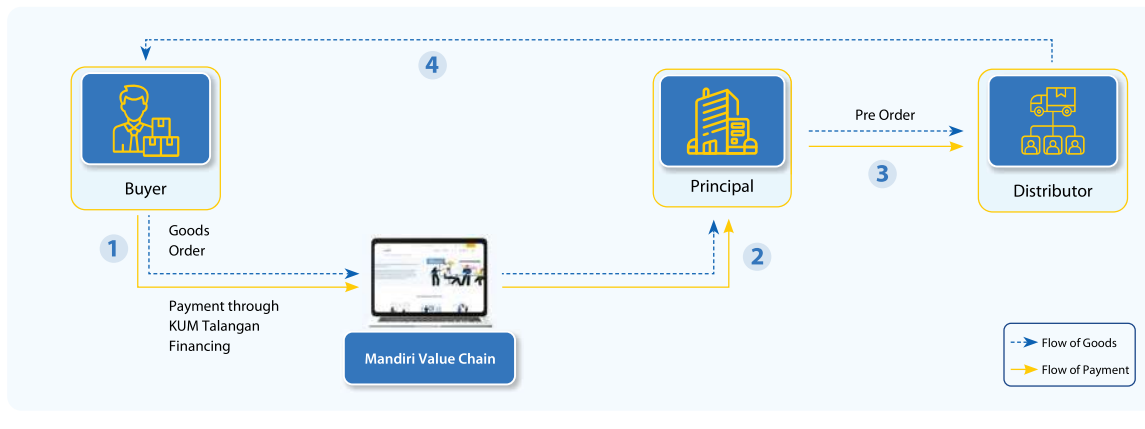
### SME Segment

Financing is provided to downstream supply chains of wholesale customers through streamlined application processes aligned with established Risk Acceptance Criteria (RAC). The financing process is conducted digitally via Mandiri Value Chain, covering both trade payables and trade receivables. In 2025, Bank Mandiri disbursed Account Receivable Financing amounting to IDR20.4 trillion and Distributor Financing amounting to IDR1.3 trillion.

### Micro Segment

Mandiri Value Chain provides a dedicated platform for ordering 3 kg Liquefied Petroleum Gas (LPG), designed to streamline and simplify order administration for LPG distribution bases.

In addition, the Micro Business Advance Loan (KUM Talangan) is available with a fully digital application process. KUM Talangan was extended to 16 LPG bases, with total financing amounting to IDR53 million.



**Pasar Digital UMKM Indonesia (PaDi UMKM)**

Bank Mandiri recognizes that MSMEs continue to face a range of challenges in expanding market access, securing payment certainty, and maintaining healthy cash flow to support business operations. Limited marketing networks and constrained access to large-scale buyers often hinder MSMEs from increasing sales volumes and sustaining long-term business continuity.



In response, Bank Mandiri supports MSMEs through PaDi UMKM, an MSME digital trading platform integrated with the SOE ecosystem. Through this, MSMEs’ access to marketing and sales opportunities within the SOE market is expanded, while also providing invoice financing facilities to support MSME vendors serving SOEs. These facilities are easily accessible via the PaDi UMKM application or website, with financing tenors of up to three months and limits of up to IDR200 million. This initiative demonstrates Bank Mandiri’s commitment to strengthening the MSME ecosystem by integrating market access and financing to support sustainable business growth.

**Digital Solutions for SMEs**



Bank Mandiri offers dedicated digital propositions to selected SMEs customers as part of its efforts to broaden financial service outreach and promote wider adoption of its digital ecosystem. Through WhatsApp Business, Livin’ by Mandiri, and Kopra by Mandiri, Bank Mandiri delivers landing page links that enable customers to apply for financing, select products, determine credit limits and tenors, and complete the required data submission.

All applications, together with supporting data and documentation, are automatically recorded in the Leads Monitoring system before being distributed to Relationship Managers (RMs). Within three working days, the RM contacts the customer, conducts a credit analysis through on-site visits, and proceeds with the underwriting process using the Loan Origination System – Integrated Processing System (LOS IPS) or the New Loan Origination System for the Small and Medium Enterprise segment (New LOS SME). Throughout 2025, the implementation of this digital offering successfully disbursed financing totaling IDR600.6 billion to MSMEs.





