





#### **Affiliations of The Board of Directors**

		Financial, Family, and Management Relations of the BOD							
		Financial Relations With			F	amily Relati	ons With		
Name	Position	вос	BOD	Controlling Shareholders	вос	BOD	Controlling Shareholders	Management Relations	
		Yes No	Yes No	Yes No	Yes No	Yes No	Yes No	Yes No	
Darmawan Junaidi	President Director	$\sqrt{}$	$\sqrt{}$	$\sqrt{}$	$\checkmark$	$\sqrt{}$	$\sqrt{}$	$\sqrt{}$	
Alexandra Askandar	Vice President Director	√	1	√	<b>V</b>	√	√	√	
Ahmad Siddik Badruddin	Director of Risk Management	<b>V</b>	V	√	√	√	√	√	
Agus Dwi Handaya	Director of Information Technology	<b>V</b>	V	V	√	√	√	√	
Eka Fitria*)	Director of Compliance and HR	<b>V</b>	V	V	√	√	V	$\sqrt{}$	
Riduan	Director of Commercial Banking	<b>V</b>	V	V	√	√	V	<b>V</b>	
Aquarius Rudianto	Director of Network and Retail Banking	<b>V</b>	V	√	√	<b>V</b>	√	√	
Toni E. B. Subari	Director of Operations	√	√	√	√	√	√	√	
Susana Indah K. Indriarti	Director of Corporate Banking	<b>V</b>	V	V	√	√	V	$\sqrt{}$	
Rohan Hafas	Direktur Hubungan Kelembagaan	<b>V</b>	V	V	V	<b>V</b>	V	<b>V</b>	
Sigit Prastowo	Director of Finance and Strategies	V	V	V	V	<b>V</b>	V	√	
Timothy Utama	Director of Information Technology	<b>V</b>	V	<b>V</b>	<b>V</b>	√	√	<b>V</b>	

<sup>\*)</sup> 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**









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

	Northly wardedy coving a the Comment and Subsidiaries' perfermence
	Monthly/quarterly review of the Company and Subsidiaries' performance.
	Monthly/quarterly review of the Company's Strategy and Work Plan.
Quarter I	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.
	Monthly/quarterly review of the Company and Subsidiaries' performance.
Quarter II	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.
Ouartar III	Monthly/quarterly review of the Company and Subsidiaries' performance.
Quarter III	Monthly/quarterly review of the Company's Strategy and Work Plan.
	Monthly/quarterly review of the Company and Subsidiaries' performance.
	Monthly/quarterly review of the Company's Strategy and Work Plan.
Quarter IV	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**

5	Date		Agenda Rapat	Meeting Participants	Presence	Reasons for Absence
	3 January 2023	1.		Darmawan Junaidi	Present	
		2.	Latest Development  Proposal for Annual GMS for Financial Year 2022	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	
	16 January 2023		Darmawan Junaidi	Present		
			a. Update on the Company's Latest     Development     b. Update on Office of Chief Economist     Update on Operations     Update on Stress Testing Bank Mandiri Quarter     III 2022	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	









