

At the Extraordinary GMS held on 19 December 2025, there were no changes to the composition of the Board of Directors. As such, the composition of the Board of Directors as of 31 December 2025 is as follows:

Board of Directors Composition and Appointment Basis as of 1 January until 31 December 2025

Name	Position	Basis of Appointment	Effective Date	Period
Riduan	President Director	Period 1: EGMS 7 January 2019 Period 2: AGMS 14 March 2023	15 May 2019	2023-2028
Henry Panjaitan	Vice President Director	Period 1: EGMS 4 August 2025	28 November 2025	2025-2030
Timothy Utama	Director of Information Technology	Period 1: AGMS 15 March 2021	24 May 2021	2021-2026
Eka Fitria	Director of Human Capital and Compliance	Period 1: AGMS 14 March 2023	21 August 2023	2023-2028
Danis Subyantoro	Director of Risk Management	Period 1: AGMS 7 March 2024	30 August 2024	2024-2029
Totok Priyambodo	Director of Commercial Banking	Period 1: AGMS 7 March 2024	30 August 2024	2024-2029
Mochamad Rizaldi	Director of Corporate Banking	Period 1: AGMS 25 March 2025	15 August 2025	2025-2030
Saptari	Director of Consumer Banking	Period 1: AGMS 25 March 2025	25 August 2025	2025-2030
Ari Rizaldi	Director of Treasury and International Banking	Period 1: AGMS 25 March 2025	25 August 2025	2025-2030
Novita Widya Anggraini	Director of Finance and Strategy	Period 1: AGMS 25 March 2025	15 August 2025	2025-2030
Jan Winston	Director of Network and Retail Funding	Period 1: EGMS 21 October 2020	23 December 2020	2025-2030
Sunarto	Director of Information Technology	Period 1: EGMS 4 August 2025	17 December 2025	2025-2030

BOARD OF DIRECTORS CHARTER

In carrying out its duties and responsibilities, the Board of Directors refers to 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/020/2025 on 17 April 2025, 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. Corporate Culture, Conflict of Interest, Ethics, and Working Hours
5. Committees
6. Correspondences
7. Board of Directors Shareholding
8. Performance Assessment of the Board of Directors
9. Working Relationship between the Board of Directors and the Board of Commissioners
10. Others
11. Change
12. 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.
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.
14. The Board of Directors communicates all strategic human capital policies to employees. These strategic policies include, among others, policies on recruitment systems, promotion systems, remuneration frameworks, and any efficiency plans that may affect workforce size. All such information is delivered through internal communication channels that are clearly communicated and easily accessible to employees.
15. The Board of Directors is prohibited from granting a general power of attorney to any party that would result in the transfer of the Board's duties and functions, as stipulated in the OJK Regulation on Commercial Bank Governance. A general power of attorney refers to the delegation of authority to one or more employees or other parties that results in a full transfer of the Board's duties, authorities, and responsibilities without any limitations in scope or duration.

Board of Directors Duties Segregations

The determination of the number and areas of responsibility of the Board of Directors is based on the Bank's business activities and level of complexity, aligned with its strategic direction and development plan. In carrying out their duties, the members of the Board of Directors are assigned to the following areas of responsibility:

Name	Position	Supervision
Riduan	President Director	Internal Audit (Wholesale & Corporate Center Audit, Retail Audit, IT Audit, Senior Investigator), Corporate Relations (Corporate Secretary, Enterprise Legal, Digital Marketing, Office of the Board, Senior Executive Relationship Officer)
Henry Panjaitan	Vice President Director	Hubungan Kelembagaan (Government & Institutional, Government Solution, Government Project, Executive Relationship Officer) dan Environmental, Social and Governance
Timothy Utama	Operations Director	Wholesale Credit Operation , Cash & Trade Operations, Electronic Channel Operations, Business Continuity Management, Senior Operational Risk Head Operations, Operations (Retail Credit Center, Business Operations Center, Customer Care)
Eka Fitria	Human Capital and Compliance Director	Human Capital (HC) Strategy & Talent Management, HC Services, HC Engagement & Outsource Management, HC Performance & Remuneration, Mandiri University, Compliance, AML – CFT, Senior Human Capital Business Partner
Danis Subyantoro	Risk Management Director	Risk Management (Corporate Risk, Commercial Risk, Senior Executive Credit Officer), Market Risk, Operational Risk, Credit Portofolio Risk, Policy & Procedure, Consumer Credit Risk & Analytics, SME & Micro Risk, Data Protection & Fraud Risk
Totok Priyambodo	Commercial Banking Director	Commercial Banking, Commercial Solution, Senior Executive Business Officer, Senior Executive Relationship Officer, Small Medium Enterprise Banking
Mochamad Rizaldi	Corporate Banking Director	Corporate Banking, Corporate Solution, Special Asset Management, Retail Collection & Recovery, Legal, Senior Executive Business Officer, Senior Executive Legal Litigation, Senior Operational Risk Head Wholesale Banking, Senior Executive Business Officer, Senior Executive Relationship Officer
Saptari	Consumer Banking Director	Micro Development & Agent Banking, Personal Loan, Credit Cards, Mortgage & Auto Loan, Senior Executive Business Officer
Ari Rizaldi	Treasury and International Banking Director	Overseas Banking Network, Financial Institutions Business, Treasury, Transaction Banking Wholesale, Strategic Procurement, Office of Chief Economist, Senior Executive Treasury Officer, Kantor Luar Negeri
Novita Widya Anggraini	Finance and Strategy Director	Strategy & Performance Management, Accounting, Investor Relations, Strategic Investment & Subsidiaries Management, Business Transformation, Corporate Transformation, Senior Operational Risk Head Corporate Center
Jan Winston	Network and Retail Funding Director	Wealth Management, Distribution Strategy, Transaction Banking Retail Sales, Retail Deposit Product & Solution, Corporate Real Estate, Senior Operational Risk Head Distribution & Consumer, Senior Executive Real Estate Officer
Sunarto	Information Technology Director	Information Technology (IT Infrastructure, IT Applications Support, IT Digital Channel Delivery, IT Application Delivery, CISO Office), Digital Wholesale Banking, Digital Retail Banking, Enterprise Data Analytics, IT Strategy & Architecture, Senior Operational Risk Head Information Technology, Senior Executive IT Officer

BOARD OF DIRECTORS TENURE

In reference to stipulations of the Bank's Articles of Association, BOD Charter, and POJK No. 17 of 2023 and SEOJK No. 14/SEOJK.03/2025, 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.
4. The Bank may also stipulate specific provisions regarding the fulfilment of Board of Directors positions. If the term of office of a Director has ended and a successor has not yet been appointed by the GMS, the Director concerned shall continue to exercise their authorities and responsibilities until a new successor is appointed by the GMS. This provision is governed in the Bank's Articles of Association.

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.
 - › 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.

INDEPENDENCE OF PRESIDENT DIRECTOR

The President Director of Bank Mandiri is independent from the Bank's controlling shareholder. This independence is fulfilled as the individual has no financial, managerial, ownership, or familial relationship with the controlling shareholder.

Fit & Proper Test Approval

To obtain approval from OJK in accordance with the fit and proper test requirements, the President Director of Bank Mandiri has submitted the required independence statement as attached.



BOARD OF DIRECTORS CONCURRENT POSITIONS POLICY

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

1. 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:
 - g. Member of the Board of Directors in State-Owned Enterprises, Regional-Owned Enterprises, Private-Owned Enterprises.
 - h. Member of the Board of Commissioners in State-Owned Enterprises.
 - i. Other structural and functional positions in central and/or regional government agencies/institutions.
 - j. Political party administrators and/or legislative candidates/members; and/or candidate for regional head/deputy regional head.
 - k. 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 and SEOJK No. 14/2025 regarding the Governance Implementation for Commercial Banks:

Members of the Board of Directors are prohibited from holding concurrent positions:

 - a. as members of the board of directors, board of commissioners, sharia supervisory board, or as executives in any bank, company, and/or other institution;
 - b. in functional roles within financial institutions or non-bank financial institutions, whether domestic or overseas;

- c. in any position that may give rise to a conflict of interest in carrying out their duties as members of the Board of Directors; and/or
- d. in any other position as regulated by applicable laws and regulations.

The following are not considered concurrent positions for members of the Board of Directors:

- a. being responsible for overseeing the Bank's investments in its subsidiaries;
- b. performing functional duties as members of the Board of Commissioners in non-bank subsidiaries controlled by the Bank;
- c. being responsible for the oversight of the pension fund or serving as members of the pension fund supervisory board owned by the Bank;
- d. acting as an interim or substitute director; and/or
- e. holding positions in non-profit organisations or institutions, provided that such roles do not interfere with the execution of their duties and responsibilities as members of the Board of Directors.

Board of Directors Concurrent Position

Name	Position	Position in Other Companies/ Institutions	Name of Other Companies/ Institutions
Riduan	President Director	-	-
Henry Panjaitan	Vice President Director	-	-
Timothy Utama	Operations Director	-	-
Eka Fitria	Human Capital and Compliance Director	-	-
Danis Subyantoro	Risk Management Director	-	-
Totok Priyambodo	Commercial Banking Director	-	-
Mochamad Rizaldi	Corporate Banking Director	-	-
Saptari	Direktur Consumer Banking	-	-
Ari Rizaldi	Treasury and International Banking Director	-	-
Novita Widya Anggraini	Finance and Strategy Director	-	-
Jan Winston	Network and Retail Funding Director	-	-
Sunarto	Information Technology Director	-	-

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:

1. Origin of prospective SOE Board of Directors/Board of Directors candidates come from:
 - a. Former BUMN Director.
 - b. BUMN Board of Commissioners/Supervisory Board.
 - c. Structural Officers and Government Functional Officers.
 - d. Another source.
2. The GMS/Minister may appoint candidates proposed by the Succession Committee as members of the Board of Directors of SOEs.
3. 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.
4. 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.
5. SOE Board of Directors members as referred to in point (3) have a term of office effective from the date determined by the GMS/Minister.

