

## BOARD OF DIRECTORS

### Affiliations of The Board of Directors

Name	Position	Financial, Family, and Management Relations of the BOD													
		Financial Relations With						Family Relations With						Management Relations	
		BOC		BOD		Controlling Shareholders		BOC		BOD		Controlling Shareholders			
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Darmawan Junaidi	President Director	√		√		√		√		√		√		√	
Alexandra Askandar	Vice President Director	√		√		√		√		√		√		√	
Ahmad Siddik Badruddin	Director of Risk Management	√		√		√		√		√		√		√	
Agus Dwi Handaya	Director of Information Technology	√		√		√		√		√		√		√	
Eka Fitria*)	Director of Compliance and HR	√		√		√		√		√		√		√	
Riduan	Director of Commercial Banking	√		√		√		√		√		√		√	
Aquarius Rudianto	Director of Network and Retail Banking	√		√		√		√		√		√		√	
Toni E. B. Subari	Director of Operations	√		√		√		√		√		√		√	
Susana Indah K. Indriarti	Director of Corporate Banking	√		√		√		√		√		√		√	
Rohan Hafas	Direktur Hubungan Kelembagaan	√		√		√		√		√		√		√	
Sigit Prastowo	Director of Finance and Strategies	√		√		√		√		√		√		√	
Timothy Utama	Director of Information Technology	√		√		√		√		√		√		√	

\*) Appointed as Director at the Annual GMS dated 14 March 2023.

## BOARD OF DIRECTORS MEETINGS

The policy of the Board of Directors Meeting refers to the BOD Charter, the Articles of Association and POJK 33/2014, whereby the Board of Directors Meeting shall be conducted periodically at least once a month, or at any time as necessary as requested by one or more members of the Board of Directors, or as per written request from the Board of Commissioners. The Board of Directors shall also hold a joint meeting with the Board of Commissioners periodically in at least 1 (once) in 4 (four) months.

The Board of Directors Meetings are legal and have the right to make binding decisions when attended or represented by more than 2/3 of members of the Board of Directors. The meeting material shall be delivered to all participants 5 (five) working days prior to the meeting.

The Board of Directors Meeting is chaired by the President Director, and in the event that the President Director is unable to attend, the Board of Directors Meeting is chaired by the Substitute Director of the President Director, namely the Vice President Director. In the event that the Vice President Director is unable to attend, the Board of Directors Meeting shall be chaired by the Substitute Director of the two President Directors appointed based on the Board of Directors' Decision on Alternate Directors.

In the event that the President Director and Substitute Director of the President Director are unable to attend, then one of the longest-serving Directors as a member of the Board of Directors presides over the Board of Directors Meeting. In the event that the Director who has served the longest as a member of the Board of Directors of the Company is more than 1 (one) person, the oldest Director in age acts as the chairman of the Meeting of the Board of Directors.

### Board of Director Meetings Plan

## BOARD OF DIRECTORS

The Board of Director meetings plan for 2023 as uploaded on the Bank Mandiri website are as follows:

Quarter I	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 2022.
	Selection of External Auditor for Fiscal Year 2023.
Quarter II	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) 2023 Revision & RBB (Bank Business Plan) 2023-2025 Revision.
Quarter III	Monthly/quarterly review of the Company and Subsidiaries' performance.
	Monthly/quarterly review of the Company's Strategy and Work Plan.
Quarter IV	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) 2024 & RBB (Bank Business Plan) 2024-2026.

### Board of Directors Meetings Implementation

The following are agenda, date and participants of the Director's Meeting in 2023.

