

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 |
| | | | 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 | |



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 SISIM 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 | |

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 | |
| 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 | |
| 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.