6. 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.
7. The appointment of an individual as a member of the SOE Board of Directors may be made through:
 - a. Decision of the Minister as the GMS/owner of capital if all shares/capital of the SOEs are owned by the State; or
 - b. Decision of the GMS or decision of all shareholders by circular resolution, if not all shares are owned by the State.
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.

INTERIM DIRECTOR APPOINTMENT

Bank Mandiri appoints an interim director (acting director) for each directorate in accordance with regulatory requirements, ensuring no conflicts of interest and alignment with the three lines of defence framework. Interim directors must come from within the Bank, typically from existing Board members. In specific circumstances permitted by law, the Board of Commissioners may assume this role while adhering to Good Corporate Governance principles and submitting a conflict-of-interest declaration. The Bank is not allowed to appoint interim directors from outside the organisation or from positions below the Board of Directors. The interim assignment may last up to six months and may be extended with OJK approval. Any extension request must be submitted no later than one month before the interim period ends and must include the justification, estimated timeline for appointing a permanent director, and information on potential candidates when available.

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;
 - 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;
 - 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.

DISMISSAL OR REPLACEMENT OF MEMBERS OF THE BOARD OF DIRECTORS

Pursuant to SEOJK No.14/2025, the dismissal or replacement of members of the Board of Directors at Bank Mandiri is carried out by prioritising the Bank's best interests and business continuity, dismissal, including temporary suspension, is executed under the authority of the Board of Commissioners in accordance with applicable regulations. Any early dismissal or replacement of the President Director or the Director overseeing the compliance function requires prior approval from OJK before being submitted to the GMS. Requests must be submitted at least one month before the planned GMS and include the justification, supporting documents, and the profile of any proposed replacement. The Nomination Committee prepares the supporting documentation, which must be approved by the majority of the Board of Commissioners, OJK will assess the plan and may approve or reject it. If OJK rejects the plan but the GMS has already proceeded, the Bank must convene another GMS to revoke the decision. OJK also retains the authority to evaluate dismissals, replacements, or resignations of Directors.

POLICIES RELATED TO RESIGNATION OF THE BOARD OF DIRECTORS DUE 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

The management of conflicts of interest for the Board of Directors is regulated under the Bank Mandiri Policy Architecture. Bank Mandiri Policy Architecture serves as a hierarchy/structure of policies providing fundamental framework and governance for formulation of policies and implementation of the Bank's activities. In addition, relevant provisions are also stipulated in the Board of Directors Work Guidelines and Code of Conduct. The management of conflicts of interest of the Board of Directors includes, among others:

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.

BOARD OF DIRECTORS AFFILIATIONS

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:

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		BOC	
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Riduan	President Director	✓		✓		✓		✓		✓		✓		✓	
Henry Panjaitan	Vice President Director	✓		✓		✓		✓		✓		✓		✓	
Timothy Utama	Operations Director	✓		✓		✓		✓		✓		✓		✓	
Eka Fitria	Human Capital and Compliance Director	✓		✓		✓		✓		✓		✓		✓	
Danis Subyantoro	Risk Management Director	✓		✓		✓		✓		✓		✓		✓	
Totok Priyambodo	Commercial Banking Director	✓		✓		✓		✓		✓		✓		✓	
Mochamad Rizaldi	Corporate Banking Director	✓		✓		✓		✓		✓		✓		✓	
Saptari	Consumer Banking Director	✓		✓		✓		✓		✓		✓		✓	
Ari Rizaldi	Treasury and International Banking Director	✓		✓		✓		✓		✓		✓		✓	
Novita Widya Anggraini	Finance and Strategy Director	✓		✓		✓		✓		✓		✓		✓	
Jan Winston	Network and Retail Funding Director	✓		✓		✓		✓		✓		✓		✓	
Sunarto	Information Technology Director	✓		✓		✓		✓		✓		✓		✓	



SHAREHOLDING OF THE BOARD OF DIRECTORS

In accordance with Article 32(a) POJK No. 17 of 2023 and point XXIII No. 2 of SEOJK No. 14/SEOJK.03/2025, the Board of Directors has disclosed any share ownership of 5% (five percent) or more of paid-up capital, including the type and number of shares held in:

- the Bank;
- other banks;
- non-bank financial institutions; and
- other companies.

whether domiciled in Indonesia or overseas.

Share Ownership Through MSOP/ESOP

For Bank Mandiri, share ownership by the President Director or the Director overseeing the compliance function through Management Stock Option Program (MSOP) or Employee Stock Option Program (ESOP) does not affect their independence, provided the shares are granted as part of the controlling shareholder's policy, are not intended for trading, and are supported by a declaration stating they will continue to act independently while in office. MSOP/ESOP share ownership below 5% of paid-up capital is also not considered an ownership relationship. The assessment of family relationships follows the regulatory definition up to the second degree, both vertically and horizontally. If the controlling shareholder is a legal entity, family relationship assessments refer to the individual's relationship with the ultimate controlling shareholder of that entity.

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 2025

No.	Name	Position	Share Ownership				
			Bank Mandiri		Other Banks	Non-Bank Financial Institutions	Other Companies
			Total Shares	% Ownership			
1.	Riduan	President Director	14,547,800	0.0155869	Nil	Nil	Nil
2.	Henry Panjaitan	Vice President Director	163,000	0.0001746	Nil	Nil	Nil
3.	Danis Subyantoro	Risk Management Director	348,584	0.0003735	Nil	Nil	Nil
4.	Timothy Utama	Operations Director	10,334,300	0.0110725	Nil	Nil	Nil
5.	Eka Fitria	Human Capital and Compliance Director	4,293,600	0.0046003	Nil	Nil	Nil
6.	Totok Priyambodo	Commercial Banking Director	370,000	0.0003964	Nil	Nil	Nil
7.	Ari Rizaldi	Treasury and International Banking Director	183,168	0.0001963	Nil	Nil	Nil
8.	Mochamad Rizaldi	Corporate Banking Director	403,400	0.0004322	Nil	Nil	Nil
9.	Saptari	Consumer Banking Director	121,064	0.0001297	Nil	Nil	Nil
10.	Novita Widya Anggraini	Finance and Strategy Director	222,000	0.0002379	Nil	Nil	Nil
11.	Jan Winston	Network and Retail Funding Director	86,400	0.0000926	Nil	Nil	Nil
12.	Sunarto	Information Technology Director	549,600	0.0005889	Nil	Nil	Nil
Total			31,622,916	0.0629129			

ORIENTATION PROGRAM FOR THE NEW BOARD OF DIRECTORS

Bank Mandiri conducts an Orientation Program for newly appointed members of the Board of Directors to provide a comprehensive understanding of the Bank's strategic and operational framework. The program ensures that new Directors possess sufficient knowledge of their roles and responsibilities, enabling them to contribute effectively to the Bank's growth and governance practices.

Main aspects of the program are as follows:

- The Company's strategy, policies, and work plan, providing insight into current goals and future directions.
- 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 administered by the Corporate Secretary, who ensures that all materials, presenters, and supporting sessions are delivered in a structured and timely manner. Throughout 2025, Bank Mandiri conducted the Orientation Program for newly appointed Directors, providing a comprehensive range of topics that equipped them with the insight and readiness needed to assume their roles and perform effectively from the outset.

Name	Position	Material	Material Provider	Date
Henry Panjaitan	Vice President Director	Overview Treasury & International Banking Group	Director of Treasury	20 August 2025
		Overview of Institutional Banking Segment	SEVP Institutional Banking 26	26 August 2025
		Overview of Corporate Banking Segment	Director of Corporate Banking	27 August 2025
		Overview of Commercial Banking Segment	Director of Commercial Banking	3 September 2025
		Overview of SME Banking Segment	SEVP Commercial Banking	4 September 2025
		Fraud Risk Management and Personal Data Protection	Data Protection & Fraud Risk Group (DFR)	12 September 2025
		Human Capital Development Strategy	Human Capital Strategy & Talent Management Group	12 September 2025
		Subsidiaries Management	Strategic Investment & Subsidiaries Management Group	12 September 2025
		Good Corporate Governance	Mandiri University Group	16 September 2025
		Overview Segmen SAM	SEVP Special Asset Management	16 September 2025
		Overview of Environmental, Social and Governance (ESG) and Sustainable Finance	Environmental, Social & Governance Group	18 September 2025
		Overview Segmen Consumer	Direktur Consumer Banking	18 September 2025
		Pembekalan Penilaian Kemampuan dan Kepatutan	Compliance Group	22 September 2025
		Financial Statements, Bank Business Plan and Corporate Work Plan and Budget	Strategy & Performance Management Group	1 October 2025
		Corporate Plan	Business Transformation Group	1 October 2025
		Anti-Money Laundering, Counter-Terrorism Financing and Counter-Proliferation Financing of Weapons of Mass Destruction	Anti Money Laundering & Counter of Financing Terrorism Group	3 October 2025
		Risk Management Framework	Credit Portfolio Risk Group, Market Risk Group, Operational Risk Group	13 October 2025
		IT Strategy & Execution Plan IT	Strategy & Architecture Group	17 October 2025
		Overview Customer Care	Customer Care Group	27 October 2025
		Financial Reporting	Accounting Group	29 October 2025
Overview of Branch Network	Distribution Strategy Group	31 October 2025		