### Board of Directors Meetings Agenda

No	Date	Agenda Rapat	Meeting Participants	Presence	Reasons for Absence
1	3 January 2023	1. General Discussion: Update on the Company's Latest Development 2. Proposal for Annual GMS for Financial Year 2022	Darmawan Junaidi	Present	
			Alexandra Askandar	Absent	On Leave
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
Timothy Utama	Present				
2	16 January 2023	1. General Discussion: a. Update on the Company's Latest Development b. Update on Office of Chief Economist 2. Update on Operations 3. Update on Stress Testing Bank Mandiri Quarter III 2022	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Absent	On Leave
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Absent	On Leave
Timothy Utama	Present				

## BOARD OF DIRECTORS

No	Date	Agenda Rapat	Meeting Participants	Presence	Reasons for Absence
3	24 January 2023	<ol style="list-style-type: none"> <li>General Discussion: Update on the Company's Latest Development</li> <li>Financial Performance December 2022</li> <li>Consolidated Financial Statements of PT Bank Mandiri (Persero) Tbk. and Subsidiaries for the Year Ended December 31, 2022 (Audited)</li> <li>Procurement of Bank Mandiri's External Auditor (KAP) in 2023</li> </ol>	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
4	24 January 2023	<ol style="list-style-type: none"> <li>Update on Stress Testing Bank Mandiri Quarter III 2022</li> <li>Financial Performance December 2022</li> </ol>	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
5	30 January 2023	<ol style="list-style-type: none"> <li>General Discussion: <ol style="list-style-type: none"> <li>Update on the Company's Latest Development</li> <li>Update on Office of Chief Economist</li> <li>Digital Platform Development Update</li> </ol> </li> <li>Preparation for Public Expose &amp; Analyst Meeting Q4 2022</li> </ol>	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
6	6 February 2023	<ol style="list-style-type: none"> <li>Human Capital Proposal</li> </ol>	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Riduan	Absent	On Leave
			Aquarius Rudianto	Absent	On Leave
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Absent	On Leave
			Sigit Prastovo	Present	
Timothy Utama	Present				

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No	Date	Agenda Rapat	Meeting Participants	Presence	Reasons for Absence
7	13 February 2023	<ol style="list-style-type: none"> <li>1. General Discussion:               <ol style="list-style-type: none"> <li>a. Update on the Company's Latest Development</li> <li>b. Digital Platform Development Update</li> </ol> </li> <li>2. Human Capital Proposal</li> </ol>	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Riduan	Present	
			Aquarius Rudianto	Absent	On Leave
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
Timothy Utama	Present				
8	20 February 2023	<ol style="list-style-type: none"> <li>1. General Discussion: Update on the Company's Latest Development</li> <li>2. Financial Performance January 2023</li> <li>3. Human Capital Proposal</li> </ol>	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
Timothy Utama	Present				
9	6 March 2023	<ol style="list-style-type: none"> <li>1. General Discussion: Update on the Company's Latest Development</li> <li>2. Recovery Plan Proposal</li> <li>3. Proposed Resolution of the 2023 Annual GMS</li> <li>4. Human Capital Proposal</li> <li>5. SISM Proposal</li> </ol>	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
Timothy Utama	Present				
10	13 March 2023	<ol style="list-style-type: none"> <li>1. General Discussion:               <ol style="list-style-type: none"> <li>a. Update on the Company's Latest Development</li> <li>b. Update on Transformation Project</li> <li>c. Digital Platform Proposal</li> </ol> </li> <li>2. Financial Performance February 2023</li> <li>3. Update on Distribution Strategy</li> </ol>	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
Timothy Utama	Present				

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No	Date	Agenda Rapat	Meeting Participants	Presence	Reasons for Absence
11	20 March 2023	<ol style="list-style-type: none"> <li>1. General Discussion:               <ol style="list-style-type: none"> <li>a. Update on the Company's Latest Development</li> <li>b. Follow-up to Annual GMS Decision</li> <li>c. Digital Platform Development Update</li> </ol> </li> <li>2. Update on Market Risk</li> </ol>	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
12	27 March 2023	<ol style="list-style-type: none"> <li>1. General Discussion:               <ol style="list-style-type: none"> <li>a. Update on the Company's Latest Development</li> <li>b. Update on Transformation Project</li> </ol> </li> <li>2. IBFI Update</li> <li>3. Human Capital Proposal</li> </ol>	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
13	3 April 2023	<ol style="list-style-type: none"> <li>1. General Discussion:               <ol style="list-style-type: none"> <li>a. Update on the Company's Latest Development</li> <li>b. Digital Platform Development Update</li> </ol> </li> <li>2. Human Capital Proposal</li> </ol>	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
Eka Fitria*	Absent	Business Trip			
14	10 April 2023	<ol style="list-style-type: none"> <li>1. General Discussion:               <ol style="list-style-type: none"> <li>a. Update on the Company's Latest Development</li> <li>b. Update on Transformation Project</li> </ol> </li> <li>2. IT &amp; Operational System Preparation Ahead of Eid Al-Fitr 1444 H</li> <li>3. Human Capital Proposal</li> </ol>	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
Eka Fitria*	Present				

