



ORIENTATION PROGRAM FOR NEW COMMISSIONERS

Each newly appointed member of the Board of Commissioners participates in an orientation program designed to familiarize them with their roles, responsibilities, and the Bank's operational environment. The program aims to provide a comprehensive understanding of the Bank's vision, mission, core values, organizational structure, and business activities, including those of its subsidiaries. It also introduces key policies, procedures, and corporate governance practices implemented across the Bank Mandiri Group.

The orientation is conducted through presentations by relevant Directors and coordinated by the Corporate Secretary. In addition, new Commissioners receive a Board Manual outlining their duties and responsibilities, including the Articles of Association, Board of Commissioners Charter, Committee Charters, and other key governance documents. This ensures that each new Commissioner is equipped with the necessary foundation to perform their oversight role effectively and in accordance with sound governance principles.

In 2025, Bank Mandiri conducted an orientation program for newly appointed Commissioners, which covered the following topics:

Name	Position	Date	Training/Seminar Subjects	Trainers
Zulkifli Zaini	President Commissioner/ Independent	18 August 2025	Risk Management Qualification Level 7 Refreshment	LPPI
Rudy Salahuddin Ramto	Vice President Commissioner	-	The orientation program will commence in January 2026.	-
Mia Amiati	Independent Commissioner	14 April 2025	PSAK 109 and Financial Reporting	Head of Accounting Unit
		17 April 2025	2025 RKAP, 2025–2027 RBB, and 2024 Financial Performance	Head of Strategy & Performance Management Unit
		23 April 2025	Corporate Plan 2025 - 2029	Head of Business Transformation Unit
		2 May 2025	Risk Management Framework and ESG Implementation	Head of Credit Unit Portfolio Risk, Market Risk, Operational Risk, and ESG
		7 May 2025	Good Corporate Governance (GCG), APU PPT & PPPSPM, and Integrated Governance	Head of Compliance Unit
Bintoro K. Pardewo	Independent Commissioner	-	The orientation program will commence in January 2026.	-

Name	Position	Date	Training/Seminar Subjects	Trainers
Luky Alfirman	Commissioner	17 April 2025	2025 RKAP, 2025–2027 RBB, and 2024 Financial Performance	Head of Strategy & Performance Management Unit
		23 April 2025	Corporate Plan 2025 - 2029	Head of Business Transformation Unit
		2 May 2025	Risk Management Framework and ESG Implementation	Head of Credit Unit Portfolio Risk, Market Risk, Operational Risk, and ESG
Yuliot	Commissioner	14 April 2025	PSAK 109 and Financial Reporting	Head of Accounting Unit
		17 April 2025	2025 RKAP, 2025–2027 RBB, and 2024 Financial Performance	Head of Strategy & Performance Management Unit
		23 April 2025	Corporate Plan 2025 - 2029	Head of Business Transformation Unit
		2 May 2025	Risk Management Framework and ESG Implementation	Head of Credit Unit Portfolio Risk, Market Risk, Operational Risk, and ESG
		7 May 2025	Good Corporate Governance (GCG), APU PPT & PPPSPM, and Integrated Governance	Head of Compliance Unit

BOARD OF COMMISSIONERS MEETING

The procedures and requirements for Bank Mandiri Board of Commissioners meetings are outlined in the BOC Charter and align with SEOJK No. 14/SEOJK.03/2025. The key provisions for these meetings are as follows:

Meeting Frequency: Meetings of the Board of Commissioners are held regularly at least once every 2 (two) months as part of the supervisory and strategic decision-making process.

Joint Meetings with the Board of Directors: The Board of Commissioners must hold joint meetings with the Board of Directors at least once every 4 (four) months.

Quorum Requirements: Meetings of the Board of Commissioners and Joint Meetings with the Board of Directors are held if attended by the majority of the Board of Commissioners' members.

Meeting Attendance: All members of the Board are required to attend physically at least twice a year, particularly for meetings concerning performance evaluation, strategic policy formulation, and the review of the Bank's Business Plan (RBB). If Non-Independent Commissioners are unable to attend in person, participation may be conducted through technological means such as teleconferencing.

