



BOARD OF DIRECTORS

Board of Directors Composition and Appointment Basis

Name	Position	Basis of Appointment	Effective Date	Period
Darmawan Junaidi	President Director	Period 1: EGMS 21 October 2020 Period 2: AGMS 10 March 2022	23 December 2020	2022-2027
Alexandra Askandar	Vice President Director	Period 1: EGMS 21 October 2020 Period 2: AGMS 14 March 2023	23 December 2020	2023-2028
Agus Dwi Handaya	Director of Compliance and HR	Period 1: AGMS 21 March 2018 Period 2: AGMS 14 March 2023	12 September 2018	2023-2028
Riduan*	Director of Corporate Banking	Period 1: EGMS 7 January 2019 Period 2: AGMS 14 March 2023	15 Mei 2019	2023-2028
Aquarius Rudianto	Director of Network and Retail Banking	Period 1: AGMS 19 February 2020	2 September 2020	2020-2025
Toni E. B. Subari	Director of Operations	Period 1: EGMS 21 October 2020	15 January 2021	2020-2025
Rohan Hafas	Director of Institutional Relations	Period 1: EGMS 21 October 2020	23 December 2020	2020-2025
Sigit Prastowo	Director of Finance and Strategies	Period 1: EGMS 21 October 2020	23 December 2020	2020-2025
Timothy Utama	Director of Information Technology	Period 1: AGMS 15 March 2021	24 Mei 2021	2021-2026
Eka Fitria	Director of Treasury and International Banking	Period 1: AGMS 14 March 2023	21 August 2023	2023-2027
Danis Subyantoro**	Director of Risk Management	Period 1: AGMS 7 March 2024	30 August 2024	2024-2028
Totok Priyambodo**	Director of Commercial Banking	Period 1: AGMS 7 March 2024	30 August 2024	2024-2028

*) Transfer of duties to Director of Corporate Banking at the Annual GMS on March 7, 2024.

**) Appointed as Director on the Annual GMS on March 7, 2024.

BOARD OF DIRECTORS CHARTER

In carrying out its responsibilities, the Board of Directors assigns under a Charter (BOD Charter) that serves as a comprehensive framework for its Guidelines and Code of Conduct. This Charter was officially ratified through Board of Directors Decree No. KEP.DIR/040/2023 on 23 October 2023, which governs the Guidelines and Code of Conduct for the Board of Directors of PT Bank Mandiri Tbk. The Charter provides detailed regulations and instructions aimed at ensuring professionalism, accountability, and adherence to governance principles, covering the following aspects:

1. General Terms
2. Organization, Management, Authority to Act, Duties and Responsibilities
3. Board of Directors Meetings
4. Working Time and Ethics
5. Committees
6. Correspondences
7. Board of Directors Shareholding
8. Performance Assessment of the Board of Directors
9. Others
10. Change
11. Closing

BOARD OF DIRECTORS DUTIES AND RESPONSIBILITIES

In accordance with the BOD Charter, the duties, obligations, and responsibilities of the Board of Directors are clearly defined to serve as a guiding framework of activities. This ensures that the Bank's operations align with applicable laws, regulations, and governance principles while fostering accountability and operational efficiency. The following outlines the specific duties and obligations of the Board of Directors as stated in the Charter.

1. Perform and be responsible for the management of the Company for the interest and in accordance with the purposes and objectives of the Company as stipulated in Articles of Association and act as leaders in the management.
2. Maintain and manage the Company's assets.
3. Represent the Board of Directors for and on behalf of the Company both inside and outside the Court.
4. Arrange and define vision and mission, strategy and the management policy of the Company.
5. Arrange, establish, supervise and evaluate the implementation of the Company's medium- and long-term Plans (Corporate Budget Work Plan, Business Plan Development, Sustainable Financial Action Plans and Human Resource Development Plans).
6. Set the Company's performance targets, conduct supervision and evaluation and striving for the achievement of the Company's performance targets.
7. Arrange, implement and evaluate the Company's risk management strategies and policies from the identification stage to risk monitoring.
8. Establish the policies and implement Corporate Governance principles and internal control.
9. Maintain the image of the Company and establish relationships with all stakeholders.

10. Carry out other duties and responsibilities regulated in the Articles of Association, laws and regulations, and stipulations of the General Meeting of Shareholders, Board of Director's Meetings and the Company regulations.

Rights and Authorities of the Board of Directors

The Board of Directors has the following rights and authorities:

1. Take all actions and decision in managing the Company by observing the Company's Articles of Association, Laws and Regulations, Company regulations and Good Corporate Governance.
2. Establish the segregation of management duties amongst the Directors, in the event that it is not decided by the General Meeting of Shareholders.
3. Direct and set the policies as well the Company regulations to support the Company's management/activities related to budget/ financial of business activities risk management, operational, and human resources.
4. Regulate the delegation of powers of the Board of Directors to represent the Company inside and outside the Court to one or several specific people as individuals or collectively and/or to another body.
5. Regulate provisions regarding employees including the determination of salaries, pensions, or day guarantees old and other income for the Company's employees based on legislation.
6. Appoint and dismiss employees based on labour and other laws and regulations.
7. Appoint and dismiss the Corporate Secretary and/or Head of Internal Audit Unit with the approval of the Board of Commissioners.



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8. Write off bad debts according to provisions in the Articles of Association which further shall be reported to Board of Commissioners to be reported and accounted for in the Annual Report.
9. Not collecting interest receivables, fines, fees, and other receivables in the context of restructuring and/or settlement of receivables as well as taking other actions to settle the Company's receivables with the obligation to report to the Board of Commissioners with the reporting provisions and procedures determined by the Board of Commissioners.
10. Carry out all other actions regarding the management and ownership of the Company's treasury, binds the Company with other parties and/or vice versa, as well as representing the Company inside and outside the Court about all matters and events, with restrictions stipulated in the laws and regulations, Articles of Association and/or the GMS decision.
11. Determine the Organizational Structure and Company executives up to a certain level that is regulated through the Decree of the Board of Directors with regard to provisions of the Articles of Association, laws and regulations and Company regulations.
12. Delegating duties, responsibilities and authority to executives below the Directors to assist in managing the Company while taking into account the Articles of Association, laws, and Company regulations.
13. Supervising every Company activity to be in accordance with its aims and objectives and Good Corporate Governance.

Board of Directors Duties Segregations

In carrying out its duties, the Board of Directors' duties are divided into the following:

Name	Position	Supervision
Darmawan Junaidi	President Director	Internal Audit (Wholesale & Corporate Center Audit, Retail Audit, IT Audit, Senior Investigator), Corporate Relations (Corporate Secretary, Enterprise Legal)
Alexandra Askandar	Vice President Director	Special Asset Management, Legal, Digital Marketing dan Environmental, Social and Governance
Agus Dwi Handaya	Director of Compliance and HR	Compliance & AML – CFT, Human Capital (HC) Strategy & Talent Management, HC Services, HC Engagement & Outsource Management, HC Performance & Remuneration, Mandiri University, Improvement Project
Riduan*	Director of Corporate Banking	Corporate Banking, Corporate Solution, Wholesale Banking
Aquarius Rudianto	Director of Network and Retail Banking	Micro Development & Agent Banking, Micro Personal Loan, Credit Cards, Consumer Loans, SME Banking, Wealth Management, Distribution Strategy, Transaction Banking Retail Sales, Retail Deposit Product & Solution, Distribution & Consumer
Toni E. B. Subari	Director of Operations	Wholesale Credit Operation, Retail Credit Operation, Retail Credit Center, Cash & Trade Operations, Electronic Channel Operations, Customer Care, Business Continuity Management
Rohan Hafas	Director of Institutional Relations	Government & Institutional, Government Solution, Corporate Real Estate, Government Project
Sigit Prastowo	Director of Finance and Strategies	Strategy & Performance Management, Accounting, Investor Relations, Strategic Investment & Subsidiaries Management, Business Transformation, Corporate Transformation, Corporate Center

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Name	Position	Supervision
Timothy Utama	Director of Information Technology	Information Technology (IT Infrastructure, IT Applications Support, IT Digital Channel Delivery, IT Application Delivery), Digital Banking (Digital Wholesale Banking, Digital Retail Banking), Enterprise Data Analytics, IT Strategy & Architecture, CISO Office
Eka Fitria	Director of Treasury and International Banking	International Banking & Financial Institution (Overseas Banking Network, Financial Institutions Business), Treasury, Transaction Banking Wholesale, Strategic Procurement, Office of Chief Economist
Danis Subyantoro**	Director of Risk Management	Wholesale Risk (Corporate Risk, Commercial Risk), Market Risk, Operational Risk, Credit Portfolio Risk, Policy & Procedure, Consumer Credit Risk & Analytics, SME & Micro Risk, Retail Collection & Recovery, Data Protection & Fraud Risk
Totok Priyambodo**	Director of Commercial Banking	Commercial Banking, Commercial Solution

*) Transfer of duties to Director of Corporate Banking at the Annual GMS on 7 March 2024.

**) Appointed as Director effective from the Annual GMS on 7 March 2024.

BOARD OF DIRECTORS TENURE

The term of office of the Board of Directors is as follows:

1. The Board of Directors members are appointed for the tenure effective as of the GMS closing or other dates specified by the GMS and ends after the closing of the 5th (fifth) Annual GMS after the appointing date, on the condition of no more than 5 (five) years, by considering the applicable laws and regulations including the Capital Market, without reducing the GMS rights to dismiss the Board of Directors members at any time before the tenure ends.
2. The dismissal is effective after the closing of the GMS, unless defined otherwise by the GMS.
3. After the tenure ends, the Board of Directors members can be reappointed by the GMS for another tenure.

