

## Competence Improvement Program of Corporate Secretary

As a liaison with external parties, the Corporate Secretary must always keep up with the developments in the world of capital markets and consistently improve their competence in the fields of law, finance, communications and corporate governance. For this reason, the Corporate Secretary of Bank Mandiri routinely participates in various trainings/workshops/seminars that are useful to maximize their very important role in the company. Throughout 2018, the Corporate Secretary has participated in various Training/Workshop/Seminars as follows.

Training/Competency Development Material	Time and Place of Implementation	Organizer
Leadership Forum	May 4-6, 2018, Labuan Bajo	PT Bank Mandiri (Persero) Tbk.
Indonesia Investment Forum 2018	October 9, 2018, Bali	Ministry of SOE, BI, OJK
Media Training	November 29-30, 2018, Semarang	Bank Mandiri

In addition, the employees under the functions of the Corporate Secretary have participated in training in the fields of law, accounting, secretariat and reporting and actively participated in seminars / outreach related to the latest regulations issued by regulators.

## Implementation of Corporate Secretary's Duties In 2018

During 2018, the Corporate Secretary of Bank Mandiri carried out functions and tasks related to stakeholders, among others:

- Following the development of Capital Market regulations, especially legislation in force in the Capital Market, among others by ensuring compliance with new regulations issued by the Financial Services Authority, the Indonesia Stock Exchange and other regulators related to the capital market.
- Building GCG Awareness for the Board of Directors and Board of Commissioners of Bank Mandiri including informing about new policies and issues regarding GCG.
- Organizing and documenting the Annual General Meeting of Shareholders on March 21, 2018, 2018 Mandatory Public Expose on August 29, 2018, and ensuring regular communication every quarter to investors through the Analyst Meeting on February 6, April 24, July 19 and October 17, 2018.
- Making a dividend payment for the 2017 Financial Year on April 20, 2018.
- Organizing and attending the Meetings of Board of Commissioners, Meetings of Board of Directors, Joint Meetings of Directors Inviting the Board of Commissioners, and Joint Meetings of the Board of Commissioners and making minutes of the meetings. In 2018 each has been held respectively for 23 (twenty three) times, 42 (forty two) times, 3 (three) times, and 9 (nine) times.
- Periodically reviewing the Company's Principles, Company Articles of Association, Rules of Conduct of Board of Directors, Rules of Conduct of Board of Commissioners, Rules of Conduct of Committees under the Board of Directors, Charter of Committees under the Board of Commissioners, and other Policies in accordance with applicable law and regulation and implementation of Bank governance.
- Conducting information disclosure to the public in accordance with applicable laws and regulations.
- Conducting information disclosure to Bank Mandiri internal employees through Mandiri Magazine. During 2018, the Corporate Secretary issued 11 (eleven) editions of Mandiri Magazine.
- Redesigning the Company's Website to improve the convenience of the society in accessing information and always providing up to date and accurate information on the Website.
- Preparing the 2017 Fiscal Year Annual Report and the Sustainability Report and submit them to the relevant Regulators in a timely manner and monitoring the submission of the 2017 Fiscal Year Annual Report of the 11 (eleven) Subsidiaries to the Regulator.
- Managing the Capability and Compliance Test of 4 (four) members of the Board of Directors.
- Documenting Company legality data, including the Deed of GMS, Amendment Deed of Articles of Association, Amendment Deed of Management Structure, Corporate Domicile Sign, and other legal documents.
- Establishing communication with the Ministry of SOE, Financial Services Authority, Bank Indonesia (BI), Ministry of Finance, Secretary of State, Deposit Insurance Agency (LPS), Self Regulatory Organizations (Indonesia Stock Exchange (BEI), Indonesian Central Securities Depository (KSEI), and Indonesian Clearing and Guarantee Corporation



- (KPEI)), Bureau of Securities Administration, and other related institutions.
14. Monitor the implementation of the Wealth Report State Organizer (LHKPN) to the Commission Corruption Eradication (KPK). During 2018, 185 (one hundred and eighty five) of the total 288 (two hundred eighty depalan) people have fulfill its reporting obligations.
  15. Compiling and publishing 66 (sixty six) Directors' Decisions related to the Implementation of the Company's Operational Activities.
  16. Reportingn the results of monitoring of media coverage daily to members of the Board of Commissioners and Board of Directors every morning on weekdays.
  17. Coordinating the implementation of Corporate Events, both internal and external events, such as the Mandiri Jogja Marathon, Indonesian Fair, Indonesia Fashion Week, Bank Mandiri Anniversary Commemoration, and other Corporate Events.
  18. Covering 80 (eighty) coverage of Corporate Ceremonial Activities.
  19. Actively participating in hearings and working visits with the (People's Representative Council of Republic of Indonesia (DPR-RI).
  20. Distributing the Partnership Program, Community Development, Corporate Social Responsibility and Sponsorship and monitoring the credibility.

21. Carrying out licensing management activities, security and escort/protocol (Bank officials) of the Board of Directors and the Board of Commissioners in offices, trip/events and housing.
22. Administering and distributing all incoming letters addressed to Bank Mandiri or the relevant Work Unit for further follow-up.
23. As a liaison between Bank Mandiri and shareholders, investors, regulators and other stakeholders.

### Reports of The Corporate Secretary of 2017 Fiscal Year

In order to comply with Article 11 of Financial Services Authority Regulation No. 35/POJK/2014, the Corporate Secretary of Bank Mandiri has compiled reports periodically at least 1 (one) time in 1 (one) year regarding the implementation of the functions of the corporate secretary to the Board of Directors and sent to the Board of Commissioners submitted via Note to the Board of Directors No. CEO.CSC/CMA.464/2018 dated March 29, 2018 concerning 2017 Corporate Secretary Group Function and Task Report and Letter to Board of Commissioners No. HBK.CSC/CMA.876/2018 dated 6 April 2018 concerning the 2017 Corporate Secretary Group Function and Task Report.

## Committee Under The Board of Directors

In carrying out its duties, the Board of Directors is assisted by the Corporate Secretary and Committees to provide recommendations relating to the policies and directions of the Board of Directors. Bank Mandiri has a Committee under the Board of Directors or also called the Executive Committee as many as 9 (nine) Committees as stated in the Decree of the Board of Directors No. KEP.DIR/53/2018 dated July 30, 2018 about Executive Committee.

However, in its capacity as a committee, the entire Executive Committee does not have the authority to act on behalf of the Company to commit or sign agreements with third parties. All actions for and on behalf of the Company must be carried out in accordance with the provisions of the Company's Articles of Association.

### Assets and Liabilities Committee

Assets and Liabilities Committee (ALCO) is a committee formed to assist the Directors in carrying out the functions of determining the management of assets and liabilities, setting interest rates and liquidity, as well as other matters related to managing the Company's assets and liabilities, as well as monitoring and implementing Recovery Plans when the Company is under pressure/financial crisis.

#### Structure and Membership of Assets and Liabilities Committee

Based on Board of Directors Decree No. KEP.DIR/53/2018 concerning the Assets and Liabilities Committee, the structure and membership of ALCO are as follows: