

The President Director is the chairman for the Board of Directors Meeting, and in the event that the President Director is absent or unavailable, the Vice Director shall be the chairman. If the Vice Director is absent or unavailable, the Meeting Chairman is the Substitute Director of the President Director or the Substitute Director of the Vice Director as specified in the Board of Directors regulations regarding Job Description and Authority of the Board of Directors as well as the Establishment of Substitute Director list. If the assigned Substitute Director is also unavailable, the Board of Directors Meeting will be conducted by a member of the Board of Directors Meeting that is present and assigned at the meeting.

THE PLAN FOR THE EARLY YEAR MEETING OF THE BOARD OF DIRECTORS

Quarter 1	<ul style="list-style-type: none"> Review of monthly/quarterly performance of the Company. Quarterly review of the performance of the Company and Subsidiaries. Preparation of the Annual General Meeting of Shareholders. Monthly review of strategic plans, business, and human capital. Review and approval of Audit Financial Reports. Election of External Auditors for 2018 Book Year.
Quarter 2	<ul style="list-style-type: none"> Review of monthly/quarterly performance of the Company. Quarterly review of the performance of the Company and Subsidiaries. Monthly review of strategic plans, business, and human capital.
Quarter 3	<ul style="list-style-type: none"> Review of monthly/quarterly performance of the Company. Quarterly review of the performance of the Company and Subsidiaries. Monthly review of strategic plans, business, and human capital. Review of the implementation of Integrated Governance. Discussion on Financial and Business Plans for 2018 Book Year.
Quarter 4	<ul style="list-style-type: none"> Review of monthly/quarterly performance of the Company. Quarterly review of the performance of the Company and Subsidiaries. Monthly review of strategic plans, business, and human capital. Review of the implementation of Integrated Governance. Discussion on Financial and Business Plans for 2019 Book Year.

REALIZATION OF THE BOARD OF DIRECTORS MEETING

The Board of Directors meeting is carried out with an internal Board of Directors meeting and meeting Board of Directors with Board of Commissioners meeting. The agenda, date and meeting participants for each meeting can be seen below.

MEETING OF THE BOARD OF DIRECTORS

Throughout 2019, the agenda, date and participants of the Directors' Meeting are as follows.

Table of Quorum and Board of Directors' Attendance

No.	Date	Meeting Agenda	Meeting Participant	Attendance	Reason for Not Attending
1.	January 8, 2019	1. General Discussion (Follow Up on the Extraordinary GMS Resolution in 2019). 2. Project Pearl. 3. Others	Kartika Wirjoatmodjo Sulaiman Arif Arianto Royke Tumilaar Riduan Dosuwan Simatupang Darmawan Junaidi Hery Gunardi Panji Irawan Rico Usthavia Frans Ahmad Siddik Badruddin Agus Dwi Handaya Alexandra Askandar	Present Present Present Present Present Present Present Present Present Absent Present Present Present	Business Trip
				Attendance 92%	