No	Date	Agenda Rapat	Meeting Participants	Presence	Reasons for Absence
3	24 January 2023	General Discussion: Update on the Company!     Latest Development	Darmawan Junaidi	Present	
		Latest Development 2. Financial Performance December 2022	Alexandra Askandar	Present	
		<ol><li>Consolidated Financial Statements of PT Bank Mandiri (Persero) Tbk. and Subsidiaries for the</li></ol>	Ahmad Siddik Badruddin	Present	
		Year Ended December 31, 2022 (Audited) 4. Procurement of Bank Mandiri's External Audito	Agus Dwi Handaya	Present	
		(KAP) in 2023	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	
4	24 January 2023	Update on Stress Testing Bank Mandiri Quarter	Darmawan Junaidi	Present	
		III 2022 2. Financial Performance December 2022	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	
5	30 January 2023		Darmawan Junaidi	Present	
		Update on the Company's Latest     Development	Alexandra Askandar	Present	
		<ul> <li>b. Update on Office of Chief Economist</li> <li>c. Digital Platform Development Update</li> </ul>	Ahmad Siddik Badruddin	Present	
		<ol> <li>Preparation for Public Expose &amp; Analyst Meetir Q4 2022</li> </ol>	Agus Dwi Handaya	Present	
		Q4 2022	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	
6	6 February 2023	1. Human Capital Proposal	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	General Discussion:     a. Update on the Company's Latest	Darmawan Junaidi	Present	
		Development	Alexandra Askandar	Present	
		b. Digital Platform Development Update     Human Capital Proposal	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	General Discussion: Update on the Company's	Darmawan Junaidi	Present	
		Latest Development 2. Financial Performance January 2023	Alexandra Askandar	Present	
		3. Human Capital Proposal	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	General Discussion: Update on the Company's	Darmawan Junaidi	Present	
		Latest Development 2. Recovery Plan Proposal	Alexandra Askandar	Present	
		Proposed Resolution of the 2023 Annual GMS     Human Capital Proposal	Ahmad Siddik Badruddin	Present	
		5. SISM Proposal	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	General Discussion:	Darmawan Junaidi	Present	
		<ul> <li>a. Update on the Company's Latest Development</li> </ul>	Alexandra Askandar	Present	
		<ul> <li>b. Update on Transformation Project</li> <li>c. Digital Platform Proposal</li> </ul>	Ahmad Siddik Badruddin	Present	
		<ol><li>Financial Performance February 2023</li></ol>	Agus Dwi Handaya	Present	
		Update on Distribution Strategy	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	General Discussion:	Darmawan Junaidi	Present	
		<ul> <li>a. Update on the Company's Latest Development</li> </ul>	Alexandra Askandar	Present	
		<ul> <li>b. Follow-up to Annual GMS Decision</li> <li>c. Digital Platform Development Update</li> </ul>	Ahmad Siddik Badruddin	Present	
		2. Update on Market Risk	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	
12	27 March 2023	1. General Discussion:	Darmawan Junaidi	Present	
		Update on the Company's Latest     Development	Alexandra Askandar	Present	
		b. Update on Transformation Project 2. IBFI Update	Ahmad Siddik Badruddin	Present	
		Human Capital Proposal	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	
13	3 April 2023	General Discussion:	Darmawan Junaidi	Present	
	3 April 2023	Update on the Company's Latest     Development	Alexandra Askandar	Present	
		b. Digital Platform Development Update     Human Capital Proposal	Ahmad Siddik Badruddin	Present	
		z. Homan capital rioposai	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
14	10 April 2023	General Discussion:	Darmawan Junaidi	Present	
		Update on the Company's Latest     Development	Alexandra Askandar	Present	
		b. Update on Transformation Project	Ahmad Siddik Badruddin	Present	
		<ol> <li>IT &amp; Operational System Preparation Ahead of Eid Al-Fitr 1444 H</li> </ol>	Agus Dwi Handaya	Present	
		3. Human Capital Proposal	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	
			EKG TIIIIG	11030111	







No	Date	Agenda Rapat	Meeting Participants	Presence	Reasons for Absence
15	17 April 2023	General Discussion:  A Underto an the Company's Latest	Darmawan Junaidi	Present	
	<ul> <li>a. Update on the Company's Latest Development</li> </ul>	Alexandra Askandar	Present		
		<ul> <li>b. Digital Platform Development Update</li> <li>c. Treasury Proposal</li> </ul>	Ahmad Siddik Badruddin	Present	
		<ul><li>2. Financial Performance March 2023</li><li>3. Update on Public Expose &amp; Analyst Meeting</li></ul>	Agus Dwi Handaya	Present	
		2023 Preparation 4. Human Capital Proposal	Riduan	Present	
		4. Поттан сарнат торозаг	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	1. General Discussion:	Darmawan Junaidi	Present		
		<ul> <li>a. Update on the Company's Latest Development</li> </ul>	Alexandra Askandar	Present	
		<ul> <li>b. Digital Platform Development Update</li> <li>c. Transformation Project Update</li> </ul>	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	
7	8 May 2023	General Discussion:	Darmawan Junaidi	Present	
		a. Update on the Company's Latest Development b. Digital Platform Development Update	Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Absent	On Leave
		Retail Segment Credit Update     Human Capital Proposal	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	
	15 May 2023	General Discussion:	Darmawan Junaidi	Present	
,	13 May 2023	<ul> <li>a. Update on the Company's Latest</li> </ul>	Alexandra Askandar	Absent	On Leave
		Development b. Update on Transformation Project	A base and Cicledity Develop and alice	Present	Onteave
		<ol> <li>Update Stress Testing Bank Mandiri Quarter IV 2022</li> </ol>			
		3. Human Capital Proposal	Agus Dwi Handaya	Present	
			Riduan Aguarius Rudianto	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