Name	Position	Material	Material Provider	Date
Mochamad Rizaldi	Director of Corporate Banking	Board Forum Perusahaan Anak/Cucu	<ul style="list-style-type: none"> - Director of Utama - Wakil Direktur Utama - Director of Operations - Director of Risk Management - Director of Commercial Banking - Director of Corporate Banking - Director of Consumer Banking - Director of Finance and Strategy - SEVP Internal Audit - Director of Subsidiary Company 	24 September 25
		Wholesale X Officer Development Program Staff Development Program September 2025	Direktur Corporate Banking	25 September 25
		FGD on Fiscal and Monetary Policy in the Banking Sector	Direktur Corporate Banking	29 September 2025
		Ministerial-Level Coordination on the Implementation of the National Action Plan for the Handling of Over Dimension and Overloading (ODOL) Vehicles	<ul style="list-style-type: none"> - Kementerian Koordinator Bidang Infrastruktur dan Pembangunan Wilayah - Kementerian Badan Usaha Milik Negara - Kementerian Keuangan - Direktur Bank HIMBARA 	6 October 2025
		Townhall Direktorat Corporate Banking 2025	<ul style="list-style-type: none"> - Corporate Banking 1 Group - Corporate Banking 2 Group - Corporate Banking 3 Group - Corporate Banking 4 Group - Corporate Banking 5 Group - Corporate Banking 6 Group - Corporate Solutions - Decision Support Corporate Banking - Human Capital Business Partner Corporate Banking 	9 October 2025
		2026 RKAP and 2025 Financial Performance	Director of Finance and Strategy	20 October 2025
		Indonesia Islamic Finance 2025 and the Annual Sharia Banking Meeting	Otoritas Jasa Keuangan	04 November 2025
		The 2026–2030 Sustainable Finance Action Plan (RAKB)	Strategy and Performance Group	6 November 2025
		Townhall Direktorat Special Asset Management	<ul style="list-style-type: none"> - Special Asset Management I Group - Special Asset Management II Group - Special Asset Management III Group - Credit Retail Recovery Group - Legal Group - Decision Support Special Asset Management - Human Capital Business Partner Special Asset Management 	14 November 2025
		Forum Diskusi Makroprudensial (FDM) Bank Indonesia	- Direktur Bank KBMI4	14 November 2025
Saptari	Director of Consumer Banking	Auto Loan Strategy Discussion	Consumer Loan Group	27 March 2025
		Update Performance to Dir CSB	Consumer Loan Group & Micro Development & Agent Banking	6 April 2025
		Consumer Banking Performance Video Conference – March 2025 & April 2025 Projection, Region 9	<ul style="list-style-type: none"> - Regional CEO Reg 9 - Regional CFO Reg 9 - Strategic Performance Review - Credit Cards Group - Consumer Loan Group - Mikro Personal Loan - Micro Development & Agent Banking 	8 April 2025
		HCBP Update to the Director of Consumer Banking	Senior HCBP	5 May 2025

Name	Position	Material	Material Provider	Date
		Consumer Banking Meeting	<ul style="list-style-type: none"> - Consumer Loan Group - Micro Development & Agent Banking - Credit Cards Group - Mikro Personal Loan 	6 May 2025
		Video Conference Kinerja Consumer Banking April'25 & Proyeksi Mei'25 Region 3	<ul style="list-style-type: none"> - Regional CEO Reg 3 - Regional CFO Reg 3 - Strategic Performance Review - Credit Cards Group - Consumer Loan Group - Mikro Personal Loan - Micro Development & Agent Banking 	14 May 2025
		Video Conference Kinerja Consumer Banking April'25 & Proyeksi Mei'25 Region 1	<ul style="list-style-type: none"> - Regional CEO Reg 1 - Regional CFO Reg 1 - Strategic Performance Review - Review Credit Cards - Group Consumer Loan - Group Mikro Personal Loan - Micro Development & Agent Banking 	14 May 2025
		Video Conference Kinerja Consumer Banking April'25 & Proyeksi Mei'25 Region 8	<ul style="list-style-type: none"> - Regional CEO Reg 8 - Regional CFO Reg 8 - Strategic Performance Review - Credit Cards Group - Consumer Loan Group - Mikro Personal Loan Micro - Development & Agent Banking 	15 May 2025
		Video Conference Kinerja Consumer Banking April'25 & Proyeksi Mei'25 Region 7	<ul style="list-style-type: none"> - Regional CEO Reg 7 - Regional CFO Reg 7 - Strategic Performance Review - Credit Cards Group - Consumer Loan Group - Mikro Personal Loan - Micro Development & Agent Banking 	15 May 2025
		Update Performance & Re-branding Auto Loan	Consumer Loan Group	20 May 2025
		Update Data Analytics Consumer Banking	Strategic Performance Review	21 May 2025
		Mandiri Leadership Forum	Bank Mandiri	21 – 24 May 2025
		Penyusunan Visi Direktorat Consumer Banking	<ul style="list-style-type: none"> - Credit Cards Group - Micro Development & Agent Banking - Consumer Loan Group - Mikro Personal Loan 	2 June 2025
Ari Rizaldi	Directors of Treasury and International Banking	Performance Review of Region IV Jakarta 2	RCEO Region IV	11 August 2025
		Credit Strategy and Policy – Corporate and Commercial Loans, SESPIBANK Program Batch 81	Direktur Corporate Banking	03 September 2025
		Integrated Governance Committee – Bank Syariah Indonesia	BOD Bank Syariah Indonesia	11 September 2025
		Public Expose for the Second Quarter of 2025 – PT Bank Mandiri (Persero) Tbk	<ul style="list-style-type: none"> - Director of Operations - Director of Risk Management - Director of Corporate Banking - Director of Finance and Strategy 	19 September 2025
Novita Widya Anggraini	Director of Finance and Strategy	Mandiri Leadership Forum	Bank Mandiri	21 – 24 May 2025
		Workshop on Methodology and Strategy for Managing (CKPN)	<ul style="list-style-type: none"> - Director of Finance & Strategy - Director of Risk Management - SEVP WSR - GH SPM, ACC, CPR, CRTUs: GH CRP1, GH CRP2, GH CMR1, GH CMR2, GH SMR, GH CCRA 	4 September 2025



Name	Position	Material	Material Provider	Date
		Subsidiaries and Sub-subsidiaries Board Forum	<ul style="list-style-type: none"> - President Director - Director of Commercial Banking - Director of Corporate Banking - Director of Treasury & International Banking - Director of Finance and Strategy - Director of Network and Retail Funding - SEVP Bidang - Directors of Subsidiarie 	23-24 September 2025
Jan Winston	Director of Network and Retail Funding	Savings Strategy Alignment	<ul style="list-style-type: none"> - Retail Deposit Product & Solution Group - Distribution Strategy Group - All Region 	8 April 2025
		Update on Smart Branch and Branch Strategy for Area Acquisition	Distribution Strategy Group	10 April 2025
		Video Conference : Weekly Check Point Akselerasi Network & Retail Funding : <ul style="list-style-type: none"> - 1. Performance Review - 2. Quick Win Savings Strategy 	<ul style="list-style-type: none"> - Retail Deposit Product & Solution Group - Distribution Strategy Group - Wealth Management Group - Transaction Banking Retail Sales - Enterprise Data Analytics - All Region 	14 April 2025
		Steering Committee A : Project Kopra Enrich Client Experience 2.0	<ul style="list-style-type: none"> - Director of Operation - Director of IT - Director of Risk Management - Director of Comm Banking - Director of Corp Banking - Digital Wholesale Banking Group - Digital Retail Banking Group - Transaction Banking Wholesale Group 	7 May 2025
		Road to Becoming Leader in Low Cost Funding	<ul style="list-style-type: none"> - Director of Operation - Director of IT - Director of Risk Management - Director of Commercial Banking - Director of Finance and Strategy 	18 June 2025
		Progress Control Tower	<ul style="list-style-type: none"> - Distribution Strategy Group - Electronic Channel Operations - Retail Deposit Product & Solutions - Enterprise Data Analytics 	19 June 2025
		Merchant and MTI Performance Evaluation & MTI	<ul style="list-style-type: none"> - CEO MTI - Transaction Banking Retail Sales Group 	9 July 2025
		Risk Monitoring Committee: Discussion on Network Development and Point of Service Strategy	<ul style="list-style-type: none"> - Regional CEO - Transaction Banking Retail Sales - Distribution Strategy Group 	17 July 2025
		Savings Game Plan for 2025	Retail Deposit Product & Solution Group	29 July 2025
		Risk Monitoring Committee: 2025 Retail Banking Strategy and Performance	<ul style="list-style-type: none"> - Transaction Banking Retail Sales - Distribution Strategy Group - Retail Deposit Product & Solution Group - Transaction Banking Retail Sales Group - Wealth Management Group - Decision Support Strategic Performance Management 	21 August 2025
		Project CRE : Remapping Kantor Pusat & Financial Center	Corporate Real Estate Group	27 August 2025

Name	Position	Material	Material Provider	Date
		Implementation of Personal Data Protection	<ul style="list-style-type: none"> - Director of Consumer Banking - Data Protection & Fraud Risk Group - Distribution Strategy Group - Enterprise Data Analytics Group 	11 September 2025
Sunarto	Director of Information Technology	Entry Meeting for the 2025 Financial Performance Audit by the Audit Board of the Republic of Indonesia	Invited Group: (Oprisk, Accounting, WCO, SOR IT, SOR WB, SOR Ops, Treasury, TBW, CB1-5, SAM 1-5, Corp Risk, CPR, Market Risk, DSG, RDPS, IT STA, IT ASP, IT IFS, CISO, BCM, SISM, SPM, Legal, Corsec, PCP, HCPR, CTO, Retail Audit, IT Audit)	2 September 2025
		Subsidiary Meeting – Agenda: MTI Update	<ul style="list-style-type: none"> - Vice President Director - Director MNR - Director CMB - Director CB - Director TIB - Director FNS - PE IT - SEVP IA - CA RAU - CA ITA - CA WCA 	8 September 2025
		Subsidiary Update, Agenda: MTI Merchant to Dir. IFT	<ul style="list-style-type: none"> - Director IT - SEVP IT - DRB - MTI 	9 September 2025
		Observasi Corporate Governance Perception Index (CGPI) 2024-2025	CPL	9 October 2025
		Update on MCI RKAP to the Supervising Director	<ul style="list-style-type: none"> - Director IT - SISM - MCI 	10 October 2025
		Self-Assessment of Bank Mandiri's Risk Profile on an Individual and Consolidated Basis as of 30 September 2025	<ul style="list-style-type: none"> - Risk Management Committee (RMC) - CPR 	16 October 2025
		Ulnvitation to the 2025 ICOFR Implementation Steering Committee Kick-off Meeting	<ul style="list-style-type: none"> - Director of IT - SEVP IT - Invited Group Head (EDA, DRB, DWB, SOR IT, IT STA, IT ASP, IT IFS, CISO, IT APD, IT DDL) 	24 October 2025
		MTI Subsidiary Update	<ul style="list-style-type: none"> - MTI - Director of IT 	30 October 2025
		Steerco Enhancement New BDS 2025	<ul style="list-style-type: none"> - MTI - Director of IT 	5 November 2025
		Annual Audit Plan 2026	<ul style="list-style-type: none"> - Director of IT - SEVP IT - Internal Audit - SOR IT 	17 November 2025
		Update on the 2026 Bank Product Development Plan (RPPB)	<ul style="list-style-type: none"> - Director of HCC - Director of MNR - Director of FST - Director of NRF - Director of IFT Oprisk 	27 November 2025



Name	Position	Material	Material Provider	Date
		Steering Committee Treasury Core System Agenda: Update progress project NTCS Phase 1B & 2	- Director of Operation - Director of IT - SEVP IT - Group Head Terundang (IT STA, IT APD, Oprisk, Accounting, SOR IT, Compliance, CTF, Market Risk)	4 December 2025
		Update on Year-End 2025 Preparations	- IT Infrastructure - IT Application Support - CISO - SOR IT	18 December 2025
		Steering Committee A (EGL) Enterprise General Ledger	- IT Application Development - IT Application Support - Operational Risk - IT Strategy & Architecture	24 December 2025

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	Level 5	2 years

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

- Once every year for certificate levels 1 and 2; or
- 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.