No.	Date	Meeting Agenda	Meeting Participant	Attendance	Reason for Not Attending
2.	January 15, 2019	1. General Discussion. 2. December 2018 Financial Performance and Corporate Event Update. 3. Update Analyst Meeting Q4 2018). 4. Others: a. Risk Management Update. b. Legal Update. c. Internal Audit Update. 5. Project Update	Kartika Wirjoatmodjo	Present	
			Sulaiman Arif Arianto	Present	
			Royke Tumilaar	Present	
			Riduan	Present	
			Dosuwan Simatupang	Present	
			Darmawan Junaidi	Present	
			Hery Gunardi	Present	
			Panji Irawan	Present	
			Rico Usthavia Frans	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Alexandra Askandar	Present	
3.	January 22, 2019	1. General Discussion. 2. Proposed approval of “the Company’s Consolidated Financial Statements December 31, 2018 (Audited)”. 3. Corporate Secretary Update. 4. Strategic Marketing Communication Update.	Kartika Wirjoatmodjo	Absent	Business Trip
			Sulaiman Arif Arianto	Present	
			Royke Tumilaar	Present	
			Riduan	Present	
			Dosuwan Simatupang	Present	
			Darmawan Junaidi	Present	
			Hery Gunardi	Present	
			Panji Irawan	Present	
			Rico Usthavia Frans	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Alexandra Askandar	Present	
4.	January 29, 2019	1. Discussion of Human Capital. 2. Proposed Treasury. 3. Update Restructuring.	Kartika Wirjoatmodjo	Present	
			Sulaiman Arif Arianto	Present	
			Royke Tumilaar	Present	
			Riduan	Present	
			Dosuwan Simatupang	Present	
			Darmawan Junaidi	Present	
			Hery Gunardi	Present	
			Panji Irawan	Present	
			Rico Usthavia Frans	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Alexandra Askandar	Present	
5.	February 6, 2019	1. General Discussion: a. Legal Update. b. Human Capital Discussion. 2. Update Restructuring. 3. Update Operation. 4. Update Third Party Funds (DPK).	Kartika Wirjoatmodjo	Present	
			Sulaiman Arif Arianto	Absent	Leave
			Royke Tumilaar	Present	
			Riduan	Present	
			Dosuwan Simatupang	Present	
			Darmawan Junaidi	Present	
			Hery Gunardi	Present	
			Panji Irawan	Present	
			Rico Usthavia Frans	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Alexandra Askandar	Present	

No.	Date	Meeting Agenda	Meeting Participant	Attendance	Reason for Not Attending
6.	February 12, 2019	1. General Discussion. 2. Financial Performance in January 2019. 3. Risk Management Update. 4. DPK Update. 5. Update Strategic Marketing Communication.	Kartika Wirjoatmodjo	Present	
			Sulaiman Arif Arianto	Present	
			Royke Tumilaar	Present	
			Riduan	Present	
			Dosuwan Simatupang	Present	
			Darmawan Junaidi	Present	
			Hery Gunardi	Present	
			Panji Irawan	Present	
			Rico Usthavia Frans	Absent	Business Trip
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Alexandra Askandar	Present	
			Attendance 92%		
7.	February 20, 2019	1. General Discussion: a. Update LinkAja b. Proposed Provisional Menara Mandiri Building II by PT Pertamina (Persero). 2. Update Culture & Performance Management. 3. Discussion of Human Capital	Kartika Wirjoatmodjo	Present	
			Sulaiman Arif Arianto	Present	
			Royke Tumilaar	Present	
			Riduan	Present	
			Dosuwan Simatupang	Present	
			Darmawan Junaidi	Absent	Business Trip
			Hery Gunardi	Present	
			Panji Irawan	Present	
			Rico Usthavia Frans	Absent	Business Trip
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Alexandra Askandar	Present	
			Attendance 83%		
8.	February 26, 2019	1. General Discussion: a. Human Capital Discussion. b. Special Asset Management Update. 2. Proposed LinkAja. 3. Commercial Banking Update.	Kartika Wirjoatmodjo	Present	
			Sulaiman Arif Arianto	Present	
			Royke Tumilaar	Present	
			Riduan	Present	
			Dosuwan Simatupang	Present	
			Darmawan Junaidi	Absent	Business Trip
			Hery Gunardi	Present	
			Panji Irawan	Present	
			Rico Usthavia Frans	Present	
			Ahmad Siddik Badruddin	Absent	Business Trip
			Agus Dwi Handaya	Present	
			Alexandra Askandar	Present	
			Attendance 83%		
9.	March 5, 2019	1. Discussion of Human Capital. 2. Proposed Mandiri Healthcare. 3. Proposed Granting of Bank Mandiri Pension Fund Benefits.	Kartika Wirjoatmodjo	Present	
			Sulaiman Arif Arianto	Present	
			Royke Tumilaar	Present	
			Riduan	Present	
			Dosuwan Simatupang	Present	
			Darmawan Junaidi	Present	
			Hery Gunardi	Present	
			Panji Irawan	Present	
			Rico Usthavia Frans	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Alexandra Askandar	Present	
			Attendance 100%		