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









No	Date	A	genda Rapat	Meeting Participants	Presence	Reasons for Absence
23	12 June 2023		sion: Update on the Company's	Darmawan Junaidi	Present	
		Latest Develop  2. Financial Perform		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	24 19 June 2023	General Discus	General Discussion: Update on the Company's	Darmawan Junaidi	Present	
		Latest Develop	ment	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	General Discus	sion: Update on the Company's	Darmawan Junaidi	Present	
		Latest Develop	Latest Development -	Alexandra Askandar	Present	
		z. Homan capita	Пторозаі	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	1 General Discus	sion: Update on the Company's	Darmawan Junaidi	Present	
20	1 1 3., 2020	Latest Develop  2. Human Capita	ment	Alexandra Askandar	Present	
		z. Human Capila	rroposai	Ahmad Siddik Badruddin	Present	
				Agus Dwi Handaya	Present	
				Riduan	Present	
					Present	
				Aquarius Rudianto	Present	
				Toni Eko Boy Subari		
				Susana Indah K. Indriati	Present	
				Rohan Hafas	Present	
				Sigit Prastovo	Present	
				Timothy Utama	Present	
				Eka Fitria*	Present	









11 July 2023	No	Date	Agenda Rapat	Meeting Participants	Presence	Reasons for Absence
Development Update L. Digita Pictions Development Update L. Digita Pictions Development Update Riduon Riduo	27	11 July 2023		Darmawan Junaidi	Present	
Agencia Subscript   Agencia Subscript   Agencia Subscript   Bibliom   Present			Development	Alexandra Askandar	Present	
Riduon   Present			b. Digital Platform Development Update	Ahmad Siddik Badruddin	Present	
Aguorius Rudiento   Present				Agus Dwi Handaya	Present	
Total Biol Boy Subari				Riduan	Present	
17 July 2023   1. General Discussion: Update on the Companys India Companys Compan				Aquarius Rudianto	Present	
Present   Pres				Toni Eko Boy Subari	Present	
17 July 2023   1. General Discussion: Update on the Company's Lotest Development   1. General Discussion: Update on the Company's Lotest Development   2023   2023 Preparation   2023				Susana Indah K. Indriati	Present	
Timothy Ularna Present  Roy 17 JW 2023  1				Rohan Hafas	Present	
28   17 My 2023   1.   General Discussion: Update on the Company Lotest Development   2.   Financial Performance June 2023   3.   Update on Performance June 2023   3.   Update on Performance June 2023   4   My 2023   3.   Update on Performance June 2023   4   My 2023   5   My 2023   6   My 2023   7   My 202				Sigit Prastovo	Present	
1, Gerhard Discussion: Update on the Company's Life Diseasement (1) (1) (1) (1) (1) (1) (1) (1) (1) (1)				Timothy Utama	Present	
Latest Development 2. Princincial Performance June 2023 3. Ubcoate on Prubicia Expose & Analyst Meeting 102 3. Ubcoate on Prubicia Expose & Analyst Meeting 102 4 Agus Divi Hondoyo Present 4 Agus Divi Hondoyo Present 4 Agus Divi Hondoyo Present 5 Agus Divi Hondoyo Present 6 Agus Divi Hondoyo Present 7 Agus Divi Hondoyo Present 8 Agus Divi Hondoyo Present 9 Albreand Saddik Badruddin 9 Present 9 Agus Michael Present 9 Albread Saddik Badruddin 9				Eka Fitria*	Present	
Present   Pres	28	17 July 2023		Darmawan Junaidi	Present	