Name	Position	Material	Material Provider	Date	Issued Date	Expiry Date
Riduan	President Director	National Professional Certification Agency (BNSP/LSPP)	Level 5	Banking Risk Management	18 February 2019	18 February 2021
		National Professional Certification Agency (BNSP/LSPP)	Level 5	Banking Risk Management	9 February 2021	18 February 2023
		ASTA Consulting	Level 5	Banking Risk Management	6 January 2023	6 January 2025
		BARa Risk Forum	Level 7 Refreshment	Banking Risk Management	7 December 2023	7 December 2024
		Indonesia Risk Professional Association (IRPA)	Level 7 Refreshment	Banking Risk Management	23 - 24 October 2024	23 - 24 October 2025
		Indonesian Banking Development Institute (LPPI)	Level 7 Refreshment	Banking Risk Management	20 October 2025	20 October 2026

Name	Position	Material	Material Provider	Date	Issued Date	Expiry Date
Henry Panjaitan	Vice President Director	Global Association of Risk Professionals (GARP)	Level 5	Banking Risk Management	14 September 2020	14 September 2023
		National Professional Certification Agency (BNSP/LSPP)	Level 7	Banking Risk Management	30 August 2025	30 August 2028
Timothy Utama	Director of Operations	National Professional Certification Agency (BNSP/LSPP)	Level 5	Banking Risk Management	13 July 2020	13 July 2022
		National Professional Certification Agency (BNSP/LSPP)	Level 5	Banking Risk Management	6 June 2022	13 July 2024
		Indonesian Banking Development Institute (LPPI)	Level 7 Training & Refreshment	Banking Risk Management	29 November 2023	29 November 2024
		BARa Risk Forum	Level 7 Refreshment	Banking Risk Management	7 December 2023	7 December 2024
		Indonesia Risk Professional Association (IRPA)	Level 7 Refreshment	Banking Risk Management	20 - 21 August 2024	20 - 21 August 2025
		GPS& Partners	Level 7 Refreshment	Banking Risk Management	15 July 2025	15 July 2026
Eka Fitria	Director of Human Capital and Compliance	National Professional Certification Agency (BNSP/LSPP)	Level 4	Banking Risk Management	21 January 2021	21 January 2023
		Indonesian Banking Development Institute (LPPI)	Level 5	Banking Risk Management	20 & 22 June 2023	20 June 2025
		Indonesian Banking Development Institute (LPPI)	Level 7 Training	Banking Risk Management	9 January 2024	-
		National Professional Certification Agency (BNSP/LSPP)	Level 7	Banking Risk Management	17 April 2024	17 April 2025
		Indonesia Risk Professional Association (IRPA)	Refreshment	Banking Risk Management	20 - 21 August 2024	20 - 21 August 2025
Danis Subyantoro	Director of Risk Management	Indonesian Banking Development Institute (LPPI)	Level 7 Training & Refreshment	Banking Risk Management	29 November 2023	29 November 2024
		BARa Risk Forum	Level 7 Refreshment	Banking Risk Management	8 December 2023	8 December 2024
		National Professional Certification Agency (BNSP/LSPP)	Level 7	Banking Risk Management	17 April 2024	17 April 2027
Totok Priyambodo	Director of Commercial Banking	National Professional Certification Agency (BNSP/LSPP)	Level 7	Banking Risk Management	17 April 2024	17 April 2027
Mochamad Rizaldi	Director of Corporate Banking	National Professional Certification Agency (BNSP/LSPP)	Level 4	Banking Risk Management	7 April 2018	7 April 2020



Name	Position	Material	Material Provider	Date	Issued Date	Expiry Date
		National Professional Certification Agency (BNSP/LSPP)	Level 7	Banking Risk Management	17 April 2024	17 April 2027
		GPS & Partners - Consulting Group	Jenjang 7	Banking Risk Management	20 March 2025	20 March 2026
Saptari	Director of Consumer Banking	National Professional Certification Agency (BNSP/LSPP)	Level 6	Banking Risk Management	13 May 2024	13 May 2027
		National Professional Certification Agency (BNSP/LSPP)	Training	Banking Risk Management	28 February 2025	28 February 2028
		JMS Education	Level 7	Banking Risk Management	31 October 2025	31 October 2026
Ari Rizaldi	Director of Treasury and International Banking	National Professional Certification Agency (BNSP/LSPP)	Level 6	Banking Risk Management	13 May 2024	13 May 2027
		National Professional Certification Agency (BNSP/LSPP)	Training	Banking Risk Management	28 February 2025	28 February 2028
		JMS Education	Level 7	Banking Risk Management	31 October 2025	31 October 2026
Novita Widya Angraini	Director of Finance and Strategy	Badan Nasional Sertifikasi Profesi/LSPP	Level 7	Banking Risk Management	29 April 2024	29 April 2027
		GPS & Partners - Consulting Group	Level 7	Banking Risk Management	22 April 2025	22 April 2026
Jan Winston	Director of Network and Retail Funding	National Professional Certification Agency (BNSP/LSPP)	Level 6	Banking Risk Management	18 November 2024	18 November 2027
		National Professional Certification Agency (BNSP/LSPP)	Level 7	Banking Risk Management	30 June 2025	30 June 2028
Sunarto	Director of Information Technology	National Professional Certification Agency (BNSP/LSPP)	Level 5	Banking Risk Management	17 April 2024	17 April 2027
		National Professional Certification Agency (BNSP/LSPP)	Level 6	Banking Risk Management	5 May 2025	5 May 2025
		National Professional Certification Agency (BNSP/LSPP)	Level 7	Banking Risk Management	15 September 2025	15 September 2026

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, POJK No. 17 of 2023, and SEOJK No. 14/SEOJK.03/2025. 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 4 (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 2025, 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 2024. › Selection of External Auditor for Fiscal Year 2025. 	<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) 2025 Revision & RBB (Bank Business Plan) 2025-2027 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) 2026 & RBB (Bank Business Plan) 2026-2028.

Board of Directors Meeting Implementation

The following are agenda, date and participants of the Director's Meeting in 2025.



No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
1	6 January 2025	<ol style="list-style-type: none"> General Discussion: Update on the Company's Latest Developments General Discussion: Update on the 2025 Calendar of Events (COE) Human Capital Proposal Risk Management Proposal 	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
Totok Priyambodo	Present				
2	13 January 2025	<ol style="list-style-type: none"> General Discussion: Update on the Company's Latest Developments General Discussion: Update on the 2025 Bank Mandiri Calendar of Events (COE) Proposal for the Holding of the 2025 Annual General Meeting of Shareholders (AGMS) 	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Absent	Leave
			Toni Eko Boy Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Absent	Leave
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
Totok Priyambodo	Present				
3	20 January 2025	<ol style="list-style-type: none"> General Discussion: Update on the Company's Latest Developments Consolidated Financial Statements of PT Bank Mandiri (Persero) Tbk, and Subsidiaries for the Year Ended 31 December 2024 (Audited) Financial Performance as of December 2024 	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Absent	Leave
			Toni Eko Boy Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
Totok Priyambodo	Present				
4	24 January 2025 (Radirkom)	Financial Performance as of December 2024	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Rohan Hafas	Present	
			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
5	4 February 2025	Performance Evaluation of Bank Mandiri and Work Units (AGPR) for 2024	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
6	6 February 2025	Human Capital Proposal	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
7	10 February 2025	<ol style="list-style-type: none"> 1. Procurement of Public Accountant (AP) and Public Accounting Firm (KAP) Services for Bank Mandiri in 2025 2. Human Capital Proposal 	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
8	11 February 2025	Investor Relations Proposal	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Rohan Hafas	Present	
			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
9	17 February 2025	Financial Performance as of January 2025	Darmawan Junaidi	Present	
			Alexandra Askandar	Absent	Leave
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
Totok Priyambodo	Present				
10	24 February 2025	<ol style="list-style-type: none"> General Discussion: Update on the Company's Latest Developments Market Update Update on Risk Management 	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Absent	Leave
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
11	3 March 2025	<ol style="list-style-type: none"> General Discussion: Update on the Company's Latest Developments Legal Update 	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Absent	Leave
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
12	10 March 2025	<ol style="list-style-type: none"> General Discussion: Update on the Company's Latest Developments Financial Performance as of February 2025 and Week 1 of March 2025 Strategic Investment & Subsidiaries Management Proposal Treasury Update 	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Rohan Hafas	Present	
			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
13	17 March 2025	<ol style="list-style-type: none"> General Discussion: Update on the Company's Latest Developments Management Limit Proposal Update on Bank Mandiri Stress Testing for the Fourth Quarter of 2024 	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Rohan Hafas	Present	
			Sigit Prastowo	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
Totok Priyambodo	Present				
14	27 March 2025	<ol style="list-style-type: none"> General Discussion: Update on the Company's Latest Developments General Discussion: Follow-up on the Resolutions of the 2025 Annual General Meeting of Shareholders Human Capital Proposal 	Darmawan Junaidi	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
Novita Widya Anggraini	Present				
Jan Winston Tambunan	Present				
15	10 April 2025	<p>Usulan Human Capital</p> <ol style="list-style-type: none"> Human Capital Proposal General Discussion: Update on the Company's Latest Developments General Discussion: Update on the Pro Forma Financial Performance as of March 2025 General Discussion: Update on the Implications of Trump Tariffs and Stress Testing Results 	Darmawan Junaidi	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
Novita Widya Anggraini	Present				
Jan Winston Tambunan	Present				
16	21 April 2025	<ol style="list-style-type: none"> General Discussion: Update on the Company's Latest Developments Human Capital Proposal Financial Performance as of March 2025 Update on the Preparation for the 1Q 2025 Public Expose and Analyst Meeting 	Darmawan Junaidi	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
Novita Widya Anggraini	Present				
Jan Winston Tambunan	Present				