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No	Date	Agenda Rapat	Meeting Participants	Presence	Reasons for Absence
15	17 April 2023	<ol style="list-style-type: none"> <li>1. General Discussion:               <ol style="list-style-type: none"> <li>a. Update on the Company's Latest Development</li> <li>b. Digital Platform Development Update</li> <li>c. Treasury Proposal</li> </ol> </li> <li>2. Financial Performance March 2023</li> <li>3. Update on Public Expose &amp; Analyst Meeting Q1 2023 Preparation</li> <li>4. Human Capital Proposal</li> </ol>	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
			Timothy Utama	Present	
Eka Fitria*	Present				
16	2 May 2023	<ol style="list-style-type: none"> <li>1. General Discussion:               <ol style="list-style-type: none"> <li>a. Update on the Company's Latest Development</li> <li>b. Digital Platform Development Update</li> <li>c. Transformation Project Update</li> </ol> </li> </ol>	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Absent	On Leave
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
			Timothy Utama	Present	
Eka Fitria*	Present				
17	8 May 2023	<ol style="list-style-type: none"> <li>1. General Discussion:               <ol style="list-style-type: none"> <li>a. Update on the Company's Latest Development</li> <li>b. Digital Platform Development Update</li> </ol> </li> <li>2. Retail Segment Credit Update</li> <li>3. Human Capital Proposal</li> </ol>	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Absent	On Leave
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
			Timothy Utama	Present	
Eka Fitria*	Present				
18	15 May 2023	<ol style="list-style-type: none"> <li>1. General Discussion:               <ol style="list-style-type: none"> <li>a. Update on the Company's Latest Development</li> <li>b. Update on Transformation Project</li> </ol> </li> <li>2. Update Stress Testing Bank Mandiri Quarter IV 2022</li> <li>3. Human Capital Proposal</li> </ol>	Darmawan Junaidi	Present	
			Alexandra Askandar	Absent	On Leave
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
			Timothy Utama	Present	
Eka Fitria*	Absent	Business Trip			

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No	Date	Agenda Rapat	Meefing Participants	Presence	Reasons for Absence
19	22 May 2023	1. General Discussion: a. Update on the Company's Latest Development b. Update Office of Chief Economist c. Update on Transformation Project 2. April 2023 Financial Performance	Darmawan Juncaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
20	25 May 2023 (Radirkom)	1. April 2023 Financial Performance	Darmawan Juncaidi	Present	
			Alexandra Askandar	Absent	Sick Leave
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Absent	Sick Leave
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
21	29 May 2023	1. General Discussion: a. Update on the Company's Latest Development b. Update on Independent Preparation for Jogja Marathon 2023 c. IR Market Update d. Digital Platform Development Update 2. Human Capital Proposal	Darmawan Juncaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
22	5 June 2023	1. General Discussion: a. Update on the Company's Latest Development b. Update on Transformation Project c. Digital Platform Development Update 2. Proposed RKAP 2023 Revision &; RBB 2023-2025 Revision	Darmawan Juncaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
			Timothy Utama	Present	
			Eka Fitria*	Present	

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No	Date	Agenda Rapat	Meeting Participants	Presence	Reasons for Absence
23	12 June 2023	<ol style="list-style-type: none"> <li>General Discussion: Update on the Company's Latest Development</li> <li>Financial Performance May 2023</li> </ol>	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
			Timothy Utama	Present	
Eka Fitria*	Present				
24	19 June 2023	<ol style="list-style-type: none"> <li>General Discussion: Update on the Company's Latest Development</li> </ol>	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
			Timothy Utama	Present	
Eka Fitria*	Present				
25	27 June 2023	<ol style="list-style-type: none"> <li>General Discussion: Update on the Company's Latest Development</li> <li>Human Capital Proposal</li> </ol>	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
			Timothy Utama	Present	
Eka Fitria*	Present				
26	3 July 2023	<ol style="list-style-type: none"> <li>General Discussion: Update on the Company's Latest Development</li> <li>Human Capital Proposal</li> </ol>	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
			Timothy Utama	Present	
Eka Fitria*	Present				