# Non-Financial Support for Communities

In advancing inclusive prosperity, Bank Mandiri recognizes that the challenges faced by underserved communities are multidimensional and cannot be addressed solely through the expansion of financial access. Accordingly, Bank Mandiri provides non-financial support to communities, including underserved groups, through various initiatives focused on strengthening individual and community capacity.

These initiatives encompass skills development programs, educational support, community-based small business development, and the provision of supporting facilities and infrastructure. This approach is designed to expand economic opportunities, promote economic and social self-reliance, and foster more resilient and inclusive communities.

## Community Empowerment through the CSR Program

[GRI 203-1, 203-2, 413-1, 413-2] [OJK F.23] [IDX S-12]

Bank Mandiri places sustainable social and economic development as a key priority through the implementation of its Corporate Social Responsibility (CSR) programs. Guided by the principles of ISO 26000, this program is implemented with a strong emphasis on ethics, transparency, and positive contributions to society and the environment. The program is managed by the Corporate Social Responsibility Department under the Corporate Secretary Group, with the SEVP Corporate Relations serving as the responsible executive under the supervision of the President Director. [GRI 3-3]

Bank Mandiri's CSR programs are designed to deliver meaningful positive impacts on community welfare, particularly by creating opportunities for communities to develop independent economic activities. To ensure optimal outcomes, Bank Mandiri conducts comprehensive assessments based on social mapping results, Sustainable Development Goals (SDGs) achievements, and support for national programs such as Astacita, with all CSR activities (100%) involving the community. All programs are also subject to regular evaluation through monthly internal

meetings of the Corporate Social Responsibility Department to ensure their effectiveness. [GRI 413-1]

This approach is further strengthened through the adoption of the Creating Shared Value (CSV) concept in accordance with the Minister of SOEs Regulation No. PER-1/MBU/03/2023, ensuring that program benefits are optimized and broadly realized by stakeholders. With this structured governance mechanism in place, there were no community complaints related to the implementation of the CSR programs throughout the reporting year.

Bank Mandiri recognizes that banking activities may also entail potential social risks, including social dynamics around service locations and the risk of community dependence on credit products. Therefore, Bank Mandiri consistently strengthens financial literacy, applies prudent risk assessments, and coordinates with local stakeholders to ensure that its operations continuously deliver sustainable benefits to society. [GRI 413-2] [OJK B.3]



## Objectives

1. To foster harmonious relationships between the Bank and the community.
2. To support the growth of independent, resilient, and competitive micro, small, and medium enterprises (MSMEs) through professional management practices.
3. To develop MSME capacity-building models that emphasize inclusiveness, self-reliance, professionalism, and ethical standards.
4. To preserve environmental sustainability and enhance community quality of life, including in the areas of education, health, and social welfare.



## Implementation Basis

1. Law No; 7 of 1992 on Banking, as amended by Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation.
2. Law No; 19 of 2003 on State-Owned Enterprises, as last amended by Government Regulation in Lieu of Law No; 2 of 2022 on Job Creation.
3. Law No; 40 of 2007 on Limited Liability Companies, as last amended by Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation.
4. Financial Services Authority Regulation No. 51/POJK.03/2017 on the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies; Government Regulation No. 47 of 2012 on the Social and Environmental Responsibility of Limited Liability Companies.
5. Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-1/MBU/03/2023 dated 24 March 2023 on Special Assignments and Social and Environmental Responsibility Programs of State-Owned Enterprises.



## Principles

Referring to Regulation PER-1/MBU/03/2023 on Special Assignments and the CSR Program of State-Owned Enterprises, there are four principles for the systematic and integrated implementation of CSR programs, as follows:

1. **Integrated**, meaning the program is based on risk analysis and business processes that are interconnected with stakeholders;
2. **Targeted**, meaning the program has a clear direction to achieve the Bank's objectives;
3. **Impact-Measured**, meaning the program delivers contributions and benefits that create change or added value for stakeholders and the Bank; and
4. **Accountability-Oriented**, meaning the program is accountable and can be properly justified, thereby minimizing the potential for misuse and irregularities.