No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
17	29 April 2025	1. General Discussion: Update on the Company's Latest Developments 2. Distribution Strategy Update	Darmawan Junaidi	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Absent	Business Trip
			Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	
18.	7 May 2025	1. General Discussion: Update on the Company's Latest Developments 2. Human Capital Proposal 3. Operations Update	Darmawan Junaidi	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	
19.	15 May 2025	1. General Discussion: Update on the Company's Latest Developments 2. Commercial Banking Update	Darmawan Junaidi	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Absent	Business Trip
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	
20.	19 May 2025	1. General Discussion: Update on the Company's Latest Developments 2. Human Capital Proposal 3. Update on the Preparation for the 2025 Mandiri Leadership Forum	Darmawan Junaidi	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	

No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
21.	26 May 2025	<ol style="list-style-type: none"> General Discussion: Update on the Company's Latest Developments Human Capital Proposal Financial Performance as of April 2025 	Darmawan Junaidi	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	
22.	28 May 2025	Financial Performance as of April 2025	Darmawan Junaidi	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	
23.	3 June 2025	<ol style="list-style-type: none"> General Discussion: Update on the Company's Latest Developments Human Capital Proposal 	Darmawan Junaidi	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Absent	Business Trip
			Jan Winston Tambunan	Present	
24	10 June 2025	<ol style="list-style-type: none"> General Discussion: Update on the Company's Latest Developments General Discussion: Update on the Mandiri Jogja Marathon 2025 General Discussion: Update on the Pro Forma Financial Performance as of May 2025 Update on Bank Mandiri Stress Testing for the First Quarter of 2025 	Darmawan Junaidi	Present	
			Riduan	Absent	Sick Leave
			Toni Eko Boy Subari	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	



No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
25.	16 June 2025	<ol style="list-style-type: none"> General Discussion: Update on the Company's Latest Developments Proposal for the Revision of the 2025 RKAP and the 2025-2027 RBB Strategic Investment & Subsidiaries Management Update 	Darmawan Junaidi	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
Jan Winston Tambunan	Present				
26	24 June 2025	<ol style="list-style-type: none"> General Discussion: Update on the Company's Latest Developments Distribution Strategy Update 	Darmawan Junaidi	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	Business Trip
			Novita Widya Anggraini	Present	
Jan Winston Tambunan	Present				
27	30 June 2025	<ol style="list-style-type: none"> General Discussion: Update on the Company's Latest Developments General Discussion: Plan for the Convening of the 2025 Extraordinary General Meeting of Shareholders (EGMS) Management Limit Proposal 	Darmawan Junaidi	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
Jan Winston Tambunan	Present				
28	7 July 2025	<ol style="list-style-type: none"> General Discussion: Update on the Company's Latest Developments Financial Performance as of June 2025 	Darmawan Junaidi	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
Jan Winston Tambunan	Present				

No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
29	14 July 2025	<ol style="list-style-type: none"> General Discussion: Update on the Company's Latest Developments Human Capital Proposal 	Darmawan Junaidi	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
Jan Winston Tambunan	Present				
30	22 July 2025	<ol style="list-style-type: none"> General Discussion: Update on the Company's Latest Developments Digital Retail Banking Update 	Darmawan Junaidi	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
Jan Winston Tambunan	Present				
31	28 July 2025	<ol style="list-style-type: none"> General Discussion: Update on the Company's Latest Developments Human Capital Proposal Risk Management Proposal 	Darmawan Junaidi	Present	
			Riduan	Present	
			Toni Eko Boy Subari	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Absent	Business Trip
			Novita Widya Anggraini	Present	
Jan Winston Tambunan	Present				
32	6 August 2025	<ol style="list-style-type: none"> General Discussion: Update on the Company's Latest Developments Proposal for the Follow-up to the 2025 Extraordinary General Meeting of Shareholders (EGMS): Arrangement of the Board of Directors and SEVP Proposal for the Follow-up to the 2025 Extraordinary General Meeting of Shareholders (EGMS): Alignment of Bank Mandiri's Organizational Structure Financial Performance as of July 2025 Management Limit Proposal 	Riduan	Present	
			Henry Panjaitan	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	
Sunarto	Present				



No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
33	14 August 2025	<ol style="list-style-type: none"> General Discussion: a. Update on the Company's Latest Developments General Discussion: b. Financial Update: Performance Monitoring General Discussion: c. Corporate Secretary Update Human Capital Proposal 	Riduan	Present	
			Henry Panjaitan	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
Jan Winston Tambunan	Present				
Sunarto	Present				
34	19 August 2025	<ol style="list-style-type: none"> General Discussion: a. Update on the Company's Latest Developments General Discussion: b. Financial Update: Weekly Performance Monitoring Update on the Potential of FBI Livin' by Bank Mandiri Savings Product Update Update on the Series of Events for the 27th Anniversary of Bank Mandiri Corporate Real Estate Proposal 	Riduan	Present	
			Henry Panjaitan	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
Jan Winston Tambunan	Present				
Sunarto	Present				
35	25 August 2025	<ol style="list-style-type: none"> General Discussion: a. Update on the Company's Latest Developments General Discussion: b. Financial Update: Weekly Performance Monitoring Retail Deposit & Product Solutions Update Update on the 27th Anniversary of Bank Mandiri 	Riduan	Present	
			Henry Panjaitan	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
Jan Winston Tambunan	Present				
Sunarto	Present				
36	29 August 2025	<ol style="list-style-type: none"> Human Capital Proposal General Discussion: Update on the Company's Latest Developments 	Riduan	Present	
			Henry Panjaitan	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
Jan Winston Tambunan	Present				
Sunarto	Present				

No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
37	2 September 2025	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Bank Mandiri Operational Continuity Readiness 3. General Discussion: c. Financial Update: Weekly Performance Monitoring 4. Information Technology Update 5. Organizational Revamp	Riduan	Present	
			Henry Panjaitan	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
Jan Winston Tambunan	Present				
Sunarto	Present				
38	8 September 2025	1. Human Capital Proposal 2. Discussion & General Information: a. Update on the Company's Latest Developments 3. Discussion & General Information: b. Financial Update: Weekly Performance Monitoring 4. Discussion & General Information: c. Retail Deposit & Product Solutions Update	Riduan	Present	
			Henry Panjaitan	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
Jan Winston Tambunan	Present				
Sunarto	Present				
39	9 September 2025	1. Update on the Audit Results of the Financial Statements 2. Agenda & General Information: a. Update on the Company's Latest Developments 3. Agenda & General Information: b. Update on the Treasury Dealer Development Program 4. Agenda & General Information: c. Update on the 2025 Calendar of Events	Riduan	Present	
			Henry Panjaitan	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
Jan Winston Tambunan	Present				
Sunarto	Present				
40	16 September 2025	1. Management Limit Proposal 2. Discussion & General Information: Update on the Company's Latest Developments 3. Discussion & General Information: Retail Deposit & Product Solutions Update 4. Discussion & General Information: Weekly Performance Update and Plan for the Q2 2025 Analyst Meeting & Public Expose 5. Discussion & General Information: Proposal for the Improvement of Human Capital Policies 6. Discussion & General Information: Update on the 27th Anniversary of Bank Mandiri 7. Discussion & General Information: Service Transformation Update 8. Discussion & General Information: Organizational Revamp Update 9. Discussion & General Information: Corporate Banking Proposal	Riduan	Present	
			Henry Panjaitan	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
Jan Winston Tambunan	Present				
Sunarto	Present				



No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
41	23 September 2025	<ol style="list-style-type: none"> Proposal for the Improvement of Human Capital Policies Organizational Change Proposal Discussion & General Information: a. Update on the Company's Latest Developments Discussion & General Information: b. Update on the Progress of the Strategy to Increase FBI Livin' by Bank Mandiri Discussion & General Information: c. Weekly Performance Monitoring 	Riduan	Present	
			Henry Panjaitan	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	
Sunarto	Present				
42.	25 September 2025	<ol style="list-style-type: none"> Financial Performance as of August 2025 Update on the 27th Anniversary of Bank Mandiri 	Riduan	Present	
			Henry Panjaitan	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	
Sunarto	Present				
43.	30 September 2025	<ol style="list-style-type: none"> Discussion & General Information: a. Update on the Company's Latest Developments Discussion & General Information: b. Institutional Relations Update Discussion & General Information: c. Weekly Performance Monitoring Discussion & General Information: d. Organizational Adjustment Update Discussion & General Information: e. CKPN Alignment Human Capital Proposal 	Riduan	Present	
			Henry Panjaitan	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Absent	Sakit
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	
Sunarto	Present				
44.	8 October 2025	<ol style="list-style-type: none"> Organizational Revamp General Discussion: a. Update on the Company's Latest Developments General Discussion: b. Senior HCBP Update General Discussion: c. Internal Audit Update General Discussion: d. Weekly Performance Monitoring General Discussion: e. Wholesale Transaction Banking Update General Discussion: f. Strategic Procurement Update General Discussion: g. Corporate Real Estate Update 	Riduan	Present	
			Henry Panjaitan	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	
Sunarto	Present				