Meeting Attendance via Technology: When Board of Commissioners meetings are conducted using technological means such as teleconferencing, the following requirements must be fulfilled:

- Basis for holding the meeting, including the Bank's internal policies and official meeting minutes outlining the decision to hold the meeting virtually;
- Recorded evidence of the meeting, which must be stored and managed in accordance with prevailing laws and/or the Bank's internal policies; and
- Official meeting minutes, signed by all participants, whether attending physically or via teleconference.

In addition, inter-Commissioners meetings serve as a communication forum among members of the Board of Commissioners to support effective and orderly supervision. This forum may also be used to deliberate on and decide policies, actions, or solutions related to supervisory functions, including matters concerning Bank Mandiri's overseas branch offices (KCBLN).

Meeting Decision-Making: Decisions in meetings of the Board of Commissioners must first be made based on deliberation for consensus. If consensus cannot be reached, decisions are made by majority vote. All decisions of the Board of Commissioners are binding for all members of the Board of Commissioners.

Meeting Materials: All relevant materials for the Board of Commissioner' meetings must be distributed to participants no later than 5 (five) days prior to meeting. If a meeting is held outside the regular schedule, materials can be provided prior to the meeting.

Leadership: Meetings are chaired by the President Commissioner. If the President Commissioner is absent, the meeting will be chaired by a designated Commissioner.

Meeting Minutes: All Board of Commissioners meetings are fully documented in the form of meeting minutes, which are distributed to all Commissioners and maintained as part of the Bank's official records. Any dissenting of opinion expressed during meetings must be clearly recorded in the minutes, along with the reasoning and considerations behind such differing views. A copy of the signed meeting minutes, endorsed by all Commissioners present either physically or via teleconference, is distributed to all members of the Board of Commissioners. either directly or electronically.

Board of Commissioners Meetings Plan

The Board of Commissioners' meetings plan for 2025 as uploaded on the Bank Mandiri website are as follows:

Quarter I	Quarter II	Quarter III	Quarter IV
<ul style="list-style-type: none"> Monthly Review of Bank Performance. Review of Consolidated Financial Statements for Financial Year 2024 (Audited). Quarterly Review of the Bank and Subsidiaries' Performance for 2024. Preparation of Annual General Meeting of Shareholders for Financial Year 2024. Selection of Public Accountant Office (KAP) for the Audit of Financial Statements for the Year 2025. Quarterly Review of Risk Profile, Business Activities, IT, HR, and Other Strategic Initiatives for the period of Quarter IV/2024. 	<ul style="list-style-type: none"> Monthly Review of the Bank's Performance. Quarterly Review of Risk Profile, Business Activities, IT, HR, and Other Strategic Initiatives for the period of Q1/2025. Quarterly Review of the Performance of the Bank and its Subsidiaries for the period of Q1/2025. 	<ul style="list-style-type: none"> Monthly Review of the Bank's Performance. Quarterly Review of the Performance of the Bank and its Subsidiaries for the period of Quarter II/2025. Quarterly Review of Risk Profile, Business Activities, IT, HR, and Other Strategic Initiatives for the period of Quarter II/2025. Review of the Implementation of Integrated Governance. Discussion of the Company's Work Plan and Budget Year 2026. Discussion of the Company's Work Plan and Budget Year 2026. 	<ul style="list-style-type: none"> Monthly Review of Bank Performance. Quarterly Review of the Performance of the Bank and its Subsidiaries for the period of Q3/2025. Quarterly Review of Risk Profile, Business Activities, IT, HR, and Other Strategic Initiatives for the period of Q3/2025. Approval of the 2026 Corporate Work Plan & Budget, 2026-2028 Bank Business Plan, 2026-2030 Sustainable Finance Action Plan, and 2025 Recovery Plan Update.