CRITERIA OF THE BOARD OF DIRECTORS

The candidates of the Board of Directors members are individuals who when appointed or during the tenure meet the following requirements:

1. Having good ethics, morals and integrity.
2. Eligible to conduct legal actions.
3. Within 5 (five) years prior to appointment or during the office, he/she:
 - a. Has never been declared bankrupt.
 - b. Has never been a member of the Board of Directors and/or Board of Commissioners found guilty of causing a Company bankrupt.
 - c. Has never been sentenced of crime for causing the loss of the country and/or relating to financial sector.
 - d. never becomes a member of the Board of Directors and/or member of the Board of Commissioners who, during his/her tenure:
 - has failed to hold Annual GMS.
 - whose accountability as member of Board of Directors and/or Board of Commissioners has been declined by GMS or has never provided accountability report as member of Board of Directors and/or Board of Commissioners to GMS.



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- has caused a company that has license, approval, or registration from FSA not to fulfil its obligation to deliver Annual Report and/or financial report to the OJK.
- e. Has the commitment to comply with the laws and regulations.
- f. Has the knowledge and/or expertise in the area required by the Company.

BOARD OF DIRECTORS CONCURRENT POSITIONS POLICY

The provisions for concurrent positions for the Board of Directors are regulated in the following:

1. Regulation of the Minister of SOEs No. PER-11/MBU/07/2021 concerning Requirements, Procedures for Appointment, and Dismissal of Members of the Board of Directors of State-Owned Enterprises, as amended by Regulation of the Minister of SOEs No. PER-7/MBU/09/2022, and lastly amended by the SOE Minister Regulation No. PER-3/MBU/03/2023 concerning the Organization and Human Resources of State-Owned Enterprises, members of the Board of Directors are prohibited from holding concurrent positions as:
 - a. Member of the Board of Directors in State-Owned Enterprises, Regional-Owned Enterprises, Private-Owned Enterprises.
 - b. Member of the Board of Commissioners in State-Owned Enterprises.
 - c. Other structural and functional positions in central and/or regional government agencies/institutions.
 - d. Political party administrators and/or legislative candidates/members; and/or candidate for regional head/deputy regional head.
 - e. Positions that may cause conflicts of interest and/or other positions in accordance with the provisions in the legislation.
2. OJK Regulation No. 17 of 2023 regarding the Implementation of Governance for Commercial Banks, prohibits members of the Board of Directors from concurrently holding positions as members of the board of directors, members of the board of commissioners, members of the Sharia supervisory board, or executives in banks, companies, and/or other institutions; in functional roles in financial institutions, banks, and/or non-bank financial institutions domiciled domestically or overseas; in other positions that may create conflicts of interest in carrying out duties as a member of the Board of Directors; and/or in other positions as stipulated by regulations.

Board of Directors Concurrent Position

Name	Position	Position in Other Companies/ Institutions	Name of Other Companies/ Institutions
Darmawan Junaidi	President Director	–	–
Alexandra Askandar	Vice President Director	–	–
Agus Dwi Handaya	Director of Compliance and HR	–	–
Riduan*	Director of Corporate Banking	–	–
Aquarius Rudianto	Director of Network and Retail Banking	–	–
Toni E. B. Subari	Director of Operations	–	–

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Name	Position	Position in Other Companies/ Institutions	Name of Other Companies/ Institutions
Rohan Hafas	Director of Institutional Relations	–	–
Sigit Prastowo	Director of Finance and Strategies	–	–
Timothy Utama	Director of Information Technology	–	–
Eka Fitria	Director of Treasury and International Banking	–	–
Danis Subyantoro**	Director of Risk Management	–	–
Totok Priyambodo**	Director of Commercial Banking	–	–

*) Transfer of duties to Director of Corporate Banking at the Annual GMS on 7 March 2024.

**) Appointed as Director effective from the Annual GMS on 7 March 2024.

BOARD OF DIRECTORS NOMINATION AND SELECTION PROCESS

Pursuant to the Articles of Association, members of the Board of Directors are appointed and dismissed by the GMS, for a period of 5 (five) years effective from the date of GMS appointment. Members of the Board of Directors whose office terms are expired may be reappointed by the GMS.

The procedure for the appointment of Bank Mandiri Board of Directors refers to OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies, OJK Regulation No. 17 of 2023 regarding the Implementation of Governance for Commercial Banks, and SOE Minister Regulation No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises. The following are procedures of the Board of Directors' appointment:

- Origin of prospective SOE Board of Directors/ Board of Directors candidates come from:
 - Former BUMN Director.
 - BUMN Board of Commissioners/Supervisory Board.
 - Structural Officers and Government Functional Officers.
 - Another source.
- The GMS/Minister may appoint candidates proposed by the Succession Committee as members of the Board of Directors of SOEs.
- For certain SOEs, the appointment of an individual as a member of the SOE Board of Directors may be made after passing the Fit and Proper Test (UKK) according to sectoral regulations.
- In the event the appointment of SOE Board of Directors members is made before the UKK according to sectoral regulations, the SOE Board of Directors is authorized to carry out actions, duties, and functions as members of the SOE Board of Directors from the date they pass the UKK according to sectoral regulations.
- SOE Board of Directors members as referred to in paragraph (3) have a term of office effective from the date determined by the GMS/Minister.
- In the event certain SOE Board of Directors members fail the UKK according to sectoral regulations, the GMS/Minister may dismiss such SOE Board of Directors members, taking into account sectoral regulations.
- The appointment of an individual as a member of the SOE Board of Directors may be made through:
 - Decision of the Minister as the GMS/owner of capital if all shares/capital of the SOEs are owned by the State; or
 - Decision of the GMS or decision of all shareholders by circular resolution, if not all shares are owned by the State.

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8. For Public Companies, the curriculum vitae of candidates for appointment as members of the BUMN Board of Directors proposed to be appointed in the RUPS must be available and announced during the holding of the RUPS before the decision is made regarding the appointment of such individuals as members of the SOE Board of Directors.
9. Prior to being appointed as a member of the SOE Board of Directors, the individual concerned must sign a letter of resignation from other positions prohibited from being held concurrently with the position of SOE Board of Directors member effective from the date they are appointed as a member of the SOE Board of Directors.
10. In the event the individual concerned does not resign within the time frame as stipulated in the laws and regulations, their position as a member of the BUMN Board of Directors ends at that time.
11. In the event the appointment decision is made by the Minister or decision of all shareholders by circular resolution, the Deputy processes the delivery of the Decision Letter to the selected SOE Board of Directors member after the Decision is determined.
12. In the process of delivering the Decision Letter, the Deputy is assisted by the high-level official responsible for legal affairs, Assistant Deputies, and Sector Assistant Deputies.
13. After the delivery of the Decision Letter is carried out, all documents are handed over to the Deputy for administration.
14. In the event the appointment will be determined in the GMS, the submission of the UKK results to the Minister is accompanied by a letter of appointment for the candidate and a power of attorney to attend and make decisions in the GMS.
15. After the GMS is held, all documents related to the appointment of SOE Board of Directors members are handed over to the Deputy for administration.
16. The administrative process by the Deputy as referred to in paragraphs (12) and (14) includes documentation of the appointment and assessment process.

17. Board members commence their duties effectively from the date specified in the Minister's Decision/GMS/decision of all shareholders by circular resolution.
18. The format of the statement letter related to the appointment and dismissal of the Board of Directors as stated in Annex IV is an integral part of SOE Minister Regulation No. PER-3/MBU/03/2023.

The process of nominating and selecting the Board of Directors is carried out through the proposal of the members of the Board of Directors to the GMS by taking into account the recommendations of the Board of Commissioners and the Remuneration and Nomination Committee. Prior to the discussion on the appointment and dismissal of the Board of Directors in the GMS, information was provided on the profiles of new and reappointed candidates for the Board of Directors.

MECHANISM OF RESIGNATION AND DISMISSAL OF THE BOARD OF DIRECTORS

Resignation and dismissal mechanism for the Board of Directors is regulated by the Articles of Association as follows:

1. The GMS may dismiss the Board of Director's members at any time by stating its reasons.
2. The dismissal of a member of the Board of Directors is called for if, based on the factual circumstance, the said members:
 - a. Is unable/inadequate to fulfil the obligations as agreed in the management contract;
 - b. Is unable to perform duties appropriately;
 - c. Violates the provisions of the Articles of Association and/or the applicable laws;
 - d. Engages in actions that detrimental to the Company and/or country;