No.	Date	Meeting Agenda	Meeting Participant	Attendance	Reason for Not Attending			
10.	March 13, 2019	1. General Discussion: Restructuring Update. 2. Discussion of Human Capital. 3. Financial Performance in March 2019 and Bank Business Plans 2019 -2021. 4. Update Sierra Project. 5. Update the Strategic Progress Initiative.	Kartika Wirjoatmodjo	Present				
			Sulaiman Arif Arianto	Present				
			Royke Tumilaar	Present				
			Riduan	Present				
			Dosuwan Simatupang	Present				
			Darmawan Junaidi	Present				
			Hery Gunardi	Present				
			Panji Irawan	Present				
			Rico Usthalvia Frans	Present				
			Ahmad Siddik Badruddin	Present				
			Agus Dwi Handaya	Present				
			Alexandra Askandar	Present				
						Attendance 100%		
			11.	March 19, 2019	1. General Discussion: a. New Officer Briefing. b. Revised Bank Business Plan 2019-2021. 2. Discussion of Human Capital.	Kartika Wirjoatmodjo	Absent	Business Trip
Sulaiman Arif Arianto	Present							
Royke Tumilaar	Present							
Riduan	Present							
Dosuwan Simatupang	Present							
Darmawan Junaidi	Present							
Hery Gunardi	Present							
Panji Irawan	Present							
Rico Usthalvia Frans	Present							
Ahmad Siddik Badruddin	Present							
Agus Dwi Handaya	Present							
Alexandra Askandar	Present							
						Attendance 92%		
12.	March 26, 2019	1. Proposed Annual GMS for 2019. 2. Proposed Capital Increase.				Kartika Wirjoatmodjo	Absent	Leave
			Sulaiman Arif Arianto	Present				
			Royke Tumilaar	Present				
			Riduan	Present				
			Dosuwan Simatupang	Present				
			Darmawan Junaidi	Present				
			Hery Gunardi	Present				
			Panji Irawan	Present				
			Rico Usthalvia Frans	Present				
			Ahmad Siddik Badruddin	Present				
			Agus Dwi Handaya	Present				
			Alexandra Askandar	Present				
						Attendance 92%		
			13.	April 1, 2019	1. Direction of New Officials. 2. Update the Wholesale Transformation Initiative. 3. Update the New Business Delivery System Initiative. 4. DPK Update. 5. Commercial Organization Updates.	Kartika Wirjoatmodjo	Present	
Sulaiman Arif Arianto	Present							
Royke Tumilaar	Present							
Riduan	Present							
Dosuwan Simatupang	Present							
Darmawan Junaidi	Present							
Hery Gunardi	Present							
Panji Irawan	Present							
Rico Usthalvia Frans	Present							
Ahmad Siddik Badruddin	Present							
Agus Dwi Handaya	Present							
Alexandra Askandar	Present							
						Attendance 100%		