Board of Commissioners Meetings Frequency & Agenda

In 2025, the Board of Commissioners has convened 31 (thirty-one) meetings, with the following attendance and agenda:

Board of Commissioners Meeting Agenda and Attendance

No.	Date	Meeting Agenda	Quorum	Remarks
1.	9 January 2025	1. Approval of the Proposal of the Management of the Subsidiary Company 2. Approval of the Proposed Revision of the Internal Audit Charter	100%	-
2.	16 January 2025	Update on the AGMS Plan for the Fiscal Year 2024	100%	-
3.	28 January 2025	Follow-up to the Joint Meeting on January 24, 2025	100%	-
4.	30 January 2025	Approval of the Work Plan & Budget of the Board of Commissioners and the Supporting Committee of the Board of Commissioners for 2025	100%	-
5.	3 February 2025	Audit Progress of Consolidated Financial Statements for the Financial Year 2024	80%	Absent: Tedi Bharata, Muhammad Yusuf Ateh
6.	10 February 2025	Review of Consolidated Financial Statements for the Fiscal Year 2024 (Audited)	80%	Absent: Zainudin Amali, Muhammad Yusuf Ateh
7.	13 February 2025	Update on the Proposed Agenda of the AGMS for the Fiscal Year 2024 related to the Bank Share Buyback Plan	90%	Absent: Muhammad Yusuf Ateh



No.	Date	Meeting Agenda	Quorum	Remarks
8.	20 February 2025	Approval of the Proposal of Public Accountants (AP) and Public Accounting Firms (KAP) for the Audit of Consolidated Financial Statements for the Fiscal Year 2025	86%	Absent: Tedi Bharata
9.	27 February 2025	Approval of Bank Mandiri's Talent Pool Proposal	100%	-
10.	11 March 2025	1. Management Performance Evaluation 2. Review of BPK Audit Report	100%	-
11.	13 March 2025	1. Approval of the Proposed Remuneration of the Board of Directors and the Board of Commissioners 2. Approval of the Proposal of the Management of the Subsidiary Company	86%	Absent: Muhammad Yusuf Ateh
12.	18 March 2025	1. Approval of Bank Mandiri's Internal Audit SEVP Proposal 2. Approval of the Proposal of the Successor of the Board of Directors	100%	-
13.	20 March 2025	Approval of the Proposal to Increase Pension Fund Benefits in 2025	100%	-
14.	27 March 2025	Progress of the Realization of the Board of Commissioners Work Plan for 2025	100%	-
15.	10 April 2025	Approval of the Proposed Organizational Structure Change	100%	-
16.	19 June 2025	1. POJK Review No. 30/2024 concerning Financial Conglomerates and Financial Conglomerate Parent Companies 2. Approval of the Proposed Revision of the 2025 RKAP, RBB 2025-2027, and KPI 2025	100%	-
17.	23 June 2025	Approval of the Proposal of the Management of the Subsidiary Company	100%	-
18.	3 July 2025	Update of the Plan of the LB GMS on August 04, 2025	100%	-
19.	10 July 2025	1. Approval of the Proposal for the Provision of Funds by Related Parties to the Subsidiary Company 2. Evaluation of the Realization of the Work Plan & Budget of the Board of Commissioners and the Supporting Committee of the Board of Commissioners as of Semester I/2025	100%	-
20.	7 August 2025	Approval of the Appointment of Committee Members after the AGM of the LB on August 4, 2025	100%	-
21.	21 August 2025	Approval of the Proposal for the Provision of Funds by Related Parties to the Subsidiary Company	100%	-
22.	4 September 2025	Approval of the Proposed Organizational Structure Change Post the LB GMS on August 4, 2025	86%	Absent: Mia Amiati
23.	18 September 2025	1. Approval of the Proposal for the Provision of Funds by Related Parties to the Subsidiary Company 2. Review of the Consolidated Financial Statements as of June 30, 2025 (Audited)	100%	-
24.	23 October 2025	Review of Consolidated Financial Statements Position 30 September 2025 (Unaudited)	100%	-
25.	6 November 2025	1. Update on the Plan of the GMS LB December 2025 2. Approval of the Proposed Sustainable Finance Action Plan (RAKB) for 2026-2030	100%	-
26.	13 November 2025	Approval of the Proposal for the Provision of Funds by Related Parties to the Subsidiary Company	100%	-
27.	20 November 2025	Approval of the Proposed RKAP 2026 & RBB 2026-2028	100%	-
28.	27 November 2025	Approval of the Proposed Renewal of the Recovery Plan for 2025	100%	-
29.	4 December 2025	Review of Follow-up Monitoring Data (DMTL) Results of BPK's Audit of Revenue Management Compliance in 2024	86%	Absent: Kuswiyoto
30.	18 December 2025	1. Approval of the Proposed Annual Audit Plan (AAP) and Budget of the Internal Audit Work Unit (SKAI) for 2026 2. Approval of the Proposed Revision of Legal & Compliance Policy, Preparation of Anti-Money Laundering Policy, Prevention of Terrorism Financing, and Prevention of Funding of Proliferation of Weapons of Mass Destruction (AML, PPT, and PPPSPM), and Revision of the Standard Procedure of APU PPT PPPSPM 3. Approval of the Company's Corporate Action Proposal	100%	-
31.	23 December 2025	1. Overview of the Role of the Board of Commissioners 2. Evaluation of the 2025 Working Meeting & Budget and the Initial Proposal of the 2026 Working Meeting & Budget 3. Approval of the Appointment of Committee Members after the AGM of LB on December 19, 2025	100%	-