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- e. Conduct actions that violate ethics and/or propriety that should be valued by member;
 - f. Is declared guilty by the Court's decision with permanent legal force;
 - g. Resigns;
 - h. Other reasons deemed appropriate by the GMS for the interests and objectives of the Company.
3. The dismissal by the reasons aforementioned is conducted after the person(s) concerned in the event of dismissal is given the opportunity to raise defense, excluding the dismissal specified in the provisions of points f and g.
4. The dismissal due to reasons as referred to in point letter d and f are considered dishonorable discharge.
5. Among the Board of Director's members and between the Board of Directors' members and the Board of Commissioners' members, there shall not be any blood relationship of three generations, either vertical or horizontal in the family tree, including the familial relationship arising from marriage.
6. In the event that such condition prevails, the GMS has the authority to dismiss one of the members.
7. A member for the Board of Directors may resign from his/her position before his/her term of office expires. In the event that a member of the Board of Directors resigns, the said member shall submit a written request for resignation to the Company.
8. The Company must hold the GMS to decide on the resignation request of a member of the Board of Directors no later than 90 (ninety) days after receiving the letter of resignation.
9. The Company is obliged to provide information transparency to the public and submit it to the Financial Service Authority no later than 2 (two) working days after:
 - a. The approval of the resignation application from a member of the Board of Directors.
 - b. The achievement of the GMS results.
10. Before the resignation is effective, the concerned member of the Board of Directors shall assume responsibility to complete the duties and the responsibilities in accordance with the Articles of Association and the applicable laws.
11. The resigning member will be released from any responsibility after obtaining discharge of duty from the annual GMS.
12. A member of the Board of Directors is dismissed if:
 - a. The resignation has been in effect;
 - b. Passed away;
 - c. The tenure has expired;
 - d. Dismissed by the decision of GMS;
 - e. Declared bankrupt by a Commercial Court which has a permanent legal force or under the auspices based on a Court's decision; or
 - f. No longer fulfilling the requirements as a member of the Board of Directors based on the provisions of the Articles of Association and the applicable laws.
13. For the member of the Board of Directors dismissed before or after the term of office, unless unable to resume the position due to passing, the concerned member shall therefore be held responsible for their actions that have been rejected by the GMS;
14. The Board of Director's members may at any time be temporarily dismissed by the Board of Commissioners if they conduct actions contrary to the Articles of Association or there are indications of actions that harm the Company or neglect the obligations or there are crucial explanations for the Company, by paying attention to the following provisions:
 - a. Temporary dismissal shall be notified in written to the said member along with the rationale, then forwarded to the Board of Directors;

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- b. The notification as referred to in the letter "a" shall be submitted no later than 2 (two) working days after the temporary dismissal is effective;
- c. The member who is subject to temporarily dismissal has no authority to conduct the Company's management for the sake of the Company in relation with the purposes and objectives of the Company or to represent the Company either within or outside the Court;
- d. Within a period of at most 90 (ninety) days after the temporary dismissal has been done, the Board of Commissioners shall organize the GMS to revoke or reinforce the temporary dismissal;
- e. With the lapse of the period of holding the GMS as referred to in letter d or the GMS is unable to make a decision, the temporary dismissal will be cancelled;
- f. The limitation of authority as stated in point c shall be effective since the effective date of temporary dismissal by the Board of Commissioners until:
 - there is a decision of the GMS which reinforces or revokes the temporary dismissal in letter d; or
 - the due date as stated in letter d has passed.
- g. In the GMS as referred to in letter d, the member of concerned shall be given an opportunity to raise defenses;
- h. Temporary dismissal cannot be extended or re-established by the same rationale if the temporary dismissal is declared void as referred to in letter e;
- i. In the event that the GMS revokes the temporary dismissal or circumstances as referred to in letter e prevail, the concerned member shall remain to perform his/her tasks;
- j. If the GMS outcome reinforces the decision of the temporary dismissal, then the member is dismissed permanently;
- k. If the member who is subjected to temporary dismissal does not attend the GMS after being summoned in written, the member shall be considered to have neglected his/her rights to defend himself/herself in the GMS and agree to the GMS decision.
- l. The Company is obliged to conduct information transparency to the public and submit it to the Financial Services Authority regarding:
 - The decision of temporary dismissal; and
 - The results of GMS either to revoke or reinforce the temporary dismissal decision as referred to in letter "d", or any information regarding the cancellation of the temporary dismissal by the Board of Commissioners due to the absence of the GMS until the due date as referred to in letter e of this article, no later than 2 (two) working days from such happening.

POLICIES RELATED TO THE RESIGNATION OF THE BOARD OF DIRECTORS' MEMBERS DUE TO THEIR INVOLVEMENT IN FINANCIAL CRIMES

Bank Mandiri has in place the policy on resignation of member of the Board of Directors when involved in financial crime as stated in the Bank's Articles of Association.

Referring to the Article 14 paragraph (26) letter f of the Bank's Articles of Association, the tenure of member of the Board of Directors is ended if no longer meet the requirements as member of the Board of Directors based on the Articles of Association and other laws and regulations, including involvement in financial crime. In the event that a member of the Board of Directors is resigning including if involved in the financial crime, thus a concerned member of the Board of

Directors shall inform in writing regarding his/her intention to the Bank, and the Bank shall convene the GMS to take decision on the resignation of a member of the Board of Directors within 90 days after the acceptance of the resignation.

MANAGEMENT OF THE BOARD OF DIRECTORS CONFLICT OF INTEREST

Management of the Board of Directors conflict of interest is specified in Bank Mandiri Policy Architecture. Bank Mandiri Policy Architecture is a policy hierarchy/structure functioning as a framework and guidelines in policy preparation and implementation of Bank activity. The Management of the Board of Directors conflict of interest is as follows:

1. The Board of Commissioners, the Board of Directors, and Executives shall commit to prevent any forms of conflict of interest.
2. In the event that the Board of Directors member(s) has a personal Interests in a transaction, contract or contracts proposed in which one of the parties is the Bank, the interest shall be mentioned in the Board of Directors Meeting and the concerned Board of Directors member has no authority to take a vote.
3. Periodically, at least 1 (once) in a year, every member of the Board of Commissioners, the Board of Directors and the Executives are required to make a statement regarding conflict of interests with the Bank activities.
4. Members of the Board of Commissioners, the Board of Directors and the Executives are prohibited from having concurrent positions as specified in the applicable regulations.

AFFILIATIONS OF THE BOARD OF DIRECTORS

Affiliation refers to the relationships that may exist between members of the Board of Directors, the Board of Commissioners, and the Main or Controlling Shareholders of the Company. These relationships can arise from family ties, business interests, or professional associations. By identifying and disclosing potential affiliations, the Company can proactively mitigate conflicts of interest, ensure fair decision-making, and uphold the trust of stakeholders. These relationships may take the form of:

- Family relationship due to marriage and descent to the second degree either horizontal or vertical.
- Management or oversight relationship with Main/Controlling Shareholder.
- Share ownership by each member of the Board of Directors and Board of Commissioners to the Main/Controlling Shareholders as legal entity.

The Board of Directors of Bank Mandiri have no financial relations, management relations, shareholding and/or family relations with other members of the Board of Commissioners, the Board of Directors and/or Controlling Shareholders or relation with the Bank, which helps in carrying out their tasks and responsibility independently.

The affiliations of the Board of Directors are shown in the following table:



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Affiliations of The Board of Directors

Name	Position	Financial, Family, and Management Relations of the BOD													
		Financial Relations With						Family Relations With						Management Relations	
		BOC		BOD		Controlling Shareholders		BOC		BOD		Controlling Shareholders			
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Darmawan Junaidi	President Director		√		√		√		√		√		√		√
Alexandra Askandar	Vice President Director		√		√		√		√		√		√		√
Agus Dwi Handaya	Director of Information Technology		√		√		√		√		√		√		√
Riduan	Director of Corporate Banking		√		√		√		√		√		√		√
Aquarius Rudianto	Director of Network and Retail Banking		√		√		√		√		√		√		√
Toni E. B. Subari	Director of Operations		√		√		√		√		√		√		√
Rohan Hafas	Director of Institutional Relations		√		√		√		√		√		√		√
Sigit Prastowo	Director of Finance and Strategies		√		√		√		√		√		√		√
Timothy Utama	Director of Information Technology		√		√		√		√		√		√		√
Eka Fitria	Director of Compliance and HR		√		√		√		√		√		√		√
Danis Subyantoro	Director of Risk Management		√		√		√		√		√		√		√
Totok Priyambodo	Director of Commercial Banking		√		√		√		√		√		√		√

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SHAREHOLDING OF THE BOARD OF DIRECTORS

Based on POJK 17/2023 Article 32 letter a, the Board of Directors has disclosed share ownership of 5% (five percent) or more, either in the Bank concerned or in other banks and/or companies, both domestically and internationally. The share ownership of Bank Mandiri's Board of Directors is described in the table below.

Board of Directors Shares Ownership as of 31 December 2024

No.	Name	Position	Share Ownership				
			Bank Mandiri		Other Banks	Non-Bank Financial Institutions	Other Companies
			Total Shares	% Ownership			
1.	Darmawan Junaidi	President Director	11,134,200	0.0119295%	Nil	Nil	Nil
2.	Alexandra Askandar	Vice President Director	11,028,200	0.0118159%	Nil	Nil	Nil
3.	Agus Dwi Handaya	Director of Compliance & HR	11,347,300	0.0121578%	Nil	Nil	Nil
4.	Riduan	Director of Corporate Banking	11,250,000	0.0120536%	Nil	Nil	Nil
5.	Aquarius Rudianto	Director of Network & Retail Banking	7,102,000	0.0076093%	Nil	Nil	Nil
6.	Toni E. B. Subari	Director of Operation	6,082,200	0.0065166%	Nil	Nil	Nil
7.	Rohan Hafas	Director of Institutional Relations	5,965,200	0.0063913	Nil	Nil	Nil
8.	Sigit Prastowo	Director of Finance & Strategies	10,869,800	0.0116462%	Nil	Nil	Nil
9.	Timothy Utama	Director of Information Technology	7,036,600	0.0075392%	Nil	Nil	Nil
10.	Eka Fitria	Director of Treasury & International Banking	1,197,500	0.0012830%	Nil	Nil	Nil
11.	Danis Subyantoro	Director of Risk Management	344,800	0.0003694%	Nil	Nil	Nil
12.	Totok Priyambodo	Director of Commercial Banking	370,000	0.0003964%	Nil	Nil	Nil
Total			83,727,800	0.0897082%			



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ORIENTATION PROGRAM FOR THE NEW BOARD OF DIRECTORS

The Orientation Program is organized by the Company for newly appointed members of the Board of Directors to equip them with a comprehensive understanding of the Company's strategic and operational framework. The program aims to ensure that new Directors are well-informed about their roles and responsibilities, enabling them to contribute effectively to the Company's growth and governance. Key aspects of the program include:

1. The Company's strategy, policies, and work plan, providing insight into current goals and future directions.
2. The Company's core values, vision, and mission, ensuring alignment with the organization's purpose.
3. Duties, responsibilities, and authorities of the Board of Directors as outlined in the Articles of Association and in compliance with prevailing regulations in Indonesia.
4. Policies related to Corporate Governance, emphasizing ethical and effective management.
5. Facilities and resources available to support the Board of Directors in executing their duties.
6. Other relevant programs tailored to the specific needs of the Company and its Directors.