Annoc Sadate Bedauddan Present Annoc Sadate Bedauddan Present Richard Present Richard Present Richard Present Flower Flowe			2. Financial Performance June 2023		Present	
Richard   Present				Ahmad Siddik Badruddin	Present	
Aquarius Rudianto   Present				Agus Dwi Handaya	Present	
Toni Eko Boy Subari				Riduan	Present	
Susana Indah K. Indriati   Present				Aquarius Rudianto	Present	
Rohan Hafas				Toni Eko Boy Subari	Present	
Sigit Prostovo   Present				Susana Indah K. Indriati	Present	
Timothy Utama   Present				Rohan Hafas	Present	
Eka Fiftica*   Present				Sigit Prastovo	Present	
1.   General Discussion: Update on the Company's Latest Development				Timothy Utama	Present	
Latest Development 2. Human Capital Proposal Fresent				Eka Fitria*	Present	
Alexandra Askandar Present Anmad Siddik Badruddiin Present Agus Dwi Handaya Present Riduan Present Riduan Present Aquarius Rudianto Present Toni Eko Bay Subari Present Rohan Hafas Absent Permission Sigit Prastovo Present Eko Fifita* 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 B. Update on Transformation Project C. Digital Platform Development Update Riduan Present Susana Indah K. Indiriati Present Riduan Present Riduan Present Riduan Present Susana Indah K. Indiriati Present Rohan Hafas Present Rohan Hafas Present Rohan Hafas Present Riduan Present Rohan Hafas Present Rimothy Utama Present Imothy Utama Present	29	24 July 2023		Darmawan Junaidi	Present	
Agus Dwi Handaya Present Riduan Present Aquarius Rudianto Present Toni Eko Boy Subari Present Rohan Hafas Absent Permission Sigit Prastovo Present Timothy Utama Present Eka Filtria* Present Development D. Update on Ifronsformation Project C. Digital Platform Development Update D				Alexandra Askandar	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  Burandarius Akandar Present  Alexandra Askandar Present  Alexandra Ask				Ahmad Siddik Badruddin	Present	
Aquarius Rudianto Present  Toni Eko Boy Subari Present  Susana Indah K. Indiriati Present  Rohan Hafas Absent Permission  Sigit Prastovo Present  Timothy Utama Present  Eka Fitria* Present  Alexandra Askandar Present  Agus Dwi Handaya Present  Fiduan Present  Aquarius Rudianto Present  Susana Indah K. Indiriati Present  Rohan Hafas Present  Finoithy Utama Present  Timothy Utama Present  Timothy Utama Present				Agus Dwi Handaya	Present	
Toni Eko Boy Subari Present  Susana Indah K. Indriati Present  Rohan Hafas Absent Permission  Sigit Prastovo Present  Timothy Utama Present  Eka Fitria* Present  1. General Discussion: a. Update on the Company's Latest Development Update b. Update on Transformation Project c. Digital Platform Development Update  Agus Dwi Handaya Present  Aquarius Rudianto Present  Aquarius Rudianto Present  Susana Indah K. Indriati Present  Susana Indah K. Indriati Present  Rohan Hafas Present  Susana Indah K. Indriati Present  Toni Eko Boy Subari Present  Susana Indah K. Indriati Present  Timothy Utama Present				Riduan	Present	