No.	Date	Meeting Agenda	Meeting Participant	Attendance	Reason for Not Attending			
14.	April 9, 2019	1. General Discussion. 2. Proposed Human Capital Engagement and Internal Audit. 3. Financial Performance in March 2019. 4. Discussion of Human Capital. 5. Update BPR Project Progress.	Kartika Wirjoatmodjo	Present				
			Sulaiman Arif Arianto	Present				
			Royke Tumilaar	Present				
			Riduan	Present				
			Dosuwan Simatupang	Absent	Business Trip			
			Darmawan Junaidi	Present				
			Hery Gunardi	Present				
			Panji Irawan	Present				
			Rico Usthavia Frans	Present				
			Ahmad Siddik Badruddin	Present				
			Agus Dwi Handaya	Present				
			Alexandra Askandar	Absent	Leave			
						Attendance 83%		
			15.	April 16, 2019	1. Discussion of Human Capital: a. Salary Increment. b. Talent Management. c. Talent Panel. d. Strategic Plan for Outsourcing. 2. Procurement of Financial Statement Audit Services. 3. Internal Audit Update.	Kartika Wirjoatmodjo	Present	
Sulaiman Arif Arianto	Present							
Royke Tumilaar	Present							
Riduan	Present							
Dosuwan Simatupang	Present							
Darmawan Junaidi	Present							
Hery Gunardi	Present							
Panji Irawan	Present							
Rico Usthavia Frans	Present							
Ahmad Siddik Badruddin	Present							
Agus Dwi Handaya	Present							
Alexandra Askandar	Present							
						Attendance 100%		
16.	April 23, 2019	1. Consumer Segment Update. 2. Update on Public Expose and Analyst Meeting Preparation Tw / I 2019. 3. Annual GMS Update 2019. 4. Risk Management Update.				Kartika Wirjoatmodjo	Present	
			Sulaiman Arif Arianto	Absent	Business Trip			
			Royke Tumilaar	Present				
			Riduan	Absent	Leave			
			Dosuwan Simatupang	Present				
			Darmawan Junaidi	Present				
			Hery Gunardi	Present				
			Panji Irawan	Present				
			Rico Usthavia Frans	Present				
			Ahmad Siddik Badruddin	Present				
			Agus Dwi Handaya	Present				
			Alexandra Askandar	Present				
						Attendance 83%		
			17.	April 30, 2019	1. General Discussion. 2. Update SME Banking.	Kartika Wirjoatmodjo	Present	
Sulaiman Arif Arianto	Present							
Royke Tumilaar	Present							
Riduan	Present							
Dosuwan Simatupang	Present							
Darmawan Junaidi	Present							
Hery Gunardi	Present							
Panji Irawan	Present							
Rico Usthavia Frans	Present							
Ahmad Siddik Badruddin	Present							
Agus Dwi Handaya	Present							
Alexandra Askandar	Present							
						Attendance 100%		



No.	Date	Meeting Agenda	Meeting Participant	Attendance	Reason for Not Attending			
18.	May 7, 2019	1. General Discussion. 2. Proposed Strategic Initiatives. 3. Update Transformation Wholesale. 4. Update on the Implementation of IFRS 9.	Kartika Wirjoatmodjo	Present				
			Sulaiman Arif Arianto	Present				
			Royke Tumilaar	Present				
			Riduan	Present				
			Dosuwan Simatupang	Present				
			Darmawan Junaidi	Present				
			Hery Gunardi	Present				
			Panji Irawan	Present				
			Rico Usthavia Frans	Present				
			Ahmad Siddik Badruddin	Present				
			Agus Dwi Handaya	Present				
			Alexandra Askandar	Present				
						Attendance 100%		
			19.	May 14, 2019	1. General Discussion. 2. Financial Performance in April 2019. 3. Corporate Real Estate Update.	Kartika Wirjoatmodjo	Present	
Sulaiman Arif Arianto	Present							
Royke Tumilaar	Present							
Riduan	Present							
Dosuwan Simatupang	Present							
Darmawan Junaidi	Present							
Hery Gunardi	Present							
Panji Irawan	Present							
Rico Usthavia Frans	Present							
Ahmad Siddik Badruddin	Present							
Agus Dwi Handaya	Present							
Alexandra Askandar	Present							
						Attendance 100%		
20.	May 21, 2019	1. General Discussion: a. Alignment of Organizational Structure. b. Authority to Decide Credit. 2. Wealth Management Update. 3. Consumer Segment Update. 4. Update Sierra Project. 5. Discussion of Human Capital.				Kartika Wirjoatmodjo	Present	
			Sulaiman Arif Arianto	Present				
			Royke Tumilaar	Present				
			Riduan	Present				
			Dosuwan Simatupang	Present				
			Darmawan Junaidi	Present				
			Hery Gunardi	Present				
			Panji Irawan	Present				
			Rico Usthavia Frans	Present				
			Ahmad Siddik Badruddin	Absent	Leave			
			Agus Dwi Handaya	Present				
			Alexandra Askandar	Present				
						Attendance 92%		
			21.	June 18, 2019	1. General Discussion. 2. Financial Performance in May 2019 and Revised 2019 RKAP and 2019-2021 RBB. 3. Risk Management Update.	Kartika Wirjoatmodjo	Present	
Sulaiman Arif Arianto	Present							
Royke Tumilaar	Present							
Riduan	Present							
Dosuwan Simatupang	Present							
Darmawan Junaidi	Present							
Hery Gunardi	Present							
Panji Irawan	Present							
Rico Usthavia Frans	Present							
Ahmad Siddik Badruddin	Present							
Agus Dwi Handaya	Present							
Alexandra Askandar	Present							
						Attendance 100%		