The Orientation Program is coordinated by the Corporate Secretary, who ensures the efficient delivery of materials and resources. In 2024, orientation programs were successfully conducted for newly appointed Directors, covering the aforementioned topics and equipping them with the necessary knowledge to fulfill their roles effectively.

Name	Position	Material	Material Provider	Date
Danis Subyantoro	Director of Risk Management	Self-Assessment of Integrated Risk Profile and Bank Soundness Level (TKB) of Bank Mandiri on a consolidated basis for the first semester period		05 August 2024
		Forum Area Head	ALL Region	15 August 2024
		Progress of Personal Data Protection & SAF Mortgage Preparation	- Data Protection & Fraud Risk - Senior Investigator	16 August 2024
		Risk Management Framework	- President Director - SEVP Wholesale Risk - CPR	19 August 2024
		Forum 3 ALCO Directors 1. Update on Liquidity Conditions for August 2024 2. Strategy for Achieving Regular Third-Party Funds (DPK) Target	- Tim ALCO - Transaction Banking Wholesale - Retail Deposit Product & Solution	22 August 2024

BOARD OF DIRECTORS

Name	Position	Material	Material Provider	Date
Totok Priyambodo	Director of Commercial Banking	Steering Committee of the Personal Data Protection Law 1. Update follow up arahan steerco 2. Update on the progress of the implementation of the PDP Law	<ul style="list-style-type: none"> - Dir. Keputusan & SDM - Dir. Operation - Dir. IT - SEVP IT - SEVP Digital Banking - Group Head Terundang (DFR, EDA, IT ASP, OPR, HCSTM, Legal, PCP, CISO, ITA, MUG, DRB, DSG, CCG, IT STA, IT APD, SOR IT, CPL, CCD, DGM, RDPS, TBRS) 	3 September 2024
		Regional Development Acceleration	All Region	13 November 2024
		Department Meeting. Agenda; 1. Strategy Discussion 2. Retail Quality Improvement	-	08 December 2024
		Policy & Procedure Committee 1. Revision of Internal Control Policy 2. ICOFR Operating Procedure Memorandum	<ul style="list-style-type: none"> - Dir. KPS - Dir. KES 	09 December 2024
		Discussion on MSME Debtor Bills Write-off	<ul style="list-style-type: none"> - PCP - Legal - RCR 	11 December 2024
		Update on the Results of Socialization of Loan Portfolio Guideline	All BOD	24 December 2024
		Meeting for Commercial Banking	<ol style="list-style-type: none"> 1. Commercial Banking 1 Group 2. Commercial Banking 2 Group 3. Commercial Banking 3 Group 4. Commercial Banking 4 Group 5. Commercial Banking 5 Group 6. Commercial Banking 6 Group 7. Commercial Solution Group 8. Commercial Banking Task Force 9. Decentralized Compliance Operation & Risk Commercial Banking 10. Human Capital Business Partner Commercial Banking 11. Strategy and Performance Management Group 	08 March 2024



BOARD OF DIRECTORS

Name	Position	Material	Material Provider	Date
		Talk to Director - Commercial Banking 2024	1. Commercial Banking 1 Group 2. Commercial Banking 2 Group 3. Commercial Banking 3 Group 4. Commercial Banking 4 Group 5. Commercial Banking 5 Group 6. Commercial Banking 6 Group 7. Commercial Solution Group 8. Commercial Banking Task Force 9. Decentralized Compliance Operation & Risk Commercial Banking 10. Human Capital Business Partner Commercial Banking 11. Strategy and Performance Management Group	20 March 2024
		Corporate Plan 2020 - 2024, RBB 2024 -2027, RKAP 2024, and Financial Performance 2023 - 2024	Strategy and Performance Management Group	25 March 2024
		Bank Health Level and Risk Management Framework	Credit Portofolio Risk Group	18 April 2024
		GCG, APU PPT and Integrated Governance	Compliance and AML - CFT Group	30 April 2024
		Review of Subsidiary Company Performance	BOD Mandiri Utama Finance	15 May 2024
		Review of Subsidiary Company Performance	BOD Mandiri Tunas Finance	16 May 2024
		IT Governance	Information & Technology and Digital Banking	27 May 2024
		Performance Review of Region IX Kalimantan	RCEO Region IX Kalimantan	12 June 2024
		Personal Data Protection	Working Team PDP	25 June 2024
		Performance Tune Up Commercial Banking	1. Commercial Banking 1 Group 2. Commercial Banking 2 Group 3. Commercial Banking 3 Group 4. Commercial Banking 4 Group 5. Commercial Banking 5 Group 6. Commercial Banking 6 Group 7. Commercial Solution Group 8. Commercial Banking Task Force 9. Decentralized Compliance Operation & Risk Commercial Banking 10. Human Capital Business Partner Commercial Banking 11. Strategy and Performance Management Group	11 October 2024

RISK MANAGEMENT CERTIFICATION

As stipulated in Financial Services Authority Circular No. 28/SEOJK.03/2022 concerning Risk Management Certification for Commercial Bank Human Resources, Bank Management (Board of Commissioners and Board of Directors) must have a Risk Management Certificate issued by a Professional Certification Body, with the following classification:

No.	Position	Level	Validity
1.	Commissioner	Minimum Level 1	4 years
2.	Independent Commissioner	Minimum Level 2	4 years
3.	President Director and Directors of the Bank with assets > Rp10 trillion	5	2 years

After the certificate expires, a mandatory Refreshment Program must be taken regularly, at least:

1. Once every year for certificate levels 1 and 2; or
2. Once every year for certificate levels 3, 4, and 5.

In Bank Mandiri, as a bank with a total asset of > Rp10 trillion, the entire members of its Board of Directors are holders of Risk Management Certificate Level 5. This certification is also part of OJK's fit and proper test requirements. The Risk Management Certificates of the Board of Directors are as follows.



BOARD OF DIRECTORS

Name	Position	Issuers	Level	Field/Area	Issued Date	Expiry Date
Darmawan Junaidi	President Director	Banking Profession Certification Institute (LSPP)	Level 5	Banking Risk Management	3 February 2021	7 October 2023
		Banking Profession	Refreshment	Risk Management: Risk Management Certification Refresher Program: COVID Loan Restructuring After Implementation of POJK 48 2020	5 August 2021	5 August 2023
		Banking Profession Certification Institution (LSPP)	Refreshment	Risk Management Certification Refreshment	29 September 2023	29 September 2024
		IRPA (Indonesia Professional Association)	Refreshment	Risk Management Certification Alignment Program for Directors and Commissioners of Commercial Banks	23-24 October 2024	24 October 2025
Alexandra Askandar	Vice President Director	Banking Profession Certification Institute (LSPP)	Level 5	Banking Risk Management	21 May 2018	21 May 2020
		BARa Risk Forum	Refreshment	Risk Management: Application of Basel II Reform Basel IV for ATMR Calculation on Credit Risk	23 March 2022	23 March 2024
		Banking Profession Certification Institution (LSPP)	Refreshment	Risk Management Certification Refreshment	29 September 2023	29 September 2024
		LPPI	Education and Training	Banking Risk Management Training Program Qualification 7	07 -10 June 2024	10 June 2025

BOARD OF DIRECTORS

Name	Position	Issuers	Level	Field/Area	Issued Date	Expiry Date
Agus Dwi Handaya	Director of Compliance and HR	Banking Profession Certification Institute (LSPP)	Level 5	Banking Risk Management	9 May 2022	2 May 2024
		BARa Risk Forum	Refreshment	Risk Management Certification Refreshment Program – Embedding Sustainability Programs into Banks' Business Model	12 – 13 March 2020	12 – 13 March 2022
		LPPI	Refreshment	Risk Management Certification Refreshment Level 7	29 November 2023	29 November 2024
		BARa Risk Forum	Refreshment	Indonesia Banking in Supporting Indonesia towards a Low Carbon Economy	7 December 2023	7 December 2024
		IRPA (Indonesia Professional Association)	Refreshment	Risk Management Certification Alignment Program for Directors and Commissioners of Commercial Banks	9 - 10 October 2024	10 October 2025
Riduan	Director of Corporate Banking	Banking Profession Certification Institute (LSPP)	Level 5	Banking Risk Management	18 February 2013	18 February 2021
					9 February 2021	18 February 2023
		ASTA Consulting	Refreshment	Managing the Commercial Credit in facing the 2023 Recession Potential	6 January 2023	6 January 2024
		BARa Risk Forum (2023)	Refreshment	Indonesian Banking in Supporting Indonesia Towards a Low Carbon Economy	7 December 2023	7 December 2024
		IRPA (Indonesia Professional Association)	Refreshment	Risk Management Certification Alignment Program for Directors and Commissioners of Commercial Banks	23 - 24 October 2024	24 October 2025