## Bank Mandiri CSR Pillars [OJK F.25]

The implementation of CSR is guided by four main pillars, namely social, legal and governance, economic, and environmental.

**Social**

To fulfill fundamental human rights in a fair and equitable manner, ensuring quality standards that enhance the well-being of society as a whole.

**Law and Governance**

To ensure legal certainty and effective, transparent, accountable, and participatory governance in order to foster security stability and uphold a state governed by the rule of law.

**Economic**

Quality economic growth driven by sustainable employment and business opportunities, innovation, inclusive industries, adequate infrastructure, and clean energy, supported by strategic partnerships.

[GRI 203-2]

**Environment**

Sustainable management of natural resources and the environment as the foundation supporting all forms of life.

Type of Activity	Achievement (Number of Programs)	2025	
		Target	Realization
Social Pillar	553	IDR131.5 Billion	IDR138.4 Billion
Economic Pillar	258	IDR52.5 Billion	IDR53.2 Billion
Environmental Pillar	346	IDR62 Billion	IDR58.2 Billion
Legal and Governance Pillar	17	IDR4 Billion	IDR1.3 Billion
<b>Total</b>	<b>1,174</b>	<b>IDR250.0 Billion</b>	<b>IDR251.1 Billion</b>



In 2025, Bank Mandiri disbursed **CSR funds totaling IDR251.1 billion**, representing an increase of **0.4%** compared to the previous year, which recorded IDR250.0 billion. This increase reflects Bank Mandiri's commitment to strengthening the achievement of its sustainability objectives through various programs that deliver tangible impacts on communities and the environment.

## CSR Program Achievements

Bank Mandiri's commitment to implementing CSR programs has been recognized by various stakeholders. The awards received throughout 2025 reflect Bank Mandiri's strong

dedication to delivering initiatives that generate tangible and meaningful impacts for communities.

No	Date	Awarding Institution		Awarder
		Award Title	Category	
1.	April 29, 2025	7 <sup>th</sup> CSR Brand Equity Awards 2025	Winner of the 7 <sup>th</sup> CSR Brand Equity Awards 2025 in the Banking Category	The Iconomics Media
2.	April 11, 2025	CSR for Sustainable Business Growth and Asta Cita Government Programs	1. Platinum Trophy 2. Top CSR Awards 2025 #STAR 5 3. Top Leader on CSR Commitment 2025	Top CSR Awards 2025
3.	August 1, 2025	Public Expose 2025	Award for Collaboration in Health Service Programs and Disaster Response	Mandiri Amal Insani
4.	September 30, 2025	CSR Awards 2025	Impact Leaders Awards	Investortrust.id
5.	October 15, 2025	Solidarity for a Stunting-Free Generation	High Commitment and Tangible Contribution in Supporting the Foster Parents Movement for Stunting Prevention (GENTING)	Ministry of Population and Family Development / BKKBN
6.	October 23, 2025	Anugerah Liputan 6	Inspirational CSR Innovation Award: Driving Innovative Social Impact	Liputan 6
7.	November 5, 2025	Future Initiative Forum 2025	Inclusive Economy & Empowerment Awards	Human Initiative
8.	December 10, 2025	Foster Parents for Stunting Prevention (GENTING)	Gold Status in the Foster Parents Movement for Stunting Prevention (GENTING) Program	Ministry of Population and Family Development / BKKBN
9.	December 10, 2025	MSME Bazaar for Indonesia	Best Education Award	PaDi UMKM

## Implementation of CSR Programs [OJK F.25]

The implementation of CSR programs is focused on three main priorities: education, environment, and the development of Micro and Small Enterprises (MSEs). These priorities serve as the foundation for designing various initiatives aimed at delivering direct benefits to communities across different regions.