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No	Date	Agenda Rapat	Meeting Participants	Presence	Reasons for Absence
27	11 July 2023	1. General Discussion: a. Update on the Company's Latest Development b. Digital Platform Development Update	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
			Timothy Utama	Present	
Eka Fitria*	Present				
28	17 July 2023	1. General Discussion: Update on the Company's Latest Development 2. Financial Performance June 2023 3. Update on Public Expose & Analyst Meeting Q2 2023 Preparation	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
			Timothy Utama	Present	
Eka Fitria*	Present				
29	24 July 2023	1. General Discussion: Update on the Company's Latest Development 2. Human Capital Proposal	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Absent	Permission
			Sigit Prastovo	Present	
			Timothy Utama	Present	
Eka Fitria*	Present				
30	31 July 2023	1. General Discussion: a. Update on the Company's Latest Development b. Update on Transformation Project c. Digital Platform Development Update	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
			Timothy Utama	Present	
Eka Fitria*	Present				

## BOARD OF DIRECTORS

No	Date	Agenda Rapat	Meeting Participants	Presence	Reasons for Absence
31	7 August 2023	1. General Discussion: a. Update on the Company's Latest Development b. Update on Transformation Project 2. Update Stress Testing Bank Mandiri Quarter I 2023 3. Risk Management Proposal	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
			Timothy Utama	Present	
Eka Fitria*	Present				
32	14 August 2023	1. General Discussion: Update on Digital Platform Development	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
			Timothy Utama	Present	
Eka Fitria*	Present				
33	28 August 2023	1. General Discussion: a. Effective Position of Board of Directors b. Update on the Company's Latest Development c. Update on Transformation Project d. Update on Strategi IT	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Absent	On Leave
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
			Timothy Utama	Present	
Eka Fitria	Present				
34	12 September 2023	1. General Discussion: a. Update on the Company's Latest Development b. Update on Bank Mandiri's 25th Anniversary Series of Events 2. Human Capital Proposal	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
			Timothy Utama	Present	
Eka Fitria	Present				

## BOARD OF DIRECTORS

No	Date	Agenda Rapat	Meeting Participants	Presence	Reasons for Absence
35	25 September 2023	<ol style="list-style-type: none"> <li>1. General Discussion:               <ol style="list-style-type: none"> <li>a. Update on the Company's Latest Development</li> <li>b. Digital Platform Development Update</li> </ol> </li> <li>2. Financial Performance August 2023</li> <li>3. Update on Risk Management Follow-Up</li> </ol>	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
			Timothy Utama	Present	
Eka Fitria	Present				
36	27 September 2023 (Radirkom)	<ol style="list-style-type: none"> <li>1. Financial Performance August 2023</li> </ol>	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
			Timothy Utama	Present	
Eka Fitria	Present				
37	03 October 2023	<ol style="list-style-type: none"> <li>1. General Discussion:               <ol style="list-style-type: none"> <li>a. Update on the Company's Latest Development</li> <li>b. Update on Transformation Project</li> </ol> </li> <li>2. Human Capital Proposal</li> </ol>	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Absent	On Leave
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
			Timothy Utama	Present	
Eka Fitria	Present				
38	09 October 2023	<ol style="list-style-type: none"> <li>1. General Discussion:               <ol style="list-style-type: none"> <li>a. Update on the Company's Latest Development</li> <li>b. Update on Transformation Project</li> </ol> </li> </ol>	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Absent	On Leave
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
			Timothy Utama	Present	
Eka Fitria	Present				