No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence	
45.	14 October 2025	1. Senior HCBP Proposal	Riduan	Present		
		2. Organizational Revamp Proposal	Henry Panjaitan	Present		
		3. General Discussion: a. Update on the Company's Latest Developments	Timothy Utama	Present		
		4. General Discussion: b. Livin' Employee Mortgage (KPR) Update	Eka Fitria	Present		
		5. General Discussion: c. GMM Update	Danis Subyantoro	Present		
		6. General Discussion: d. Weekly Performance Monitoring	Totok Priyambodo	Absent	Sick Leave	
		7. General Discussion: e. Merchant Business Update	Mochamad Rizaldi	Present		
		8. General Discussion: f. Credit Card Business Update	Saptari	Present		
		9. General Discussion: g. Update on the Preparation for the Mandiri Anniversary Event	Ari Rizaldi	Present		
			Novita Widya Anggraini	Present		
			Jan Winston Tambunan	Present		
			Sunarto	Present		
46.	17 October 2025	1. Human Capital Proposal	Riduan	Present		
		2. General Discussion: Update on Liquidity and Third-Party Funds (DPK) Strategy through Year-End 2025	Henry Panjaitan	Absent	Business Trip	
			Timothy Utama	Present		
				Eka Fitria	Present	
				Danis Subyantoro	Present	
				Totok Priyambodo	Present	
				Mochamad Rizaldi	Present	
				Saptari	Present	
				Ari Rizaldi	Present	
		Novita Widya Anggraini	Present			
		Jan Winston Tambunan	Present			
		Sunarto	Present			
47.	21 October 2025	1. Management Limit Proposal	Riduan	Present		
		2. General Discussion: a. Update on the Company's Latest Developments	Henry Panjaitan	Present		
			Timothy Utama	Present		
		3. General Discussion: b. Proposal for Amendments to the Board of Directors' Rules of Procedure	Eka Fitria	Present		
		4. General Discussion: c. Wealth Management Business Update	Danis Subyantoro	Present		
		5. General Discussion: d. Weekly Performance Monitoring and Liquidity Update	Totok Priyambodo	Present		
		6. General Discussion: e. Institutional Relations Update	Mochamad Rizaldi	Present		
		7. General Discussion: f. Corporate Secretary & DGM Update	Saptari	Present		
			Ari Rizaldi	Present		
		Novita Widya Anggraini	Present			
		Jan Winston Tambunan	Present			
		Sunarto	Present			
48.	28 October 2025	1. Organizational Alignment Proposal	Riduan	Present		
		2. Corporate Action Plan Proposal	Henry Panjaitan	Present		
		3. General Discussion: a. Update on the Company's Latest Developments	Timothy Utama	Present		
			Eka Fitria	Present		
		4. General Discussion: b. Weekly Performance Monitoring and Liquidity Update	Danis Subyantoro	Present		
		5. General Discussion: c. Update on the 2026 RKAP	Totok Priyambodo	Present		
		6. General Discussion: Proposed RAKB 2026–2030	Mochamad Rizaldi	Present		
		7. General Discussion: e. Update on the Progress of Organizational Revamp	Saptari	Present		
			Ari Rizaldi	Present		
8. General Discussion: Update on the Progress of Organizational Revamp	Novita Widya Anggraini	Present				
		Jan Winston Tambunan	Present			
		Sunarto	Present			



No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
49.	31 October 2025	<ol style="list-style-type: none"> Proposal for AGMS Approval Proposed RKAP 2026 GMM Reward Proposal 	Riduan	Present	
			Henry Panjaitan	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	
			Sunarto	Present	
50.	11 November 2025	<ol style="list-style-type: none"> Update on the Company's Latest Developments Human Capital Proposal Corporate Secretary Proposal Proposal for the Update of BMRI 2025 Recovery Plan Action Plan Update on October 2025 Performance and Corporate Action Assessment Internal Audit Update Human Capital Update 	Riduan	Present	
			Henry Panjaitan	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	
			Sunarto	Present	
51.	18 November 2025	<ol style="list-style-type: none"> Update on the Company's Latest Developments Corporate Action Proposal Proposal for the Update of BMRI 2025 Recovery Plan Action Plan Human Capital Proposal Weekly Monitoring and Review of Fee-Based Income (FBI) Tariffs Discussion on the National Working Meeting (Rakernas) for RKAP 2026 	Riduan	Present	
			Henry Panjaitan	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	
			Sunarto	Present	
52.	21 November 2025	<ol style="list-style-type: none"> Human Capital Proposal Adjustment to the SEVP Nomenclature General Discussion and Information: Update on the 2026 IT Initiatives 	Riduan	Present	
			Henry Panjaitan	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	
			Sunarto	Present	

No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
	25 November 2025	<ol style="list-style-type: none"> Update on the Company's Latest Developments AML & CFT Update Human Capital Proposal Weekly Monitoring of Financial Performance and November 2025 Projections, as well as the Bank's Liquidity Developments Follow-up Discussion on the Review of the Fee-Based Income (FBI) Pricing Strategy 	Riduan Henry Panjaitan Timothy Utama Eka Fitria Danis Subyantoro Totok Priyambodo Mochamad Rizaldi Saptari Ari Rizaldi Novita Widya Anggraini Jan Winston Tambunan Sunarto	Present Present Present Present Present Present Present Present Present Present Present Present	
54.	2 December 2025	<ol style="list-style-type: none"> Update on the Company's Latest Developments Human Capital Proposal Weekly Performance Monitoring: November Pro Forma Performance and December 2025 Projections, as well as the Bank's Liquidity Developments Discussion on Organizational Revamp 	Riduan Henry Panjaitan Timothy Utama Eka Fitria Danis Subyantoro Totok Priyambodo Mochamad Rizaldi Saptari Ari Rizaldi Novita Widya Anggraini Jan Winston Tambunan Sunarto	Present Present Present Present Present Present Present Present Present Present Present Present	
55.	10 December 2025	<ol style="list-style-type: none"> Update on the Company's Latest Developments Human Capital Proposal Weekly Monitoring of Financial Performance: Update on the Final November LKI and December 2025 Projections, as well as the Bank's Liquidity Developments Policy and Procedure Discussion IT Plan Update 	Riduan Henry Panjaitan Timothy Utama Eka Fitria Danis Subyantoro Totok Priyambodo Mochamad Rizaldi Saptari Ari Rizaldi Novita Widya Anggraini Jan Winston Tambunan Sunarto	Present Present Present Present Present Present Present Present Present Present Present Present	
56.	15 December 2025	<ol style="list-style-type: none"> Human Capital Proposal Corporate Secretary Proposal Weekly Monitoring of Financial Performance and December 2025 Projections, as well as the Bank's Liquidity Developments 	Riduan Henry Panjaitan Timothy Utama Eka Fitria Danis Subyantoro Totok Priyambodo Mochamad Rizaldi Saptari Ari Rizaldi Novita Widya Anggraini Jan Winston Tambunan Sunarto	Present Present Present Present Present Absent Present Present Present Present Present Present	Leave



No.	Date	Meeting Agenda	Meeting Participants	Presence	Reasons for Absence
57.	23 December 2025	<ol style="list-style-type: none"> General Discussion: Update on the Company's Latest Developments General Discussion: Update on the DHE-SDA Regulation Human Capital Proposal Weekly Monitoring of Financial Performance and December 2025 Projections, as well as the Bank's Liquidity Developments 	Riduan	Present	
			Henry Panjaitan	Present	
			Timothy Utama	Absent	Leave
			Eka Fitria	Absent	Leave
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	
			Sunarto	Present	
58.	30 December 2025	<ol style="list-style-type: none"> Update on the Company's Latest Developments Update on the Progress of Organizational Revamp Weekly Monitoring of Financial Performance and December 2025 Projections, as well as the Bank's Liquidity Developments Update on the National Working Meeting (Rakernas) for RKAP 2026 	Riduan	Present	
			Henry Panjaitan	Present	
			Timothy Utama	Present	
			Eka Fitria	Present	
			Danis Subyantoro	Present	
			Totok Priyambodo	Present	
			Mochamad Rizaldi	Present	
			Saptari	Present	
			Ari Rizaldi	Present	
			Novita Widya Anggraini	Present	
			Jan Winston Tambunan	Present	
			Sunarto	Present	

Meeting Frequency and Attendance

In 2025, the Board of Directors held 58 (Fifty Eight) meetings including joint meeting with the Board of Commissioners. The frequency and attendance of Director's meetings is as below.

Board of Directors Meetings As of 1 January to 25 March 2025

Name	Position	Board of Directors Meeting		Joint Meetings of BOD & BOC		Total Meeting	Total Attendance	%
		Total Meeting	Total Attendance	Total Meeting	Total Attendance			
Riduan	President Director	55	54	3	3	58	57	98
Henry Panjaitan	Vice President Director	26	25	1	1	27	26	96
Timothy Utama	Director of Information Technology	55	53	3	3	58	56	97
Eka Fitria	Director of Human Capital and Compliance	55	53	3	3	58	56	97
Danis Subyantoro	Director of Risk Management	55	55	3	3	58	58	100
Totok Priyambodo	Director of Commercial Banking	55	52	3	3	58	55	95
Mochamad Rizaldi	Director of Corporate Banking	43	42	2	2	45	44	98
Saptari	Director of Consumer Banking	43	43	2	2	45	45	100
Ari Rizaldi	Director of Treasury and International Banking	43	40	2	2	45	42	93
Novita Widya Anggraini	Director of Finance and Strategy	43	42	2	2	45	44	98
Jan Winston Tambunan	Director of Network and Retail Funding	43	43	2	2	45	45	100
Sunarto	Director of Information Technology	26	26	1	1	27	27	100

Name	Position	Board of Directors Meeting		Joint Meetings of BOD & BOC		Total Meeting	Total Attendance	%
		Total Meeting	Total Attendance	Total Meeting	Total Attendance			
Darmawan Junaidi**	President Director	29	29	2	2	31	31	100
Alexandra Askandar*	Vice President	12	11	1	1	13	12	92
Toni Eko Boy Subari**	Director of Operations	29	28	2	2	31	30	97
Agus Dwi Handaya*	Director of Compliance and HR	12	11	1	1	13	12	92
Aquarius Rudianto*	Director of Network and Retail Banking	8	6	1	1	9	7	78
Rohan Hafas*	Director of Institutional Relations	12	12	1	1	13	13	100
Sigit Prastowo*	Director of Finance and Strategy	12	11	1	1	13	12	92

*) Tenure was ended based on the Annual GMS dated 25 March 2025

***) Tenure was ended based on the Extraordinary GMS dated 4 August 2025.

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

Board of Directors Decisions

In reference with SEOJK No. 14/2025, all decisions of the Board of Directors of Bank Mandiri are made in accordance with the established governance guidelines and rules of procedure, which are binding on all Directors. In the event of a dissenting opinion, the differing view must be clearly recorded in the minutes of the Board meeting along with the underlying rationale. The signed minutes of the meeting must then be distributed to all members of the Board of Directors, either in hard copy or through electronic channels.