Education Priority	Environmental Priority	MSE Development	Other Initiatives
<ul style="list-style-type: none"> <li>Mandiri Scholarship</li> <li>Mandiri Edukasi</li> <li>Mandiri Peduli Sekolah</li> <li>Educational Facilities and Infrastructure Development</li> </ul>	<ul style="list-style-type: none"> <li>Aksi Bersih Mandiri</li> <li>Mandiri Sahabat Desa</li> <li>Mandiri Sehat</li> <li>Mandiri Air Bersih</li> </ul>	<ul style="list-style-type: none"> <li>Rumah BUMN (RB) Bank Mandiri</li> <li>Mandiri Sahabatku</li> <li>Wirausaha Muda Mandiri (WMM)</li> <li>Mandiri Sahabat Difabel</li> <li>Farmer and Fisher Entrepreneurship</li> <li>Mandiri Lingkar Hijau</li> <li>Mudik Bersama Mandiri</li> </ul>	<ul style="list-style-type: none"> <li>Mandiri Berbagi Kebajikan</li> <li>Mandiri Tanggap Bencana</li> <li>Development of Public Facilities and Infrastructure</li> </ul>

## Mandiri Bersama Mandiri Program [OJK F.25]

This program is a flagship initiative under Bank Mandiri’s CSR framework, aimed at advancing community empowerment and supporting sustainable economic growth in Indonesia. Through a collaborative and innovative approach, the program is designed to build economically self-reliant communities. The key objectives include:

- Enhancing the economic well-being of communities across Indonesia.
- Strengthening community-based economic empowerment.
- Improving financial literacy among underserved and vulnerable groups.
- Promoting sustainable community development.
- Supporting the Government’s National Economic Recovery Program (PEN).



### Mandiri Sahabatku



A capacity-building initiative for Indonesian Migrant Workers (PMI), covering entrepreneurship training, financial literacy and inclusion, and business mentoring to strengthen financial independence.

In 2025, a total of **21,074** Indonesian Migrant Workers in Hong Kong, Malaysia, South Korea, Taiwan, Japan, and Indonesia participated in the program through both online and in-person training sessions.



**21,074** Indonesia Migrant Workers

Hong Kong  
South Korea  
Japan

Malaysia  
Taiwan  
Indonesia



### Aksi Bersih Mandiri



A program that engages Bank Mandiri employees and local communities in maintaining environmental cleanliness and sustainability. Through collective action and environmental education, including the reduction of single-use plastics, recycling initiatives, and waste management, the program fosters awareness of the importance of a clean and healthy environment.



#### 2025 Implementation Highlights:

- Conducted at **30** strategic locations, including public areas and national event sites
- **12.7** tons of inorganic waste collected and recycled
- **1,350** volunteers involved, comprising employees and community members



### Wirausaha Muda Mandiri(WMM)



In 2025, the WMM program focused on the grand finale competition as the main stage of the selection, curation, business training classes, and assessment of high-potential young entrepreneurs. This stage was attended by **20** WMM finalists.

The WMM program extends beyond the competition phase. Following the grand finale, Bank Mandiri implemented an after-competition program designed to ensure business sustainability for participants and alumni.



#### 2025 Program Focus:

- CSR program collaboration with WMM alumni
- Provision of financing access and continuous financial literacy
- Business mentoring and business scale development
- Strengthening alumni business networks and communities
- Integration of alumni into Bank Mandiri's product and service ecosystem



### Rumah BUMN (RB) Bank Mandiri



A collaborative platform among State-Owned Enterprises (SOEs) aimed at building a digital economic ecosystem through the development and empowerment of MSMEs. The program serves as a center for MSMEs education, capacity building, and digitalization to enhance business quality, competitiveness, and independence nationwide.

In 2025, as one of 25 SOEs appointed under the Rumah Kreatif BUMN (RKB) initiative, Bank Mandiri managed **23** Rumah BUMN centers across Java, Bali, Nusa Tenggara, Sumatra, Kalimantan, Sulawesi, Maluku, and Papua.

As of 2025, **17.6 thousand** MSMEs had participated in the program, with **7,928** MSMEs successfully upgrading their business scale.



### Mudik Bersama Mandiri



The Mudik Bersama Mandiri Program reflects Bank Mandiri's social responsibility commitment and is implemented annually ahead of Idul Fitri. The program facilitates safe and comfortable homecoming journeys while providing social benefits for communities, by reducing transportation costs and improving travel safety, while also contributing to carbon emission reductions through the use of mass transportation, which is more efficient than private vehicles.

In 2025, the program served more than **8,000** travelers, supported by **170** buses.





### Mandiri Sahabat Desa



An initiative focused on empowering rural communities, particularly in economic development, financial inclusion, and skills enhancement. The program includes support for public infrastructure development, financial literacy, MSME assistance, healthcare services, and social community activities.

