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 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
• 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.	• 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.	• Monthly/quarterly review of the Company and Subsidiaries' performance. • Monthly/quarterly review of the Company's Strategy and Work Plan.	• 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	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Absent	Leave
			Susana Indah K. Indriati	Absent	Leave
			Rohan Hafas	Absent	Leave
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	

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	

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No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
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	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	

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
			Eka Fitria	Present	
9	12 February 2024	1. Risk Management Proposal 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	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	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	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	

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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	
			Eka Fitria	Present	
12	4 March 2024	1. General Discussion: Update on the Company's Latest Developments	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	
			Eka Fitria	Present	
13	13 March 2024		Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni E. B. Subari	Present	

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	

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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	
			Danis Subyantoro*	Present	
			Totok Priyambodo*	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	
			Danis Subyantoro*	Present	
			Totok Priyambodo*	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	

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

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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	

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
			Eka Fitria	Present	
			Danis Subyantoro*	Present	
			Totok Priyambodo*	Present	
27	1 July 2024	1. General Discussion: Update on the Company's Latest Developments 2. Update Stress Testing Bank Mandiri Quarter I 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	
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	

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	

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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	

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
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
38	01 October 2024	1. General Discussion: Update on the Company's Latest Developments 2. Proposal on Corporate Banking	Darmawan Junaidi	Absent	Permission
			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	

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	

No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
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	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.