Susana Indah K. Indriati Present Rohan Hafas Absent Permission  Rohan Hafas Present  Immothly Utama Present  Eka Fitric* Present  Alexandra Askandar  Alexandra Askandar  Present  Alexandra Askandar  Alexandra Askandar  Present  Alexandra Askandar  Alexandra Askandar  Present  Alexandra Askandar  Alexandra Askandar  Present  Alexandra Askandar  Alexandra				Aquarius Rudianto	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 bb. Update on Transformation Project c. Digital Platform Development Update b. Update on Transformation Project c. Digital Platform Development Update  Alexandra Askandar Present  Alexandra Askandar Present  Alexandra Present  Agus Dwi Handaya Present  Riduan Present  Aquarius Rudianto Present  Toni Eko Boy Subari Present  Rohan Hafas Present  Susana Indah K. Indrirati Present  Rohan Hafas Present  Timothy Utama Present  Timothy Utama Present				Toni Eko Boy Subari	Present	
Sigit Prastovo Present Timothy Utama Present  Eka Fitria* Present  30 31 July 2023  1. General Discussion:				Susana Indah K. Indriati	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  Riduan Present  Aquarius Rudianto Present  Aquarius Rudianto Present  Toni Eko Boy Subari Present  Susana Indah K. Indriati Present  Rohan Hafas Present  Sigit Prastovo Present  Timothy Utama Present  Present  Timothy Utama Present  Alexandra Askandar Present  Alexandra Askandar Present  Alexandra Askandar Present  Alexandra Askandar Present  Aduandus Davi Handaya Present  Toni Eko Boy Subari Present  Susana Indah K. Indriati Present  Rohan Hafas Present  Timothy Utama Present				Rohan Hafas	Absent	Permission
Eka Fitria*   Present				Sigit Prastovo	Present	
1. General Discussion: a. Update on the Company's Latest Development b. Update on Transformation Project c. Digital Platform Development Update  Alexandra Askandar Alexandra Askandar Present Almad Siddik Badruddin Present Riduan Present Aquarius Rudianto Present  Aquarius Rudianto Present  Susana Indah K. Indriati Present  Rohan Hafas Present  Rohan Hafas Present  Rohan Hafas Present  Sigit Prastovo Present  Timothy Utama Present				Timothy Utama	Present	
a. Update on the Company's Latest Development b. Update on Transformation Project c. Digital Platform Development Update  Alexandra Askandar  Alexandra Askandar  Present  Agus Dwi Handaya  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	
Development b. Update on Transformation Project c. Digital Platform Development Update  Almad 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	30	31 July 2023		Darmawan Junaidi	Present	
Anmad 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			Development	Alexandra Askandar	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				Ahmad Siddik Badruddin	Present	
Aquarius Rudianto Present  Toni Eko Boy Subari Present  Susana Indah K. Indriati Present  Rohan Hafas Present  Sigit Prastovo Present  Timothy Utama Present			<u> </u>	Agus Dwi Handaya	Present	
Toni Eko Boy Subari Present Susana Indah K. Indriati Present Rohan Hafas Present Sigit Prastovo Present Timothy Utama Present				Riduan	Present	
Susana Indah K. Indriati Present Rohan Hafas Present Sigit Prastovo Present Timothy Utama Present				Aquarius Rudianto	Present	
Rohan HafasPresentSigit PrastovoPresentTimothy UtamaPresent				Toni Eko Boy Subari	Present	
Sigit Prastovo Present Timothy Utama Present				Susana Indah K. Indriati	Present	
Timothy Utama Present				Rohan Hafas	Present	
				Sigit Prastovo	Present	
				Timothy Utama	Present	
Eka Fitria* Present				Eka Fitria*	Present	