## BOARD OF DIRECTORS

No	Date	Agenda Rapat	Meeting Participants	Presence	Reasons for Absence
39	16 October 2023	<ol style="list-style-type: none"> <li>1. General Discussion:               <ol style="list-style-type: none"> <li>a. Update on the Company's Latest Development</li> <li>b. Follow-up Position Filling</li> <li>c. Update on Transformation Project</li> </ol> </li> <li>2. Financial Performance September 2023</li> <li>3. Kick-Off RKAP 2024 and RBB 2024-2026</li> </ol>	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
			Timothy Utama	Present	
Eka Fitria	Present				
40	23 October 2023	<ol style="list-style-type: none"> <li>1. Update on Public Expose &amp; Analyst Meeting Q3 2023 Preparation</li> <li>2. Recovery Plan Update Year 2023-2024</li> </ol>	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
			Timothy Utama	Present	
Eka Fitria	Present				
41	30 October 2023	<ol style="list-style-type: none"> <li>1. General Discussion: Update on the Company's Latest Development</li> </ol>	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
			Timothy Utama	Present	
Eka Fitria	Present				
42	06 November 23	<ol style="list-style-type: none"> <li>1. Proposal on Human Capital</li> <li>2. IT Proposal</li> </ol>	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
			Timothy Utama	Present	
Eka Fitria	Present				

## BOARD OF DIRECTORS

No	Date	Agenda Rapat	Meeting Participants	Presence	Reasons for Absence
43	13 November 2023	<ol style="list-style-type: none"> <li>Proposal on Human Capital</li> <li>General Discussion:               <ol style="list-style-type: none"> <li>Update on Transformation Project</li> <li>Digital Platform Development Update</li> </ol> </li> <li>Proposed Sustainable Finance Action Plan (RAKB) 2024-2028</li> <li>RKAP 2024 and RBB Proposal 2024-2026</li> </ol>	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Absent	Sick Leave
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
			Timothy Utama	Present	
Eka Fitria	Present				
44	20 November 2023	<ol style="list-style-type: none"> <li>General Discussion: Update on the Company's Latest Development</li> <li>October 2023 Financial Performance</li> <li>Proposal on Human Capital</li> </ol>	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
			Timothy Utama	Present	
Eka Fitria	Present				
45	27 November 2023	<ol style="list-style-type: none"> <li>Proposal on Human Capital</li> <li>General Discussion: Transformation Project Update</li> <li>Fund-Related Strategy Update</li> <li>Proposal on Corporate Real Estate</li> </ol>	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
			Timothy Utama	Present	
Eka Fitria	Present				
46	04 December 2023	<ol style="list-style-type: none"> <li>General Discussion: Update on the Company's Latest Development</li> </ol>	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
			Timothy Utama	Present	
Eka Fitria	Present				

## BOARD OF DIRECTORS

No	Date	Agenda Rapat	Meeting Participants	Presence	Reasons for Absence
47	12 December 2023	<ol style="list-style-type: none"> <li>General Discussion: Update on the Company's Latest Development</li> <li>Update on the Implementation of Bank Mandiri National Meeting</li> <li>Business Command Center (BCC) Review</li> <li>Update on Treasury</li> </ol>	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
			Timothy Utama	Present	
		Eka Fitria	Present		
48	18 December 2023	<ol style="list-style-type: none"> <li>Proposal on Human Capital</li> <li>November 2023 Financial Performance</li> <li>Update on Stress Testing Bank Mandiri Triwulan III 2023</li> <li>Proposal on Risk Management</li> </ol>	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Absent	On Leave
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah K. Indriati	Present	
			Rohan Hafas	Present	
			Sigit Prastovo	Present	
			Timothy Utama	Present	
		Eka Fitria	Present		

\*) Diangkat sebagai Direktur pada RUPS Tahunan tanggal 14 Maret 2023.

## MEETING FREQUENCY AND ATTENDANCE

In 2023, the Board of Directors held 48 (forty-eight) meetings. The frequency and attendance of Director's meetings is as below.