Board of Directors Duties Implementation

The general implementation of the Board of Directors duties in 2025 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 2025, 58 (fifty eight) Board of Directors Meetings were held, consisting of 55 (fifty 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 2025, the Company convened 3 (three) General Meetings of Shareholders, consisting of 1 (one) Annual General Meeting of Shareholders held on 25 March 2025 and 2 (two) Extraordinary General Meetings of Shareholders held on 4 August 2025 and 19 December 2025.
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 2025:



Date	Subject
21 January 2025	Board of Directors Decree of PT Bank Mandiri (Persero) Tbk on the Appointment of the Team and Reviewers for the Procurement of Audit Services (Public Accounting Firm) and Tax Consultant for the Issuance of Bank Mandiri's Global Bond 2025
22 January 2025	Board of Directors Decree on the Implementation of IT Initiatives in 2025
30 January 2025	Integrated Governance Committee
31 January 2025	Implementation of Non-IT Initiatives in 2025
13 February 2025	Composition of the Tender Committee for the Procurement of the Construction Contractor for the Development of the Flat at Jl. Juanda No. 25, Jakarta
14 February 2025	Signing of the Board of Directors Decree on the Establishment of the Tender Committee for the Procurement of Operational Leased Official Vehicles (KDS) for 2025–2026
11 March 2025	Board of Directors Decree on the Establishment of the Tender Committee for the Procurement of the Construction Contractor for the Development of the Pancoran Flat, Jakarta, Using the Design and Build Method
27 March 2025	Assignment as Executive Officer in Charge of Network and Retail Funding
27 March 2025	Assignment as Executive Officer in Charge of Finance and Strategy
27 March 2025	Assignment as Executive Officer in Charge of Treasury and International Banking
27 March 2025	Assignment as Executive Officer in Charge of Consumer Banking
27 March 2025	Assignment as Executive Officer in Charge of Corporate Banking
27 March 2025	Allocation of Duties and Authorities of the Members of the Board of Directors and the Appointment of Substitute Directors, Regional Supervisory Directors, and Subsidiary Supervisory Directors
10 April 2025	Organizational Structure
10 April 2025	SEVP of Special Asset Management
10 April 2025	SEVP of Institutional Relations
10 April 2025	SEVP of Corporate Banking
10 April 2025	Allocation of SEVP Responsibilities
17 April 2025	Guidelines and Rules of Procedure of the Board of Directors of PT Bank Mandiri (Persero) Tbk
29 April 2025	Determination of the Membership of the Remuneration and Nomination Committee
29 April 2025	Determination of the Membership of the Integrated Governance Committee
29 April 2025	Determination of the Membership of the Risk Monitoring Committee
29 April 2025	Determination of the Membership of the Audit Committee
30 April 2025	Establishment of the Procurement Team for Climate Risk Management & Scenario Analysis (CRMS) Initiative Consulting Services 2025
30 April 2025	Decree on Employee Termination Due to Resignation
20 May 2025	Transformation Committee (TFC)
20 May 2025	Policy & Procedure Committee (PPC)
20 May 2025	Integrated Risk Committee (IRC)
20 May 2025	Human Capital Policy Committee (HCPC)
20 May 2025	Capital & Subsidiaries Committee (CSC)
20 May 2025	Business Committee (BC)
20 May 2025	Assets & Liabilities Management Committee (ALCO)
20 May 2025	Corporate Social and Environmental Responsibility Committee (TJSL)
20 May 2025	Information Technology & Digital Banking Committee (ITDC)
20 May 2025	Credit Policy Committee (CPC)
20 May 2025	Risk Management Committee (RMC)
30 May 2025	Executive Committee
30 May 2025	Employee Termination Due to Appointment as Director of a State-Owned Enterprise (SOE)
30 May 2025	Employee Termination Due to Appointment as Director of a State-Owned Enterprise (SOE) – PAK ABU
30 May 2025	Employee Termination Due to Appointment as Director of a State-Owned Enterprise (SOE) – HELMY
30 May 2025	Employee Termination Due to Appointment as Director of a State-Owned Enterprise (SOE) – Alexander Dippo
30 May 2025	Employee Termination Due to Appointment as Director of a State-Owned Enterprise (SOE) – Mr. Ari
30 May 2025	Employee Termination Due to Appointment as Director of a State-Owned Enterprise (SOE)
23 June 2025	Assessment of Bank Mandiri's Risk Maturity Index (RMI) for 2025
1 July 2025	Termination of Employment Agreement

Date	Subject
1 July 2025	Employee Termination Due to Resignation
14 July 2025	Procurement of Audit Services (Public Accounting Firm) in Relation to the Issuance of Bank Mandiri Sustainable Bond Public Offering Program (PUB) I 2025
18 July 2025	Employee Termination
30 July 2025	Employee Termination
30 July 2025	Employee Termination Due to Resignation
30 July 2025	Establishment of the Tender Committee for the General Tender of Construction Services Procurement
1 August 2025	General Tender
19 August 2025	Employee Termination Due to Appointment as Director of a State-Owned Enterprise (SOE)
26 August 2025	Assignment as Executive Officer
26 August 2025	Assignment as Executive Officer in Charge of Information Technology
26 August 2025	Appointment of Acting SEVP and Supporting SEVP for the Regional Supervisory Director
26 August 2025	Allocation of Duties and Authorities of the Members of the Board of Directors and the Appointment of Substitute Directors, Regional Supervisory Directors, and Subsidiary Supervisory Directors
29 August 2025	Determination of the Membership of the Remuneration and Nomination Committee
29 August 2025	Determination of the Membership of the Integrated Governance Committee
29 August 2025	Determination of the Membership of the Risk Monitoring Committee
29 August 2025	Determination of the Membership of the Audit Committee
2 September 2025	Appointment and Determination of the SEVP of Information Technology
03 September 2025	Employee Appointment
08 September 2025	Employee Appointment
16 September 2025	Approval of the Share Transfer of PT Semen Kupang
30 September 2025	Employee Termination
30 September 2025	Employee Termination
07 October 2025	Employee Termination
13 October 2025	Employee Termination
17 October 2025	Establishment of the Negotiation Team and Granting of Authority for the Preparation of the Collective Labor Agreement (CLA) of PT Bank Mandiri (Persero) Tbk
17 October 2025	Organizational Structure
29 October 2025	Establishment of the Team and Reviewers for the Procurement of Public Accountant (PA) and Public Accounting Firm (KAP) Services to Conduct the Audit of the Consolidated Financial Statements of PT Bank Mandiri (Persero) Tbk and Its Subsidiaries, the Audit of the Financial Statements of the Micro and Small Business Funding Program (PUMK) of PT Bank Mandiri (Persero) Tbk, and Other Professional Engagements for the Period Ending 31 December 2026 ("Procurement of PA and KAP Services of Bank Mandiri 2026")
11 November 2025	Board of Directors Decree on the Establishment of the Team and Reviewers for the Procurement of Limited Review Services on Bank Mandiri's Financial Statements as of 31 October 2025 in Relation to Project Alpha 2025 (Limited Review Services Procurement – Project Alpha 2025)
19 November 2025	Board of Directors Decree on Employee Termination Due to Appointment as Director of a State-Owned Enterprise (SOE)
19 November 2025	Board of Directors Decree on Employee Termination Due to Appointment as Director of a State-Owned Enterprise (SOE)
19 November 2025	Board of Directors Decree on Employee Termination Due to Appointment as Director of a State-Owned Enterprise (SOE)
19 November 2025	Board of Directors Decree on Employee Termination Due to Appointment as Director of a State-Owned Enterprise (SOE)
28 November 2025	Board of Directors Rules of Procedure
28 November 2025	Board of Directors Decree on the Appointment and Determination of the SEVP of Operations
1 December 2025	Appointment of the Group Head of Corporate Secretary Group
1 December 2025	Termination of the Group Head of Corporate Secretary Group
17 December 2025	Employee Termination
22 December 2025	Organizational Structure

Annual Strategy Review

The Board of Directors conducts a comprehensive review of the annual strategy at the end of each year to ensure the Company's readiness for the year ahead. In 2025, this process was carried out through Board meetings that refined the work plan to remain aligned with the Company's strategic priorities and objectives.



Corporate Strategy Evaluation

The Company's strategy is evaluated regularly to ensure alignment with its Vision, Mission, and evolving business landscape. This evaluation involves the Board of Directors and Bank Mandiri executives through structured discussion forums for the preparation of the Corporate Work Plan and Budget (RKAP), the Long-Term Corporate Plan (RJPP), and the Sustainable Finance Action Plan (RAKB).

These discussions assess performance achievements, review sustainability initiatives, and determine business direction to navigate challenges and capture emerging opportunities. The integration of RAKB ensures that sustainable finance principles are embedded in the Company's strategy in line with regulatory requirements and support long-term environmental, social, and governance (ESG) objectives.

The RKAP is formulated based on the RJPP and incorporates the RAKB through a collaborative, cross-functional process before being submitted to the Board of Commissioners for approval. This approach ensures that the Company's strategy remains aligned with its long-term goals while advancing responsible and sustainable business practices.

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 GMS.