BOARD OF DIRECTORS

Name	Position	Issuers	Level	Field/Area	Issued Date	Expiry Date
Aquarius Rudianto	Director of Network and Retail Banking	Banking Profession Certification Institute (LSPP)	Level 5	Banking Risk Management	13 May 2020	13 May 2022
		Banking Profession Certification Institute (LSPP)	Level 5	Banking Risk Management	21 April 2022	21 April 2024
		BARa Risk Forum	Refreshment	Indonesian Banking in Supporting Indonesia Towards a Low Carbon Economy	7 December 2023	7 December 2024
		IRPA (Indonesia Professional Association)	Refreshment	Risk Management Certification Alignment Program for Directors and Commissioners of Commercial Banks	23 - 24 October 2024	24 October 2025
Toni E. B. Subari	Director of Operations	Banking Profession Certification Institute (LSPP)	Level 5	Banking Risk Management	23 October 2019	17 June 2021
					28 June 2021	17 June 2023
		Banking Profession Certification Institute (LSPP)	Refreshment	Risk Management Training level 7	29 November 2023	29 November 2024
		IRPA (Indonesia Professional Association)	Refreshment	Risk Management Certification Alignment Program for Directors and Commissioners of Commercial Banks	20 - 21 August 2024	21 August 2025
Rohan Hafas	Director of Institutional Relations	Banking Profession Certification Institute (LSPP)	Level 5	Banking Risk Management	25 November 2020	25 November 2022
		Maisa Citra Edukasi	Refreshment	Banking Risk Management	21 July 2022	21 July 2024
		Maisa Edukasi	Refreshment	Risk Management Qualification Level 7 Training	17 October 2024	17 October 2025

BOARD OF DIRECTORS

Name	Position	Issuers	Level	Field/Area	Issued Date	Expiry Date
Sigit Prastowo	Director of Finance and Strategy	Banking Profession Certification Institution (LSPP)	Level 5	Banking Risk Management	24 June 2015	24 June 2017
			Refreshment	Banking Risk Management Refreshment – Risk Management in Current Liquidity Tight Conditions	14 March 2017	14 March 2019
			Refreshment	Banking Risk Management Refreshment – Cyber Security Awareness in Industry 4.0	2 May 2019	2 May 2021
		Indonesian Banker Association	Refreshment	Banking Risk Management Refreshment – Implementation of Operational Risk Management in the Covid-19 Period	21 July 2020	21 July 2022
		Banking Profession Certification Institute (LSPP)	Refreshment	Banking Risk Management	24 February 2021	24 June 2023
		Maisa Citra Edukasi	Refreshment	The Importance of Cyber Security in Bank Digitalization and Its Relation to Operational Risk	22 February 2023	22 February 2024
		IRPA (Indonesia Professional Association)	Refreshment	Risk Management Certification Alignment Program for Directors and Commissioners of Commercial Banks	20 - 21 August 2024	21 August 2025
Timothy Utama	Director of Information Technology	Banking Profession Certification Institute (LSPP)	Level 5	Banking Risk Management	Aug 1, 2018	13 July 2020
			Refreshment	Risk Management Certification Refreshment Program – Implementation of Governance, Risk, Compliance (GRC) in Banking for Indonesia Context	13 July 2020	13 July 2022
		Maisa Citra Edukasi	Refreshment	Banking Risk Management	21 April 2022	21 April 2024
		IRPA (Indonesia Professional Association)	Refreshment	Risk Management Certification Alignment Program for Directors and Commissioners of Commercial Banks	20 - 21 August 2024	21 August 2025



BOARD OF DIRECTORS

Name	Position	Issuers	Level	Field/Area	Issued Date	Expiry Date
Eka Fitria	Director of Treasury and International Banking	LPPI	Provision	Risk Management Providing Program for Prospective Members of the Board of Directors	22 June 2023	22 June 2024
		Badan Nasional Sertifikasi Profesi (BNSP)/ LSPP	Level 7	Banking Risk Management Level 7 Qualification	17 April 2024	17 April 2024
		IRPA (Indonesia Professional Association)	Refreshment	Risk Management Certification Alignment Program for Directors and Commissioners of Commercial Banks	20 - 21 August 2024	21 August 2025
Danis Subyantoro	Director of Risk Management	LPPI	Education and Training Level 7	Risk Management Refreshment Level 7	29 November 2023	29 November 2024
		BARa Risk Forum	Refreshment Program Level 7	Indonesia Banking In Supporting Indonesia towards a Low carbon Economy	7 December 2023	7 December 2024
		Badan Nasional Sertifikasi Profesi (BNSP)/ LSPP	Level 7	Banking Risk Management Level 7 Qualification	17 April 2024	17 April 2027
Totok Priyambodo	Director of Commercial Banking	Badan Nasional Sertifikasi Profesi (BNSP)/ LSPP	Level 7	Banking Risk Management Level 7 Qualification	17 April 2024	17 April 2027

BOARD OF DIRECTORS MEETINGS

The policies and requirements for Bank Mandiri Board of Directors meetings are outlined in the BOD Charter and align with POJK No. 33/POJK.04/2014 and OJK Regulation No. 17 of 2023. The key provisions for these meetings are as follows:

1. **Frequency of Meetings:** The Board of Directors is required to hold meetings at least once a month. Additional meetings may be convened as necessary upon the request of one or more Directors or based on a written request from the Board of Commissioners.
2. **Joint Meetings with the Board of Commissioners:** The Board of Directors is required to hold joint meetings with the Board of Commissioners at least once every four months to ensure alignment on strategic and operational matters.
3. **Quorum Requirements:** A Board of Directors meeting is considered valid and authorized to make binding decisions if more than 2/3 (two-thirds) of the total members are present or represented by proxy.
4. **Representation at Meetings:** A Director may be represented by another Director during a meeting, provided that a formal proxy is granted. However, a Director may only represent one other Director.
5. **Meeting Scheduling:** The Board of Directors is encouraged to schedule meetings for the following year before the end of the current fiscal year, ensuring effective planning and organization.
6. **Meeting Materials:** All relevant materials for the Board of Directors meetings shall be distributed to participants no later than five working days prior to the meeting. If a meeting is held outside of the regular schedule, materials can be provided immediately prior to the meeting.
7. **Remote Meetings:** Board of Directors meetings may also be conducted remotely through teleconferencing, video conferencing, or other electronic means, provided that all participants can interact in real time, including through audio and visual engagement.
8. **Chairing and Documentation:** The President Director chairs the meetings. If the President Director is unavailable, the Vice President Director serves as the chair. In the absence of both, the chairperson role is assigned to a Substitute Director as per the Board's decision. If no substitute is available, the longest-serving Director or, in the case of equal tenure, the oldest Director by age presides over the meeting. All meetings are documented in the form of minutes, which are distributed to all Directors and recorded in the Company's official records.
9. **Circular Resolution:** The Board of Directors may make valid decisions without physically convening a meeting through a Circular Resolution. This method requires that all members of the Board of Directors are notified and provide written approval of the proposed resolution. Decisions made through this process hold the same legal standing as those made in formal meetings.



BOARD OF DIRECTORS

Board of Directors Meetings Plan

The following Board of Directors' meeting plan for 2024, including key agendas, has been uploaded to the Bank Mandiri website, ensuring transparency and accessibility for stakeholders.

Quarter I	Quarter II	Quarter III	Quarter IV
<ul style="list-style-type: none"> Monthly/quarterly review of the Company and Subsidiaries' performance. Monthly/quarterly review of the Company's Strategy and Work Plan. Preparation of the Annual General Meeting of Shareholders. Review and approval of the Audit Financial Statements Fiscal Year 2023. Selection of External Auditor for Fiscal Year 2024. 	<ul style="list-style-type: none"> Monthly/quarterly review of the Company and Subsidiaries' performance. Monthly/quarterly review of the Company's Strategy and Work Plan. Discussion and Approval of RKAP (Work & Budget Plan) 2024 Revision & RBB (Bank Business Plan) 2024-2026 Revision. 	<ul style="list-style-type: none"> Monthly/quarterly review of the Company and Subsidiaries' performance. Monthly/quarterly review of the Company's Strategy and Work Plan. 	<ul style="list-style-type: none"> Monthly/quarterly review of the Company and Subsidiaries' performance. Monthly/quarterly review of the Company's Strategy and Work Plan. Discussion and Approval of the Sustainable Financial Action Plan (RAKB) and Recovery Plan. Discussion and Approval of RKAP (Work & Budget Plan) 2025 & RBB (Bank Business Plan) 2025-2027.

Board of Directors Meeting Implementation

The following are agenda, date and participants of the Director's Meeting in 2024.