Name	Position	BOD Meetings		Joint Meetings of BOD & BOC		Total Meetings	Total Attendance	%
		Total Meetings	Total Attendance	Total Meetings	Total Attendance			
Darmawan Junaidi	President Director	45	45	3	3	48	48	100%
Alexandra Askandar	Vice President Director	45	43	3	2	48	45	94%
Ahmad Siddik Badruddin	Director of Risk Management	45	41	3	3	48	44	92%
Agus Dwi Handaya	Director of Compliance & HR	45	44	3	3	48	47	98%
Eka Fitria*)	Director of Treasury & International Banking	36	34	2	2	38	36	95%
Riduan	Director of Commercial Banking	45	43	3	3	48	46	96%

## BOARD OF DIRECTORS

Name	Position	BOD Meetings		Joint Meetings of BOD & BOC		Total Meetings	Total Attendance	%
		Total Meetings	Total Attendance	Total Meetings	Total Attendance			
Aquarius Rudianto	Director of Network & Retail Banking	45	42	3	3	48	45	94%
Toni E. B. Subari	Director of Operation	45	44	3	3	48	47	98%
Susana Indah K. Indriati	Director of Corporate Banking	45	45	3	2	48	47	98%
Rohan Hafas	Director of Institutional Relations	45	43	3	3	48	46	96%
Sigit Prastowo	Director of Finance & Strategies	45	44	3	3	48	47	98%
Timothy Utama	Director of Information Technology	45	45	3	3	48	48	100%

\*) Appointed as Director at the Annual GMS dated 14 March 2023.

### 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

During 2023, the Board of Directors has carried out its duties, obligations and responsibilities for the management of the Company as stipulated in the prevailing laws and regulations, the Company's Articles of Association and the Work Plan set at the beginning of the year.

The general implementation of the Board of Directors duties in 2023 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 2023, 45 (forty-five) meetings of the Board of Directors 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 2023, the General Meetings of Shareholders were held 1 (one) time, on 14 March 2023.
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.

## BOARD OF DIRECTORS

The following are decrees issued by the Board of Directors in 2023 include:

Date	Subject
24 January 2023	Non-IT Initiatives
24 January 2023	Establishment of the Steering Team and Implementation Team of the Annual GMS for Fiscal Year 2022 of PT Bank Mandiri (Persero) Tbk
25 January 2023	Determination of the Composition of the Operational Rental Service Vehicle Tender Committee (KDS) for 2023-2024
30 January 2023	Information and Documentation Management Officer (PPID)
31 January 2023	Setting of General Tender
31 January 2023	Determination of the Composition of the Land and/or Building Purchase Committee
20 February 2023	Appointment of Employees to Members of SOEs Directors
23 February 2023	Implementation of IT Initiatives Year 2023
27 February 2023	Determination of the Composition of the Tender
28 February 2023	Determination of the Composition of the Procurement Tender
24 March 2023	Designation of Land and/or Building Purchase Committee
11 April 2023	Determination of Integrated Governance Committee Membership
11 April 2023	Determination of Remuneration and Nomination Committee Membership
11 April 2023	Determination of Risk Oversight Committee Membership
11 April 2023	Determination of Audit Committee Membership
18 April 2023	Determination of the Composition of the General Tender
10 May 2023	Determination of the Composition of the General Tender Committee for Procurement of Contractors for Interior Renovation
10 May 2023	Determination of the Composition of the General Tender Committee for the Construction
12 May 2023	Determination of the composition of the General Tender Committee for Procurement of Contractors for Implementing Generator and Electrical System
17 May 2023	Determination of the Composition of the Tender Committee
31 May 2023	Organizational Structure
24 July 2023	Determination of the composition of the General Tender Committee for the Procurement of Construction Contractor Services for the Construction of Functional House Construction
24 July 2023	Determination of the composition of the General Tender Committee for the Procurement of Contractor Services for the Construction of Functional Houses
02 August 2023	Determination of the Composition of the General Tender Committee for Procurement of Contractor Services for Interior Renovation
02 August 2023	Determination of the Composition of the General Tender Committee for Procurement of Contractor Services for Building
04 August 2023	Organizational Structure
24 August 2023	Determination of the Composition of the General Tender Committee for Procurement of Contractor Services for the Construction
11 September 2023	Procurement Team and Reviewer Assignment Limited Review Services of Bank Mandiri's Financial Statements as of 31 August 2023
12 September 2023	Determination of Audit Committee Membership
13 September 2023	Establishment of a Negotiating Team and Authorization in the Making of Collaborative Labor Agreements (CLA)
22 September 2023	Determination of the Composition of the General Tender Committee for the Procurement of Contractor Services for the Construction
25 September 2023	Appointment and Assignment of Senior Executive Vice President of PT Bank Mandiri (Persero) Tbk
25 September 2023	Appointment and Assignment of Senior Executive Vice President of PT Bank Mandiri (Persero) Tbk
29 September 2023	Determination of the Composition of the General Tender Committee for Procurement of Contractor Services for Interior
19 October 2023	Determination of the team and reviewers of the procurement of Public Accountant (AP) and Public Accounting Firm (KAP) services to carry out audits of the consolidated financial statements of PT Bank Mandiri (Persero) Tbk and subsidiaries, audits of the financial statements of the Micro and Small Business (PUMK) funding program of PT Bank Mandiri (Persero) Tbk, and other service assignments on the date and for the year ended 31 December 2024 ("Procurement of AP and KAP Services Year 2024")
23 October 2023	Board of Directors Charter