No.	Date	Meeting Agenda	Meeting Participant	Attendance	Reason for Not Attending
22.	July 2, 2019	1. General Discussion. 2. Update Special Asset Management. 3. Human Capital Project Update. 4. Proposing Maliye Project.	Kartika Wirjoatmodjo	Present	
			Sulaiman Arif Arianto	Present	
			Royke Tumilaar	Absent	Leave
			Riduan	Present	
			Dosuwan Simatupang	Present	
			Darmawan Junaidi	Present	
			Hery Gunardi	Present	
			Panji Irawan	Present	
			Rico Usthavia Frans	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Alexandra Askandar	Present	
23.	July 9, 2019	1. General Discussion. 2. Consumer Segment Update. 3. Update Fee Based Income. 4. DPK Update. 5. Update Commercial & SME Segments.	Kartika Wirjoatmodjo	Present	
			Sulaiman Arif Arianto	Present	
			Royke Tumilaar	Present	
			Riduan	Present	
			Dosuwan Simatupang	Present	
			Darmawan Junaidi	Present	
			Hery Gunardi	Absent	Leave
			Panji Irawan	Present	
			Rico Usthavia Frans	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Alexandra Askandar	Present	
24.	July 16, 2019	1. Financial Performance June 2019, Preparation of Public Expose & Analyst Meeting Q2 2019. 2. Update on the Implementation of PSAK 71.	Kartika Wirjoatmodjo	Present	
			Sulaiman Arif Arianto	Present	
			Royke Tumilaar	Present	
			Riduan	Present	
			Dosuwan Simatupang	Present	
			Darmawan Junaidi	Absent	Leave
			Hery Gunardi	Present	
			Panji Irawan	Present	
			Rico Usthavia Frans	Absent	Leave
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Alexandra Askandar	Present	
25.	July 23, 2019	1. General Discussion 2. Discussion of Human Capital 3. Proposed Corporate Secretary 4. Consumer Segment Update 5. Update Government Segments 6. Update the Micro segment 7. Corporate Debtor Update	Kartika Wirjoatmodjo	Present	
			Sulaiman Arif Arianto	Absent	Leave
			Royke Tumilaar	Present	
			Riduan	Present	
			Dosuwan Simatupang	Present	
			Darmawan Junaidi	Present	
			Hery Gunardi	Present	
			Panji Irawan	Present	
			Rico Usthavia Frans	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Alexandra Askandar	Present	