No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
1	3 January 2024	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Mandiri Investment Forum 2024 Update 3. Proposed Implementation of the 2024 Annual General Meeting of Shareholders	Darmawan Junaidi Alexandra Askandar Ahmad Siddik Badruddin Agus Dwi Handaya Riduan Aquarius Rudianto Toni E. B. Subari Susana Indah K. Indriati Rohan Hafas Sigit Prastowo Timothy Utama Eka Fitria	Present Present Present Present Present Absent Absent Absent Present Present Present	Leave Leave Leave

BOARD OF DIRECTORS

No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
2	8 January 2024	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Update on Digital Platform Development	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Susana Indah K. Indriati	Absent	Leave
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Absent	Leave
			Eka Fitria	Present	
3	16 January 2024	1. Proposal on Human Capital 2. General Discussion: Transformation Project Update 3. Financial Performance December 2023	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Absent	Leave
			Toni E. B. Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
4	22 January 2024	1. 2023 Performance Assessment 2. Consolidated Financial Statements of PT Bank Mandiri (Persero) Tbk. and Subsidiaries for the Year Ended December 31, 2023 (Audited) 3. Update on Prudential Meeting Bank Business Plan (RBB) 2024-2026	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Absent	Leave
			Toni E. B. Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	



BOARD OF DIRECTORS

No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
5	29 January 2024	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Human Capital Proposal 3. Procurement of Public Accountant Services (AP) and Public Accounting Firm (KAP) of Bank Mandiri in 2024 4. Update on the Preparation of Public Expose & Analyst Meeting Q4 2023	Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
6	31 January 2024 (Eraser)	1. Financial Performance December 2023	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
7	5 February 2024	1. General Discussion: Arrangement of Alternate Directors 2. 2023 Performance Assessment	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	

BOARD OF DIRECTORS

No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Absent	Leave
			Sigit Prastowo	Present	
			Timothy Utama	Absent	Leave
			Eka Fitria	Present	
8	6 February 2024	1. Proposal on Human Capital	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Absent	Leave
			Sigit Prastowo	Present	
			Timothy Utama	Absent	Leave
9	12 February 2024	1. Risk Management Proposal 2. Proposal on Human Capital	Eka Fitria	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
10	20 February 2024	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Transformation Project Update 3. Financial Performance January 2024	Timothy Utama	Present	
			Eka Fitria	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	



BOARD OF DIRECTORS

No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
11	26 February 2024	1. General Discussion: Update on the Company's Latest Developments 2. Proposal on SISM Group	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
12	4 March 2024	1. General Discussion: Update on the Company's Latest Developments	Eka Fitria	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
13	13 March 2024		Timothy Utama	Present	
			Eka Fitria	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	

BOARD OF DIRECTORS

No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro*	Present	
			Totok Priyambodo*	Present	
14	18 March 2024	1. Kick-Off for the Preparation of the 2025-2029 Corporate Plan 2. Update HCEOM Group 3. Risk Management Proposal	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro*	Present	
			Totok Priyambodo*	Present	
15	25 March 2024	1. Proposal on Human Capital 2. Update Office of Chief Economist 3. Financial Performance February 2024 4. Update on IT System Preparation and Operations Ahead of Eid Al-Fitr 2024 5. General Discussion: a. Update on the Company's Latest Developments 6. General Discussion: b. Update on Digital Platform Development	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro*	Present	
			Totok Priyambodo*	Present	



BOARD OF DIRECTORS

No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
16	1 April 2024	1. General Discussion: Update on the Company's Latest Developments 2. Update Stress Testing Bank Mandiri Quarter IV 2023 3. Proposal on Corporate Banking	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
17	23 April 2024	1. Proposal on Human Capital 2. General Discussion: Update on the Company's Latest Developments 3. Financial Performance March 2024 4. Update Stress Testing Bank Mandiri Quarter IV 2023	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
18	29 April 2024	1. General Discussion: Update on the Company's Latest Developments 2. Update on Preparation for Public Expose & Analyst Meeting Q1 2024	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	

BOARD OF DIRECTORS

No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
19	6 May 2024	1. General Discussion: Update on the Company's Latest Developments 2. Update Investor Relations	Eka Fitria	Present	
			Danis Subyantoro*	Present	
			Totok Priyambodo*	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro*	Present	
			Totok Priyambodo*	Absent	Permission
20	13 May 2024	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Transformation Project Update	Darmawan Junaidi	Present	
			Alexandra Askandar	Absent	Leave
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro*	Present	
			Totok Priyambodo*	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Absent	Leave
21	31 May 2024	Proposal on Human Capital	Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Absent	Leave



BOARD OF DIRECTORS

No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro*	Present	
			Totok Priyambodo*	Present	
22	31 May 2024 (Eraser)	Financial Performance April 2024	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Absent	Leave
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro*	Present	
			Totok Priyambodo*	Present	
23	6 June 2024	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Transformation Project Update	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Absent	Leave
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro*	Present	
			Totok Priyambodo*	Present	

BOARD OF DIRECTORS

No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
24	10 June 2024	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Mandiri Jogja Marathon 2024 Update 3. General Discussion: c. Update Mandiri Leadership Forum 2024 4. Proposal on Human Capital 5. IT Proposal	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Absent	Leave
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro*	Present	
			Totok Priyambodo*	Present	
25	20 June 2024	1. General Discussion: Update on the Company's Latest Developments 2. Proposed RKAP 2024 Revision & RBB 2024-2026 Revision	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Absent	Leave
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro*	Present	
			Totok Priyambodo*	Present	
26	26 June 2024	Financial Performance May 2024	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Absent	Leave
			Timothy Utama	Present	



BOARD OF DIRECTORS

No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
27	1 July 2024	1. General Discussion: Update on the Company's Latest Developments 2. Update Stress Testing Bank Mandiri Quarter I 2024	Eka Fitria	Present	
			Danis Subyantoro*	Present	
			Totok Priyambodo*	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro*	Present	
			Totok Priyambodo*	Present	
28	17 July 2024	1. General Discussion: Update on the Company's Latest Developments 2. Proposal on Human Capital	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro*	Present	
			Totok Priyambodo*	Present	
29	22 July 2024	1. Proposal on SISM Group 2. Financial Agenda: a. Financial Performance June 2024 3. Financial Agenda: b. Update on the Preparation of the Public Expose & Analyst Meeting Q2 2024	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Absent	Permission
			Toni E. B. Subari	Present	
			Rohan Hafas	Present	

BOARD OF DIRECTORS

No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro*	Present	
			Totok Priyambodo*	Present	
30	7 August 2024	1. General Discussion: Update on the Company's Latest Developments 2. Risk Management Proposal 3. Agenda Corporate Banking 4. Proposal on Corporate Secretary	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro*	Present	
			Totok Priyambodo*	Present	
31	13 August 2024	1. General Discussion: Transformation Project Update 2. Corporate Communication Agenda	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro*	Present	
			Totok Priyambodo*	Present	
32	19 August 2024	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Risk Management Proposal 3. General Discussion: c. Update on Digital Platform Development	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	



BOARD OF DIRECTORS

No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro*	Present	
			Totok Priyambodo*	Absent	Permission
33	26 August 2024	1. General Discussion: Update on the Company's Latest Developments 2. Proposal on Human Capital 3. Financial Performance July 2024	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro*	Present	
			Totok Priyambodo*	Present	
34	4 September 2024	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Effective Position of the Board of Directors and Arrangement of Alternate Directors 3. General Discussion: c. Update on Digital Platform Development 4. IT Proposal 5. Proposal on Digital Marketing	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Rohan Hafas	Absent	Permission
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	

BOARD OF DIRECTORS

No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
35	11 September 2024	1. General Discussion: Update on the Company's Latest Developments 2. Bank Mandiri Stress Testing Update Quarter II 2024 3. Risk Management Update	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
36	17 September 2024	Proposed Corporate Plan of Bank Mandiri 2025 - 2029	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
37	30 September 2024 (Eraser)	1. Financial Performance August 2024 2. Update on the Series of Events for Bank Mandiri's 26th Anniversary	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	



BOARD OF DIRECTORS

No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
38	01 October 2024	1. General Discussion: Update on the Company's Latest Developments 2. Proposal on Corporate Banking	Eka Fitria	Present	Permission
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Darmawan Junaidi	Absent	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
39	08 October 2024	1. General Discussion: Update on the Company's Latest Developments 2. Proposal on Human Capital	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
40	21 October 2024	1. General Discussion: Update on the Company's Latest Developments 2. Financial Performance September 2024 3. Bank Mandiri Stress Testing Update Quarter II 2024	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	

BOARD OF DIRECTORS

No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
			Rohan Hafas	Absent	Permission
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
41	28 October 2024	1. Proposal on Human Capital 2. Bank Mandiri Recovery & Resolution Plan Update for 2024 3. Update on the Preparation of Public Expose and Analyst Meeting 3Q 2024	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
42	04 November 2024	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Proposed Alternate SEVP Arrangement 3. Kick-Off RKAP 2025 and RBB 2025-2027 4. Proposed Sustainable Finance Action Plan (RAKB) 2025-2029 5. Proposal on SISM Group	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Absent	Leave
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	



BOARD OF DIRECTORS

No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
43	07 November 2024	Proposed RKAP 2025 and RBB 2025-2027	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Absent	Leave
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
44	11 November 2024	1. General Discussion: Update on the Company's Latest Developments 2. Proposal on Human Capital 3. Update on Corporate Banking Plan 2025	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
45	18 November 2024	1. Financial Performance October 2024 2. Update on the Plan of Commercial Banking 2025	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	

BOARD OF DIRECTORS

No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
46	09 December 2024	1. Market Update 2. Update on the Implementation of Bank Mandiri National Meeting 3. Update Mandiri Investment Forum 2025 4. Update Treasury	Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Absent	Leave
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
47	11 December 2024	Risk Management Proposal	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Absent	Leave
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
48	16 December 2024	1. General Discussion: Update on the Company's Latest Developments 2. Financial Performance November 2024	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	



BOARD OF DIRECTORS

No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	

Meeting Frequency and Attendance

In 2024, the Board of Directors held 48 (forty-eight) meetings. The frequency and attendance of Director's meetings is as below.