No	Date	Agenda	Rapat	Meeting Participants	Presence	Reasons for Absence
31	7 August 2023	General Discussion:	non any la Latant	Darmawan Junaidi	Present	
		<ul> <li>Update on the Cor Development</li> </ul>		Alexandra Askandar	Present	
		<ul><li>b. Update on Transfor</li><li>2. Update Stress Testing Bo</li></ul>		Ahmad Siddik Badruddin	Present	
		2023 3. Risk Management Prop	osal	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		General Discussion: Update on Digital Platform Development	Darmawan Junaidi	Present	
		Development		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	General Discussion:	General Discussion:  a. Effective Position of Board of Directors b. Update on the Company's Latest Development c. Update on Transformation Project	Darmawan Junaidi	Present	
				Alexandra Askandar	Present	
		Development		Ahmad Siddik Badruddin	Present	
		d. Update on Strategi		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	General Discussion:		Darmawan Junaidi	Present	
		<ul> <li>update on the Cor Development</li> </ul>	mpany's Latest	Alexandra Askandar	Present	
		b. Update on Bank M	andiri's 25th Anniversary	Ahmad Siddik Badruddin	Present	
		Series of Events 2. Human Capital Propose	al	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	









No	Date		Agenda Rapat	Meeting Participants	Presence	Reasons for Absence
35	25 September 2023	1.	General Discussion: a. Update on the Company's Latest	Darmawan Junaidi	Present	
			Development	Alexandra Askandar	Present	
			b. Digital Platform Development Update Financial Performance August 2023	Ahmad Siddik Badruddin	Present	
		3.	Update on Risk Management Follow-Up	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)	1.	Financial Performance August 2023	Darmawan Junaidi	Present	
	(NGGIROITI)			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	1.		Darmawan Junaidi	Present	
		2.	a. Update on the Company's Latest Development	Alexandra Askandar	Present	
			<ul> <li>b. Update on Transformation Project</li> <li>Human Capital Proposal</li> </ul>	Ahmad Siddik Badruddin	Absent	On Leave
			noman capital rioposal	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	1.		Darmawan Junaidi	Present	
			<ul> <li>Update on the Company's Latest Development</li> </ul>	Alexandra Askandar	Present	
			b. Update on Transformation Project	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	









No	Date	Agenda Rapat	Meeting Participants	Presence	Reasons for Absence
39	16 October 2023	General Discussion:	Darmawan Junaidi	Present	
		<ul> <li>a. Update on the Company's Latest Development</li> </ul>	Alexandra Askandar	Present	
		<ul><li>b. Follow-up Position Filling</li><li>c. Update on Transformation Project</li></ul>	Ahmad Siddik Badruddin	Present	
		<ol> <li>Financial Performance September 202</li> <li>Kick-Off RKAP 2024 and RBB 2024-2026</li> </ol>	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	Update on Public Expose & Analyst Meeting Q3	Darmawan Junaidi	Present	
		2023 Preparation 2. Recovery Plan Update Year 2023-2024	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	General Discussion: Update on the Company's Latest 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	
42	06 November 23	Proposal on Human Capital	Darmawan Junaidi	Present	
	06 November 23	2. IT Proposal	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	









No	Date		Agenda Rapat	Meeting Participants	Presence	Reasons for Absence
43	13 November 2023	1. 2.	Proposal on Human Capital	Darmawan Junaidi	Present	
		Z.	General Discussion: a. Update on Transformation Project	Alexandra Askandar	Present	
		3.	b. Digital Platform Development Update Proposed Sustainable Finance Action Plan	Ahmad Siddik Badruddin	Present	
		4.	(RAKB) 2024-2028 RKAP 2024 and RBB Proposal 2024-2026	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	1.	General Discussion: Update on the Company's	Darmawan Junaidi	Present	
		2.		Alexandra Askandar	Present	
		3.	Proposal on Human Capital	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		Proposal on Human Capital	Darmawan Junaidi	Present	
		2.	General Discussion: Transformation Project Update	Alexandra Askandar	Present	
			Fund-Related Strategy Update Proposal on Corporate Real Estate	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	3 1.	General Discussion: Update on the	Darmawan Junaidi	Present	
			Company's Latest Development	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	







No	Date Agendo		Agenda Rapat	Meeting Participants	Presence	Reasons for Absence
47	12 December 2023	1.	General Discussion: Update on the	Darmawan Junaidi	Present	
		2.	Company's Latest Development Update on the Implementation of Bank Mandiri National Meeting Business Command Center (BCC)	Alexandra Askandar	Present	
		3		Ahmad Siddik Badruddin	Present	
		Review Update on Treasury	Agus Dwi Handaya	Present		
	4.		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		Proposal on Human Capital	Darmawan Junaidi	Present	
			November 2023 Financial Performance Update on Stress Testing Bank Mandiri	Alexandra Askandar	Present	
			Triwulan III 2023  Proposal on Risk Management	Ahmad Siddik Badruddin	Present	
	4.	rroposal off kisk Management	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	

<sup>\*)</sup> 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	Total	%
Name		Total Meetings	Total Attendance	Total Meetings	Total Attendance	Meetings	Attendance	/0
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%







Name	Position	BOD Meetings		Joint Meetings of BOD & BOC		Total	Total	%
name		Total Meetings	Total Attendance	Total Meetings	Total Attendance	Meetings	Attendance	/0
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%

<sup>\*)</sup> 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 welllbeing and environment preservation.
- 13. Implementing other duties related to the management of the Bank.