No.	Date	Meeting Agenda	Meeting Participant	Attendance	Reason for Not Attending
26.	August 13, 2019	1. General Discussion 2. Financial Performance in July 2019. 3. Business Strategy in Aceh Province.	Kartika Wirjoatmodjo	Absent	Leave
			Sulaiman Arif Arianto	Present	
			Royke Tumilaar	Present	
			Riduan	Present	
			Dosuwan Simatupang	Present	
			Darmawan Junaidi	Present	
			Hery Gunardi	Present	
			Panji Irawan	Present	
			Rico Usthavia Frans	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Absent	Leave
			Alexandra Askandar	Absent	Leave
27.	August 20, 2019	1. Digital Banking Update. 2. Proposed Corporate Secretary.	Kartika Wirjoatmodjo	Absent	Leave
			Sulaiman Arif Arianto	Present	
			Royke Tumilaar	Present	
			Riduan	Present	
			Dosuwan Simatupang	Present	
			Darmawan Junaidi	Present	
			Hery Gunardi	Present	
			Panji Irawan	Present	
			Rico Usthavia Frans	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Absent	Leave
			Alexandra Askandar	Present	
28.	August 27, 2019	1. General Discussion. 2. Project Burj. 3. Liquidity and Credit Projection August 2019. 4. Discussion of Human Capital.	Kartika Wirjoatmodjo	Present	
			Sulaiman Arif Arianto	Absent	Business Trip
			Royke Tumilaar	Present	
			Riduan	Present	
			Dosuwan Simatupang	Present	
			Darmawan Junaidi	Present	
			Hery Gunardi	Present	
			Panji Irawan	Present	
			Rico Usthavia Frans	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Alexandra Askandar	Present	
29.	September 3, 2019	1. General Discussion: a. Internal Audit Update. b. Human Capital Discussion. 2. Accounting Update. 3. Update Link Only. 4. DPK Update. 5. Update Restructuring. 6. Update Operation.	Kartika Wirjoatmodjo	Present	
			Sulaiman Arif Arianto	Present	
			Royke Tumilaar	Present	
			Riduan	Present	
			Dosuwan Simatupang	Present	
			Darmawan Junaidi	Present	
			Hery Gunardi	Absent	Business Trip
			Panji Irawan	Present	
			Rico Usthavia Frans	Present	
			Ahmad Siddik Badruddin	Absent	Business Trip
			Agus Dwi Handaya	Present	
			Alexandra Askandar	Present	

No.	Date	Meeting Agenda	Meeting Participant	Attendance	Reason for Not Attending
30.	September 10, 2019	1. General Discussion: a. HC Engagement Proposal b. Project Maliye 2. Financial Performance of August 2019 and Preparation of Corporate Plan. 3. Risk Management Update. 4. DPK Update. 5. Discussion of Human Capital. 6. FBI Update. 7. Burj Project Update. 8. Corporate Banking Update.	Kartika Wirjoatmodjo	Present	
			Sulaiman Arif Arianto	Present	
			Royke Tumilaar	Present	
			Riduan	Present	
			Dosuwan Simatupang	Present	
			Darmawan Junaidi	Present	
			Hery Gunardi	Present	
			Panji Irawan	Present	
			Rico Usthavia Frans	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Alexandra Askandar	Present	
31.	October 2, 2019	1. General Discussion: Direction of New Officials. 2. Update PSAK 71. 3. Update Payroll.	Kartika Wirjoatmodjo	Present	
			Sulaiman Arif Arianto	Present	
			Royke Tumilaar	Present	
			Riduan	Present	
			Dosuwan Simatupang	Present	
			Darmawan Junaidi	Present	
			Hery Gunardi	Present	
			Panji Irawan	Present	
			Rico Usthavia Frans	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Alexandra Askandar	Present	
32.	October 16, 2019	1. Financial Performance September 2019, RKAP 2020 and RBB 2020-2022 and Corporate Update 2020-2024. 2. EIK KIK Securitization. 3. Discussion of Human Capital.	Kartika Wirjoatmodjo	Present	
			Sulaiman Arif Arianto	Present	
			Royke Tumilaar	Present	
			Riduan	Present	
			Dosuwan Simatupang	Present	
			Darmawan Junaidi	Present	
			Hery Gunardi	Present	
			Panji Irawan	Present	
			Rico Usthavia Frans	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Alexandra Askandar	Present	
33.	October 22, 2019	1. General Discussion. 2. Proposed Organizational Structure.	Kartika Wirjoatmodjo	Present	
			Sulaiman Arif Arianto	Present	
			Royke Tumilaar	Present	
			Riduan	Present	
			Dosuwan Simatupang	Present	
			Darmawan Junaidi	Present	
			Hery Gunardi	Present	
			Panji Irawan	Present	
			Rico Usthavia Frans	Present	
			Ahmad Siddik Badruddin	Absent	Business Trip
			Agus Dwi Handaya	Present	
			Alexandra Askandar	Present	