Individual Director Performance Assessment

President Director	<ol style="list-style-type: none"> 1. Achievement of collegial performance of the Board of Directors. 2. Fulfilment of internal control in every line of defense. 3. Implementation of the Company's Compliance as a Public Company. 4. Achievement of business volume growth in the region. 5. Achievement of funding/Fee Based Income growth in the region. 6. Achievement of digital transactions volume growth by customers in the region. 7. Maintain Assets Quality/Performing Loans.
Vice President Director	<ol style="list-style-type: none"> 1. Achievement of collegial performance of the Board of Directors. 2. Improvement of litigation settlement percentage compared to the previous year. 3. Achievement of Special Assets Management targets. 4. Achievement of Loans Restructuring. 5. Settlement of Non-Performing Loans. 6. Improvement of Non-Performing Loans Quality, to become Performing Loans.
Director of Commercial Banking	<ol style="list-style-type: none"> 1. Achievement of business volume growth of Commercial Banking segment. 2. Achievement of funding/Fee Based Income growth in Commercial Banking segment. 3. Achievement of customers digital transactions volume growth of Commercial Banking segment. 4. Maintaining Assets Quality/Performing Loans.
Director of Corporate Banking	<ol style="list-style-type: none"> 1. Achievement of business volume growth of Corporate Banking segment. 2. Achievement of funding/Fee Based Income growth in Corporate Banking segment. 3. Achievement of customers digital transactions volume growth of Corporate Banking segment. 4. Maintaining Assets Quality/Performing Loans.
Director of Network & Retail Funding	<ol style="list-style-type: none"> 1. Achievement of business volume growth of Retail Banking segment. 2. Achievement of acquisition targets of agents banking and financial inclusion of derivative agents. 3. Achievement of funding/Fee Based Income growth in Retail Banking segment. 4. Achievement of customers digital transactions volume growth of Retail Banking segment. 5. Maintaining Assets Quality/Performing Loan.
Director of Risk Management	<ol style="list-style-type: none"> 1. 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. 2. Ensuring the implementation of risk management culture at all levels of the organization. 3. 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	<ol style="list-style-type: none"> 1. Implementation of effective technology and information governance. 2. Achievement of availability of information security management system. 3. Implementation of Information Technology projects with project charters. 4. 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	<ol style="list-style-type: none"> 1. Implementation of the Company's management in accordance with the duties determined in the GMS or the Board of Directors' Meeting. 2. Implementation of the Company's operations strategy, consolidation of communication, and programs. 3. Achievement of Fee Based Income growth. 4. Achievement of business transactions growth.
Director of Treasury & International Banking	<ol style="list-style-type: none"> 1. Maintaining the Company's liquidity. 2. 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. 3. Achievement of Fee increase Based Income.
Director of Finance & Strategy	<ol style="list-style-type: none"> 1. Maintaining bank soundness rating. 2. Maintaining CAR ratio between 20%-21%. 3. Business Realization according to Work Plan & Budget/Bank Business Plan. 4. Achievement of set financial ratios. 5. The result of KPKU assessment is at least the same as the previous year.
Director of Human Capital and Compliance	<ol style="list-style-type: none"> 1. Achievement of compliance in Bank Mandiri. 2. Achievement of a reduction in the ratio of fines imposed by the regulator. 3. Achievement of Human Capital management strategies and targets.
Director of Consumer Banking	<ol style="list-style-type: none"> 1. Achievement of increased business volume in the Consumer Banking segment. 2. Achievement of increased funding and fee-based income in the Consumer Banking segment. 3. Achievement of increased digital transaction volume by customers in the Consumer Banking segment. 4. Maintaining asset quality / performing loans.

Board of Directors Performance Assessment Results

No.	KPI	Weight	Indicators	Score
A. Economy and Social Values for Indonesia		58%		57.08
Financial				27.89
1	Pre-Provision Operating Profit (PPOP) Consolidation	12%	According to RKAP	10.96
2	Return on Equity (ROE) Tier 1 Consolidation	10%	According to RKAP	9.89
3	Total Shareholder Return (TSR)	8%	According to Target	7.04
Operational				16.32
1	Cost of Credit (CoC) (Parent Only)	8%	According to RKAP	8.80
2	Cost to Income Ratio	8%	According to RKAP	7.52
Social				12.87
1	Disbursement of KUR.	7%	According to Target	7.37
2	NPS For Bank	5%	According to Target	5.50
B. Business Model Innovation		13%		11.47
1	CASA Ratio Consolidation	6%	According to RKAP	5.50
2	Non-Wholesale Loan Growth from the Wholesale Ecosystem (Parent Only)	7%	According to RKAP	5.97
C. Leadership in Technology		10%		11.00
1	Jumlah Pengguna Aktif Livin'	5%	According to Target	5.50
2	Cyber Security Breach (Parent Only)	5%	According to Target	5.50
D. Investment Enhancement		11%		11.94
1	Rating Environment, Social, Government (ESG)	5%	Rating	5.50
2	Sustainable Financing/Loans (Parent Only)	6%	According to Target	6.44
E. Talent Development		8%		8.40
1	Human Capital Transformation (100% of target: Women – 26.5%)	2%	According to Target	2.00
2	Human Capital Transformation (100% of target: Young Employees – 21%)	2%	According to Target	2.00
3	Human Capital Transformation (100% of target: Employee Productivity – Rp740.00 million per employee)	4%	According to Target	4.40
Total		100%		99.89%



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

Throughout 2025, the Executive Committees under the Board of Directors fulfilled their mandates in overseeing the Bank's operational and strategic areas. Each committee played a critical role in ensuring the effective execution of strategies, the achievement of operational goals, and the consistent application of governance frameworks. The performance assessment highlights the significant contribution of the Executive Committees in supporting effective management and the achievement of Bank Mandiri's strategic objectives throughout 2025. Below is the performance summary of each committee during 2025:

Assets & Liabilities Management Committee (ALCO)	Assets & Liabilities Management Committee (ALCO) has effectively carried out its duties, supporting the Board of Directors in among others managing asset and liability strategies, setting interest rates, and maintaining liquidity, as well as monitoring the financial indicators within the Recovery Plan. In 2025, ALCO held 26 (twenty six) meetings and 2 (two) circular decisions focusing on its work plan and critical issues.
Business Committee	Business Committee (BC) has effectively carried out its duties, supporting the Board of Directors in shaping the Company's integrated business strategy, overseeing product and activity management, and optimizing marketing strategies for Wholesale and Retail Banking. In 2025, the Committee conducted 9 (nine) meetings addressing key agenda items and issues.
Capital & Subsidiaries Committee	The Capital and Subsidiaries Committee (CSC) has carried out its duties effectively in supporting the Board of Directors, particularly in managing the Company's capital and overseeing Subsidiaries. These duties include formulating capital management strategies, recommending corporate actions, determining Subsidiary management strategies including capital injections and divestments, proposing the appointment and/or dismissal of members of the Board of Directors and/or Board of Commissioners of Subsidiaries, as well as determining remuneration for members of the Board of Directors and/or Board of Commissioners of Subsidiaries. The CSC held 23 (twenty-three) meetings throughout 2025.
Human Capital Policy Committee	Human Capital Policy Committee (HCPC) has effectively carried out its duties, supporting the Board of Directors in among others devising the Company's human capital strategies, organizational development, and strategic directions for Human Capital Information Systems. The Committee conducted 14 (Fourteen) meetings in 2025 as per its work plan.
Information Technology & Digital Banking Committee	The Information Technology & Digital Banking Committee (ITDC) has effectively carried out its duties in supporting the Board of Directors in decision-making related to the IT Strategic Plan, IT Development Plan, and strategic IT initiatives within its authority. In 2025, ITDC held 5 (five) decision-making sessions.
Integrated Risk Committee	Integrated Risk Committee (IRC) has effectively fulfilled its duties in supporting the Board of Directors by overseeing the implementation of Integrated Risk Management across the Group. IRC ensured the adequacy of risk identification, measurement, and monitoring processes, as well as the alignment of risk management policies and strategies. Throughout 2025, IRC convened 4 (four) online meetings and gave 1 (one) circular recommendations.
Policy & Procedure Committee	The Policy & Procedure Committee (PPC) has effectively carried out its duties in supporting the Board of Directors, including regulating corporate policies through Mandiri Group Regulations, policies, or procedures, and granting authority to corporate officials on an ex-officio basis. In 2025, PPC issued a total of 37 (thirty-seven) decisions, with 1 (one) decision made through meeting and 36 (thirty-six) decisions made through circular decisions.
Risk Management Committee	Risk Management Committee (RMC) has effectively carried out its duties, supporting the Board of Directors in the implementation of effective risk management process and system by ensuring the adequacy of the implementation of identification, measurement, risk monitor, and the determination of risk management policy and strategy. In 2025, the Committee approved 13 (thirteen) decisions through 8 (nine) meetings and 4 (four) circular
Credit Policy Committee	Credit Policy Committee Category A (CPC A) is a committee established to assist the Board of Directors in formulating credit policies, overseeing policy implementation, monitoring the development and condition of the credit or financing portfolio, and providing recommendations for corrective actions. In 2025, CPC A approved 1 (one) circular decision. Credit Policy Committee Category B (CPC B) is a committee established to assist the Board of Directors in reviewing and/or evaluating matters related to Management Limits and in establishing Management Limits in accordance with its decision-making authority. In 2025, CPC B approved 5 (five) decisions through 4 (four) meetings and 1 (one) circular decision.
Transformation Committee	Transformation Committee (TFC) has effectively carried out its duties, supporting the Board of Directors in among others overseeing the Bank's transformation initiatives, ensuring alignment with strategic objectives. The Committee held 2 (two) meetings in 2025.
Credit Committee	Credit Committee/Credit Committee Meeting (RKK) has effectively carried out its duties, supporting the Board of Directors in among others managing loan disbursement decisions within its authority limits. In 2025, the Committee has made 3,123 loans decisions, consisting of 1,013 in the Corporate segment, 1,775 in the Commercial segment, 64 in the SAM segment, and 271 in the SME segment.
Komite Tanggung Jawab Sosial dan Lingkungan	Social & Environmental Responsibility Committee (SERC) has effectively carried out its duties, supporting the Board of Directors in among others mapping and preparing the Company's Social & Environmental Responsibility Program (TJSL). The Committee held 2 (two) meetings in 2025, focusing on work plan execution and priority issues.