Joint Meetings

Pursuant to POJK No. 17 of 2023, the Board of Commissioners shall conduct joint meeting with the Board of Directors periodically at least once in every 4 (four) months. In 2025, the Board of Commissioners and Board of Directors joint meetings were held 12 (twelve) times with the following attendance and agenda:

Board of Commissioners and Board of Directors Joint Meeting Agenda and Attendance

No.	Date	Meeting Agenda	Quorum	Remark
1.	24 January 2025	Financial Performance as of December 2024	100%	-
2.	17 February 2025	Financial Performance as of January 2025	100%	-
3.	18 March 2025	Financial Performance as of February 2025	100%	-
4.	24 April 2025	Financial Performance as of March 2025	100%	-
5.	28 May 2025	Financial Performance as of April 2025	100%	-
6.	23 June 2025	Financial Performance as of May 2025	100%	-
7.	31 July 2025	Financial Performance as of June 2025	100%	-
8.	28 August 2025	Financial Performance as of July 2025	100%	-
9.	25 September 2025	Financial Performance as of August 2025	100%	-
10.	23 October 2025	Financial Performance as of September 2025	100%	-
11.	20 November 2025	Financial Performance as of October 2025	100%	-
12.	15 December 2025	Financial Performance as of November 2025	86%	Absent: Muhammad Yusuf Ateh

Frequency and Attendance of the Board of Commissioners Meetings

Name	Position	BOC Meetings			Joint Meetings		
		Total Meetings	Attendance	(%)	Total Meetings	Attendance	(%)
Zulkifli Zaini	President Commissioner/ Independent	2	2	100%	1	1	100%
Rudy Salahuddin Ramto	Vice President Commissioner	-	-	-	-	-	-
Mia Amiati	Independent Commissioner	11	10	91%	5	5	100%
Bintoro K. Pardewo	Independent Commissioner	-	-	-	-	-	-
Muhammad Yusuf Ateh	Commissioner	31	27	87%	12	11	92%
Luky Alfirman	Commissioner	-	-	-	-	-	-
Yuliot	Commissioner	1	1	100%	2	2	100%
Kuswiyoto***	President Commissioner/ Independent	12	11	92%	6	6	100%
Zainudin Amali***	Vice President Commissioner/ Independent	30	29	97%	12	12	100%
M. Chatib Basri**	President Commissioner/ Independent	13	13	100%	3	3	100%
Loeke Larasati Agoestina*	Independent Commissioner	7	7	100%	2	2	100%
Muliadi Rahardja**	Independent Commissioner	13	13	100%	3	3	100%
Heru Kristiyana**	Independent Commissioner	13	13	100%	3	3	100%
Rionald Silaban**	Commissioner	13	13	100%	3	3	100%
Faried Utomo*	Commissioner	7	7	100%	2	2	100%
Arif Budimanta*	Commissioner	7	7	100%	2	2	100%
Tedi Bharata**	Commissioner	13	11	85%	3	3	100%

*) Ended his tenure on 19 February 2025

***) Ended his tenure based on the Annual GMS dated 25 March 2025

***) Ended his tenure based on the Annual GMS dated 19 December 2025