## BOARD OF DIRECTORS

Date	Subject
27 October 2023	Policy & Procedure Committee
13 November 2023	Establishment of Procurement Team for Climate Risk Stress Testing Initiative Consultant Services
22 November 2023	Determination of the Composition of the General Tender Committee for the Procurement of Implementing Contractor Services for the Construction
22 November 2023	Determination of the Composition of the General Tender Committee for Contractor Services for the Construction
23 November 2023	Determination of the Composition of the Public Tender Committee for Procurement of Contractor Services for Cluster
23 November 2023	Determination of the Composition of the Public Tender Committee for Procurement of Contractor Services for Implementing Cluster
01 December 2023	Appointment of Group Head Corporate Secretary
05 December 2023	Determination of the Operational Rental Service Vehicle Tender Committee (KDS) for 2024-2025
20 December 2023	SEVP Fielding and Designation of SEVP Replacement
20 December 2023	Determination of the Composition of the General Tender Committee for Procurement of Contractor Services for the Construction
20 December 2023	Determination of the Composition of the General Tender Committee for the Procurement of Contractor Services for the Construction
21 December 2023	Implementation of IT Initiatives Year 2024
21 December 2023	Publication of Non-IT Initiative Results 2024
22 December 2023	Appointment and Assignment of Senior Executive Vice President of PT Bank Mandiri (Persero) Tbk
22 December 2023	Appointment and Assignment of Senior Executive Vice President of PT Bank Mandiri (Persero) Tbk
22 December 2023	Appointment and Assignment of Senior Executive Vice President of PT Bank Mandiri (Persero) Tbk
28 December 2023	Determination of the Composition of the General Tender Committee for Procurement of Contractor Services for the Construction
28 December 2023	Determination of the Composition of the General Tender Committee for Procurement of Contractor Services for the Construction

### Company Annual Strategy Review

The Board of Directors strives to progress the Company's performance for the following year by reviewing the Company's annual strategy which is carried out at the end of the current year. In 2023, the review of the Company's annual strategy was carried out through the Board of Directors' meetings.

### Evaluation of the Company's Strategies

Evaluation of the Company's strategies in line with the Company's Vision and Mission as well as the latest business environment is carried out periodically and involves all Directors and executives at Bank Mandiri, which is done through discussion forums for the annual Corporate Work Plan and Budget (RKAP) and the Company's Corporate Plan (RJPP) to find out the achievements and the business directives. In the process of drafting the RKAP which referred to the RJPP, the documents have to be submitted to the Board of Commissioners for approval.

## PERFORMANCE ASSESSMENT OF THE BOARD OF DIRECTORS

The Board of Directors performance assessment is carried out from the achievement of Key Performance Indicators (KPI) individually and collegially, assessed by the Shareholders through the General Meeting of Shareholders (GMS) mechanism.

### Performance Assessment of Individual Directors President Director

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

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.