Through this program, Bank Mandiri promotes the development of independent, prosperous, and economically resilient villages capable of contributing to sustainable national economic growth.

**2025 activities Included:**

- Tourism and MSME development support in Semarang Regency, including shuttle vehicles, mini theater revitalization, toilet renovations, greenhouse development, agricultural mini laboratories, waste transport vehicles, and cold storage facilities
- Infrastructure and financial literacy support for **18** villages in the Prambanan area, Yogyakarta, with a total of **630** beneficiaries. The program includes the construction of village monuments, strengthening of cooperative facilities and infrastructure, and provision of integrated farming facilities for livestock farmer groups to encourage independence and improve the economic capacity of local communities
- Empowerment of sorghum farmers in Jasinga District, Bogor Regency
- Farmer empowerment in Pamarican, Ciamis Regency, West Java
- Strengthening community-based economic activities through participation in the Merah Putih Village/Urban Cooperative Program (KDKMP)



### Mandiri Bakti Kesehatan



An initiative focused on improving community health quality, particularly in areas requiring healthcare support. The program aims to foster healthier and more prosperous communities through direct healthcare services and health education.

**2025 activities included:**

- Healthcare services for Abdi Dalem in the Special Region of Yogyakarta
- Stunting prevalence reduction efforts in Papua, East Nusa Tenggara, Central Sulawesi, and Yogyakarta
- Healthcare services for more than **7,000** underprivileged individuals nationwide
- Provision of healthcare facilities, including **42** ambulances
- Free mass circumcision programs for over **5,000** children
- Provision of disaster response vehicles to support rapid emergency response





### Mandiri Sahabat Difabel



A disability empowerment program aimed at improving quality of life through access to education, skills training, and economic support. The program reflects Bank Mandiri's commitment to equality and inclusion, ensuring equal opportunities for all individuals to grow and contribute.

In 2025, support was provided to **210** persons with disabilities through:

- Financial literacy training for disability communities.
- Skills training and educational programs to enhance employability.
- MSME development and mentoring for enterprises managed by persons with disabilities.



### Mandiri Lingkar Hijau



A program focused on waste management and circular economy development to generate positive environmental and social impacts. Activities include waste collection from the food and beverage industry, research and processing of waste into economically valuable products, and sustainable waste management training for communities.

In 2025, the Mandiri Lingkar Hijau program was implemented twice in the cities of Bandung and Jakarta, involving students, artisans, the community, and alumni of Wirausaha Muda Mandiri. Throughout its implementation, the program will impact **465** beneficiaries, supported by **4** training sessions and the provision of **17** program support facilities, including transport vehicles and processing machines, to strengthen the business capacity and economic sustainability of participants.



### Mandiri Air Bersih



The Mandiri Air Bersih Program aims to improve community access to clean water and proper sanitation, particularly in areas with limited water infrastructure. The program includes the development of clean water and sanitation systems, as well as education on water management and environmental hygiene.

#### Program Focus Areas:

- Development of clean water and sanitation systems
- Education on water management and environmental cleanliness

In 2025, the program was implemented at **34** locations across Indonesia, including Ende Regency, Southwest Sumba Regency, Kupang Regency, Lamongan Regency, and Sleman Regency.





### Mandiri Peduli Sekolah



A program focused on improving the quality of educational facilities through minor renovation activities in school environments. Activities include repainting school facilities, repairing desks and chairs, establishing Mandiri Reading Corners, and improving supporting infrastructure to create a more conducive learning environment.

In 2025, the program was implemented in **27** schools, benefiting **7,118** students, with employees and community members actively involved as volunteers.



## Bangkit Bersama Mandiri Program [OJK F.25]

As part of Bank Mandiri's commitment to supporting community well-being, the Bangkit Bersama Mandiri Program is designed to address a range of social, health, education, and environmental challenges. The initiative focuses not only on short-term assistance but also on building long-term community resilience. The program primarily aligns with SDG 10: Reduced Inequalities, with the following key objectives:

- Supporting disaster-affected communities through emergency response and post-disaster recovery.
- Assisting underprivileged communities in meeting their basic needs.
- Improving access to basic infrastructure such as places of worship, sanitation facilities, and other public amenities.
- Building a sustainability ecosystem that supports the social and economic well-being of communities.