Name	Position	Period	Board of Directors Meeting		%
			Total Meeting	Total Attendance	
Darmawan Junaidi	President Director	1 Jan - 31 Dec 2024	48	47	98%
Alexandra Askandar	Vice President Director	1 Jan - 31 Dec 2024	48	43	90%
Agus Dwi Handaya	Director of Compliance & HR	1 Jan - 31 Dec 2024	48	45	94%
Riduan	Director of Commercial Banking	1 Jan - 7 Mar 2024	48	46	96%
	Director of Corporate Banking	8 Mar - 31 Dec 2024			
Aquarius Rudianto	Director of Network & Retail Banking	1 Jan - 31 Dec 2024	48	45	94%
Toni E. B. Subari	Director of Operation	1 Jan - 31 Dec 2024	48	47	98%
Rohan Hafas	Director of Institutional Relations	1 Jan - 31 Dec 2024	48	43	90%
Sigit Prastowo	Director of Finance & Strategies	1 Jan - 31 Dec 2024	48	44	92%
Timothy Utama	Director of Information Technology	1 Jan - 31 Dec 2024	48	42	88%
Eka Fitria	Director of Treasury & International Banking	1 Jan - 31 Dec 2024	48	48	100%
Danis Subyantoro*	Director of Risk Management	8 Mar - 31 Dec 2024	36	36	100%
Totok Priyambodo*	Director of Commercial Banking	8 Mar - 31 Dec 2024	36	34	94%
Ahmad Siddik Badruddin	Director of Risk Management	1 Jan - 31 Jan 2024	6	6	100%
Susana Indah K. Indriati	Director of Corporate Banking	1 Jan - 7 Mar 2024	12	10	83%

*) Appointed as Director since the Annual GMS dated 7 March 2024.

Joint Meeting of Directors and Board of Commissioners

The frequency and attendance of meetings of the Directors with the Board of Commissioners are presented in the above table.

BOARD OF DIRECTORS DECISIONS AND IMPLEMENTATION OF DUTIES

Throughout 2024, the Board of Directors has diligently fulfilled its duties, obligations, and responsibilities in managing the Company. These efforts were carried out in accordance with prevailing laws and regulations, the Company's Articles of Association, and the Work Plan established at the beginning of the year.

The general implementation of the Board of Directors duties in 2024 were as followed:

1. Drafting the Bank Business Plan.
2. Fulfilling of the Bank's performance targets.
3. Drafting the 2024-2028 Sustainable Finance Action Plan (SFAP).
4. Managing Assets and Financial.
5. Organizing Board of Directors meetings. During 2024, 48 (forty eight) Board of Directors Meetings were held, consisting of 45 (forty five) Board of Directors Meetings and 3 (three) Joint Meetings (the Board of Directors invited the Board of Commissioners) were conducted.
6. Attending Board of Commissioners meetings.
7. Implementing General Meeting of Shareholders. In 2024, the General Meetings of Shareholders were held 1 (one) time, on 7 March 2024.
8. Supervising and improving internal business processes.
9. Implementing Good Corporate Governance in every business activity.
10. Drafting the IT management/ development initiatives and cyber-security.
11. Participating actively as one of the first movers in the implementation of Sustainable Finance in Indonesia by participating in the Indonesian Sustainable Finance Initiative (IKBI).
12. Funds disbursement for the social and environmental program to elevate the community wellbeing and environment preservation.
13. Implementing other duties related to the management of the Bank.

The following are decrees issued by the Board of Directors in 2024:

Date	Subject
23 January 2024	Establishment of the General Tender Committee for the Contractor Services Procurement for the Interior Construction of the IT Office Building in Bumi Slipi
31 January 2024	Formation of the Steering and Implementation Teams for the Annual General Meeting of Shareholders for the Fiscal Year 2023 of PT Bank Mandiri (Persero) Tbk.
05 February 2024	Adjustment of Replacement Directors for the Risk Management Director
21 February 2024	Approval of Committee Membership for Integrated Governance
21 February 2024	Approval of the Membership of the Remuneration and Nomination Committee of PT Bank Mandiri (Persero) Tbk.



BOARD OF DIRECTORS

Date	Subject
22 February 2024	Formation of the General Tender Committee for Contractor Services Procurement for the Revitalization and Adaptation of the Sentra Mandiri Building D
22 February 2024	Formation of the General Tender Committee for Contractor Services Procurement for Landscape Renovation at Plaza Mandiri, Jakarta
22 February 2024	Formation of the General Tender Committee for ATM Cleaning and Maintenance Services Procurement for Regions III, IV, and V in 2024
28 February 2024	Termination of Employees due to Appointment as Directors of a State-Owned Enterprise (BUMN)
14 March 2024	Assignment of Duties and Authority among Members of the Board of Directors and Designation of Replacement Directors, Regional Supervising Directors, and Subsidiary Supervising Directors
14 March 2024	Assignment as an Executive in Charge of Commercial Banking
14 March 2024	Assignment as an Executive in Charge of Risk Management
28 March 2024	Termination of Employees Due to Appointment as Directors of a State-Owned Enterprise (BUMN)
05 April 2024	Establishment of the Membership of the Remuneration and Nomination Committee
05 April 2024	Establishment of the Membership of the Integrated Governance Committee
05 April 2024	Establishment of the Membership of the Risk Oversight Committee
05 April 2024	Establishment of the Membership of the Audit Committee
16 April 2024	Formation of the General Tender Committee for Contractor Services Procurement for the Office Building on Jl. Tanjung, Pandansari, Semarang
16 April 2024	Formation of the General Tender Committee for Contractor Services Procurement for the Mechanical and Electrical Work of the Data Center at the Disaster Recovery Center Injoko Surabaya
16 April 2024	Appointment and Designation of SEVP PT Bank Mandiri (Persero) Tbk
16 April 2024	Appointment and Designation of SEVP PT Bank Mandiri (Persero) Tbk
23 April 2024	Request for Signing of the Board of Directors' Decision
20 May 2024	Formation of the General Tender Committee for Contractor Services Procurement for the Construction of Flats on Pulau Sayang Denpasar, Bali, and Flats in Kupang, NTT
21 May 2024	Formation of the General Tender Committee for the Second Phase Construction of the Mandiri Wijayakusuma Tower
22 May 2024	Integrated Governance
22 May 2024	Risk Oversight Committee (ROC)
22 May 2024	Transformation Committee (TFC)
22 May 2024	Policy & Procedure Committee (PPC)
22 May 2024	Integrated Risk Committee (IRC)
22 May 2024	Human Capital Policy Committee (HCPC)
22 May 2024	Capital & Subsidiaries Committee (CSC)
22 May 2024	Business Committee (BC)
22 May 2024	Assets & Liabilities Management Committee (ALCO)
22 May 2024	Komite Tanggung Jawab Sosial Dan Lingkungan (TJSL)
22 May 2024	Information Technology & Digital Banking Committee (ITDC)
22 May 2024	Credit Policy Committee (CPC)
22 May 2024	Risk Management Committee (RMC)

BOARD OF DIRECTORS

Date	Subject
22 May 2024	Executive Committee
04 June 2024	Joint Decision of PT Bank Mandiri (Persero) as the Founder of Bank Mandiri Pension Fund and the Supervisory Board of Bank Mandiri Pension Fund One regarding Investment Guidelines for Bank Mandiri Pension Fund Four
04 June 2024	Joint Decision of PT Bank Mandiri (Persero) as the Founder of Bank Mandiri Pension Fund and the Supervisory Board of Bank Mandiri Pension Fund One regarding Investment Guidelines for Bank Mandiri Pension Fund Three
04 June 2024	Joint Decision of PT Bank Mandiri (Persero) as the Founder of Bank Mandiri Pension Fund and the Supervisory Board of Bank Mandiri Pension Fund One regarding Investment Guidelines for Bank Mandiri Pension Fund Two
04 June 2024	Joint Decision of PT Bank Mandiri (Persero) as the Founder of Bank Mandiri Pension Fund and the Supervisory Board of Bank Mandiri Pension Fund One regarding Investment Guidelines for Bank Mandiri Pension Fund One
04 June 2024	Joint Decision of PT Bank Mandiri (Persero) Tbk. as the Founder of Bank Mandiri Pension Fund and the Supervisory Board of Bank Mandiri Pension Fund regarding Investment Guidelines for Bank Mandiri Pension Fund
13 June 2024	Establishment of the Tender Committee for Contractor Procurement for the Sulawesi Manado Cluster Development
13 June 2024	Establishment of the Tender Committee for Contractor Procurement for the Interior Work of the DRC Injoko Building
13 June 2024	Establishment of the Tender Committee for Contractor Procurement for the Construction of the Alam Sutera Tangerang Office Building
08 July 2024	Establishment of the Tender Committee for Contractor Procurement for the Construction of the Palembang Financial Center Building
17 July 2024	Organizational Structure
18 July 2024	Establishment of the Tender Committee for Contractor Procurement for the Construction of the Mandiri Financial Center Building in PIK 2
18 July 2024	Appointment of an Interim Supervisory Director for L2 Functions (Group/Equivalent) under the SEVP Corporate Relation Organization
26 July 2024	Establishment of the Tender Committee for Contractor Procurement for the Construction of Mulawarman Tarakan Flats
12 August 2024	Establishment of the Tender Committee for Contractor Procurement for the Construction of Injoko Surabaya Flats
26 August 2024	Employee Termination Due to Appointment as Director of a State-Owned Enterprise (SOE)
30 August 2024	Establishment of the Tender Committee for Contractor Procurement for the Construction of Samirono Yogyakarta Flats and Sosrokartono Kudus Flats
02 October 2024	Business Committee
02 October 2024	Credit Policy Committee
02 October 2024	Policy & Procedure Committee
09 October 2024	Establishment of the Team and Reviewer for the Procurement of Public Accountant (AP) and Public Accounting Firm (KAP) Services to conduct audits of PT Bank Mandiri (Persero) Tbk's Consolidated Financial Statements, the Financial Statements of the Micro and Small Business Funding Program (PUMK) of PT Bank Mandiri (Persero) Tbk, and Other Assignments for the Year Ending 31 December 2025 ("Procurement of AP and KAP Services for Bank Mandiri 2025")
31 October 2024	Appointment and Designation of Senior Executive Vice President at PT Bank Mandiri (Persero) Tbk.
19 November 2024	Assignment of Duties and Authorities of the Board of Directors Members and Appointment of a Replacement Director, Regional Supervisory Director, and Subsidiary Supervisory Director



BOARD OF DIRECTORS

Date	Subject
29 November 2024	Decision Letter Regarding Employee Termination Due to Resignation
29 November 2024	Establishment of the Tender Committee for Contractor Services to Build the Mandiri Financial Center Building in Bandung Surapati
29 November 2024	Structuring of SEVP Roles and Appointment of a Replacement SEVP
29 November 2024	Formation of the Joint Procurement Team for Renovation of the Sheldon Avenue Property in London
20 December 2024	Formation of the Tender Committee for the Contractor Services for Design & Build of Palbatu Apartments and Other Supporting Facilities
23 December 2024	Appointment of a Group Head
30 December 2024	ATTB TPA
30 December 2024	ATTB TPH
30 December 2024	Determination of Integrated Governance Committee Membership

Company Annual Strategy Review

The Board of Directors is committed to enhancing the Company's performance for the upcoming year through a comprehensive review of the annual strategy conducted at the end of the current year. In 2024, this strategic review was undertaken during Board of Directors meetings, focusing on refining plans to align with the Company's goals and objectives.

Evaluation of the Company's Strategies

The evaluation of the Company's strategies is an integral process to ensure alignment with the Company's Vision, Mission, and the prevailing business environment. This evaluation is conducted periodically, involving all Directors and executives of Bank Mandiri, through discussion forums for the preparation of the annual Corporate Work Plan and Budget (RKAP), the Company's Corporate Plan (RJPP), and the Sustainable Finance Action Plan (RAKB).

The discussion forums focus on assessing achievements, evaluating sustainability initiatives, and establishing business directives to address current challenges and opportunities. The inclusion of the RAKB ensures that the Company integrates sustainable finance principles into its strategies, aligning with regulatory requirements and supporting long-term environmental, social, and governance (ESG) objectives.

The drafting of the RKAP, which is based on the RJPP and incorporates the RAKB, is conducted collaboratively and is then submitted to the Board of Commissioners for approval. This process ensures that the Company's strategies are aligned with its long-term goals, while also contributing to sustainable development and responsible business practices.

BOARD OF DIRECTORS

BOARD OF DIRECTORS PERFORMANCE ASSESSMENT

The performance assessment process for the Board of Directors is done based on the achievement of the Key Performance Indicators (KPIs) of the Board of Directors, both individually and collectively. This assessment is conducted by the Shareholders through the mechanism of the General Meeting of Shareholders (GMS).

Individual Director Performance Assessment

President Director	<ul style="list-style-type: none"> • Achievement of collegial performance of the Board of Directors. • Fulfilment of internal control in every line of defense. • Implementation of the Company's Compliance as a Public Company. • Achievement of business volume growth in the region. • Achievement of funding/Fee Based Income growth in the region. • Achievement of digital transactions volume growth by customers in the region. • Maintain Assets Quality/Performing Loans.
Vice President Director	<ul style="list-style-type: none"> • Achievement of collegial performance of the Board of Directors. • Improvement of litigation settlement percentage compared to the previous year. • Achievement of Special Assets Management targets. • Achievement of Loans Restructuring. • Settlement of Non-Performing Loans. • Improvement of Non-Performing Loans Quality, to become Performing Loans.
Director of Commercial Banking	<ul style="list-style-type: none"> • Achievement of business volume growth of Commercial Banking segment. • Achievement of funding/Fee Based Income growth in Commercial Banking segment. • Achievement of customers digital transactions volume growth of Commercial Banking segment. • Maintaining Assets Quality/Performing Loans.
Director of Corporate Banking	<ul style="list-style-type: none"> • Achievement of business volume growth of Corporate Banking segment. • Achievement of funding/Fee Based Income growth in Corporate Banking segment. • Achievement of customers digital transactions volume growth of Corporate Banking segment. • Maintaining Assets Quality/Performing Loans.
Director of Network & Retail Banking	<ul style="list-style-type: none"> • Achievement of business volume growth of Retail Banking segment. • Achievement of acquisition targets of agents banking and financial inclusion of derivative agents. • Achievement of funding/Fee Based Income growth in Retail Banking segment. • Achievement of customers digital transactions volume growth of Retail Banking segment. • Maintaining Assets Quality/Performing Loan.



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Director of Institutional Relations	<ul style="list-style-type: none"> • Achievement of business volume growth of Institutional segment. • Achievement of TJSL disbursement for social, educational, religious aspects according to the work plan. • Achievement of funding/Fee Based Income growth in Institutional segment. • Achievement of customers digital transactions volume growth of Institutional segment. • Maintaining Assets Quality/Performing Loans.
Director of Risk Management	<ul style="list-style-type: none"> • Ensuring the implementation of proper risk management in accordance with the articles of association, risk management policies, internal control system policies, standard procedures, and external regulations. • Ensuring the implementation of risk management culture at all levels of the organization. • Ensuring the implementation of all risk management to determine risk appetite, risk thresholds, and integrated risk management strategies, as well as capital adequacy.
Director of Information Technology	<ul style="list-style-type: none"> • Implementation of effective technology and information governance. • Achievement of availability of information security management system. • Implementation of Information Technology projects with project charters. • Achievement of conformity between Information Technology with the needs of management information systems and the needs of the Bank's business activities.
Director of Operations	<ul style="list-style-type: none"> • Implementation of the Company's management in accordance with the duties determined in the GMS or the Board of Directors' Meeting. • Implementation of the Company's operations strategy, consolidation of communication, and programs. • Achievement of Fee Based Income growth. • Achievement of business transactions growth.
Director of Treasury & International Banking	<ul style="list-style-type: none"> • Maintaining the Company's liquidity. • Management implementation banking book, trading activity, and dealing activities as well marketing which includes foreign Exchange Transactions, securities, derivative products treasury, and trade services according to that target set. • Achievement of Fee increase Based Income.
Director of Finance & Strategy	<ul style="list-style-type: none"> • Maintaining bank soundness rating. • Maintaining CAR ratio between 20%-21%. • Business Realization according to Work Plan & Budget/Bank Business Plan. • Achievement of set financial ratios. • The result of KPKU assessment is at least the same as the previous year.
Director of Compliance & HR	<ul style="list-style-type: none"> • Achievement of compliance in Bank Mandiri. • Achievement of a reduction in the ratio of fines imposed by the regulator. • Achievement of Human Capital management strategies and targets.

Board of Directors Performance Assessment Results

No.	KPI	Weight	Indicators	Score
A. Economy and Social Values for Indonesia		65%		68.34
Financial				38,35
1	Pre-Provision Operating Profit (PPOP)	9%	According to RKAP	8,80
2	Percentile Total Shareholder Return (TSR)	5%	According to Target	5,50
3	Return on Equity (ROE) Tier 1	7%	According to RKAP	7,04
4	Capital Adequacy Ratio (CAR)	6%	According to RKAP	6,01

BOARD OF DIRECTORS

No.	KPI	Weight	Indicators	Score
5	Average Deposits Growth (Parent Only)	5%	According to RKAP	5,50
6	Average Loans Growth (Parent Only)	5%	According to RKAP	5,50
Operational				19,33
1	Loan at Risk (LaR) (Parent Only)	6%	According to RKAP	6,60
2	Cost of Credit (CoC) (Parent Only)	7%	According to RKAP	7,70
3	BOPO	5%	According to RKAP	5,03
Social				10,67
1	Disbursement of KUR.	5%	According to Target	5,26
2	NPS For Bank	5%	According to Target	5,40
B. Business Model Innovation		8%		8,41
1	CASA Ratio	4%	According to RKAP	4,01
2	Active User Livin'	4%	According to Target	4,40
C. Leadership in Technology		7%		7,40
1	Implementation of ATM Integrations (Jalin Project)	3%	According to Target	3,00
2	Cyber Security Breach	4%	According to Target	4,40
D. Investment Enhancement		12%		12,18
1	Environment, Social, Government (ESG) Rating	3%	Rating	3,00
2	Contribution of Subsidiary to Consolidated NPAT	5%	According to RKAP	4,92
3	Sustainable Loans (Parent Only)	4%	According to Target	4,26
E. Talent Development		8%		8,62
1	Average Diversity in Nominated Talent (Women & Young)	4%	According to Target	4,22
2	Employee Productivity (Parent Only)	4%	According to Target	4,40
Total		100%		104,95

PERFORMANCE ASSESSMENT OF THE COMMITTEE UNDER THE BOARD OF DIRECTORS AND ASSESSMENT BASIS

In 2024, the Executive Committees under the Board of Directors have fulfilled their management responsibilities in alignment with their mandates. These committees played a vital role in ensuring the effective execution of the Company's strategies, operational goals, and governance frameworks.

The comprehensive performance assessment highlights the pivotal role of the Executive Committees under the Board of Directors in ensuring the effective management of the Company and achieving strategic objectives during 2024.

Below is the performance summary of each committee during 2024:

1. Assets & Liabilities Management Committee (ALCO)
2. Business Committee (BC)