### Development of Public Facilities and Infrastructure [GRI 213-1]

The Facilities and Infrastructure Development Assistance Program represents Bank Mandiri's social responsibility commitment to supporting infrastructure development across various regions in Indonesia, particularly in areas with limited access. Through this program, Bank Mandiri contributes to the provision of public facilities that enhance community quality of life and promote sustainable social and economic development. In 2025, the construction of these facilities was carried out in more than 400 locations across various regions of Indonesia.

#### Facilities developed in 2025 included:

- Houses of worship, including mosques, churches, and temples.
- Rural roads and bridges to improve community accessibility.
- Sanitation facilities and clean water infrastructure in various regions.
- Other public facilities, including the renovation of uninhabitable housing.





### Disaster Response

A disaster response initiative focused on addressing natural disasters through collaboration with various stakeholders. The program aims to accelerate the handling of disaster impacts on affected communities by providing essential assistance and supporting post-disaster recovery efforts. In its implementation, Bank Mandiri works closely with the National Disaster Management Agency (BNPB), the Ministry of State-Owned Enterprises, and local governments to ensure that assistance is delivered promptly, accurately, and with optimal positive impact.



#### Location

- Earthquake in Buol Regency
- Floods in Kudus Regency
- Floods in Pekalongan City
- Floods in Tangerang
- Floods and landslides in Sukabumi Regency
- Floods in Ternate City
- Fire in Kemayoran
- Mount Ruang eruption
- Floods in North Luwu Regency
- Floods in Gresik Regency
- Floods in Makassar
- Floods in Jakarta
- Floods in Bogor
- Floods in Depok
- Mount Lewotobi eruption
- Disaster in Purwakarta
- Landslide in Cilacap
- Floods in Sukabumi
- Floods and landslides in West Sumatra, North Sumatra, and Aceh
- As well as other disaster response assistance activities

The total assistance provided amounted to more than **300,000** aid packages containing food, medicines, and other basic necessities, the construction of temporary shelters for affected residents, and the deployment of Mandiri Disaster Response Volunteers.

### Mandiri Berbagi Kebajikan

A social initiative by Bank Mandiri aimed at supporting communities in need, particularly during significant moments such as Ramadan, Idul Adha, and other religious holidays. This program reflects Bank Mandiri's commitment to improving social welfare and alleviating the burden on communities in areas requiring support. Through this initiative, Bank Mandiri seeks to strengthen the spirit of sharing and social solidarity.



#### 2025 distribution includes:

- **57,600** Ramadan packages distributed to orphans, underprivileged communities, and the elderly across Indonesia. Rural roads and bridges to improve community accessibility.
- **50,000** social aid packages provided through the Mandiri Affordable Market Program, sold at affordable prices to pre-prosperous families.
- **5,000** cans of ready-to-eat meat distributed to communities in Morowali Regency, Nunukan Regency, Konawe Regency, Bintan Regency, and Seluma Regency.



## Evaluation of CSR Programs

Bank Mandiri conducts regular monitoring and evaluation to ensure the effectiveness of its CSR programs and to continuously enhance their implementation going forward. To monitor local conditions and emerging issues, Bank Mandiri maintains ongoing communication through regular meetings and other communication channels with government authorities, relevant

institutions, and community leaders. In addition, Bank Mandiri applies the Social Return on Investment (SROI) methodology as part of its evaluation process to assess the impact generated by CSR programs. The resulting SROI scores reflect the economic value of the social impacts delivered through CSR initiatives. [GRI 2-25, 3-3, 413-2] [OJK F.25]

Program Name	SROI Value
Urban Livin: Sekolah Kejar Paket Mampang	7.59
Mandiri Lingkar Hijau Bandung	5.09
Mandiri Sahabat Desa: Empowerment of Fishermen in Langkat Region	2.31
Mandiri Sehat: Stunting Prevention in Gunung Kidul	2.14

**Notes:**

In 2025, all assessed programs achieved an SROI value greater than 1, demonstrating that every social investment delivered social benefits exceeding the amount invested.