No.	Date	Meeting Agenda	Meeting Participant	Attendance	Reason for Not Attending
34.	October 29, 2019	1. General Discussion. 2. Discussion of Human Capital. 3. DPK Update.	Sulaiman Arif Arianto	Present	
			Royke Tumilaar	Present	
			Riduan	Present	
			Dosuwan Simatupang	Present	
			Darmawan Junaidi	Present	
			Hery Gunardi	Present	
			Panji Irawan	Present	
			Rico Usthavia Frans	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Alexandra Askandar	Present	
35.	November 5, 2019	1. Discussion of Human Capital. 2. Proposed RKAP 2020 and RBB 2020-2022.	Sulaiman Arif Arianto	Present	
			Royke Tumilaar	Present	
			Riduan	Absent	Leave
			Dosuwan Simatupang	Present	
			Darmawan Junaidi	Absent	Business Trip
			Hery Gunardi	Present	
			Panji Irawan	Present	
			Rico Usthavia Frans	Absent	Business Trip
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Alexandra Askandar	Present	
36.	November 12, 2019	1. General Discussion. 2. Financial Performance October 2019, RAKB 2020-2024 and Recovery Plan. 3. Discussion of Human Capital.	Sulaiman Arif Arianto	Present	
			Royke Tumilaar	Present	
			Riduan	Present	
			Dosuwan Simatupang	Present	
			Darmawan Junaidi	Present	
			Hery Gunardi	Present	
			Panji Irawan	Present	
			Rico Usthavia Frans	Present	
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Alexandra Askandar	Present	
37.	November 26, 2019	1. Internal Audit Update. 2. Proposed Treasury and Market Risk.	Sulaiman Arif Arianto	Present	
			Royke Tumilaar	Present	
			Riduan	Present	
			Dosuwan Simatupang	Present	
			Darmawan Junaidi	Present	
			Hery Gunardi	Present	
			Panji Irawan	Present	
			Rico Usthavia Frans	Absent	Business Trip
			Ahmad Siddik Badruddin	Present	
			Agus Dwi Handaya	Present	
			Alexandra Askandar	Present	

No.	Date	Meeting Agenda	Meeting Participant	Attendance	Reason for Not Attending		
38.	December 3, 2019	1. General Discussion. 2. Mandiri Employee Award 2019. 3. System and Service Preparation Update. 4. Maliye Project Update 5. Discussion of Human Capital. 6. Authority to Decide Credit.	Sulaiman Arif Arianto	Present			
			Royke Tumilaar	Present			
			Riduan	Present			
			Dosuwan Simatupang	Present			
			Darmawan Junaidi	Present			
			Hery Gunardi	Present			
			Panji Irawan	Present			
			Rico Usthavia Frans	Present			
			Ahmad Siddik Badruddin	Present			
			Agus Dwi Handaya	Present			
			Alexandra Askandar	Absent	Business Trip		
			Attendance 91%				
			39.	December 10, 2019	Follow-up to the decisions of the Extraordinary GMS.	Royke Tumilaar	Absent
Sulaiman Arif Arianto	Present						
Riduan	Present						
Dosuwan Simatupang	Present						
Darmawan Junaidi	Present						
Hery Gunardi	Present						
Panji Irawan	Present						
Rico Usthavia Frans	Present						
Ahmad Siddik Badruddin	Present						
Agus Dwi Handaya	Present						
Alexandra Askandar	Present						
Silvano Winston Rumantir	Absent	Business Trip					
Attendance 83%							
40.	December 16, 2019 Date January 8, 2019	Financial Performance in November 2019.	Royke Tumilaar	Present			
			Sulaiman Arif Arianto	Present			
			Riduan	Present			
			Dosuwan Simatupang	Present			
			Darmawan Junaidi	Present			
			Hery Gunardi	Present			
			Panji Irawan	Present			
			Rico Usthavia Frans	Present			
			Ahmad Siddik Badruddin	Present			
			Agus Dwi Handaya	Present			
			Alexandra Askandar	Present			
			Silvano Winston Rumantir	Present			
			Attendance 100%				

JOINT MEETING OF DIRECTORS INVITES BOARD OF COMMISSIONERS

The date and agenda of the Joint Meeting of the Board of Commissioners and the Board of Directors, namely the Joint Meeting of the Board of Commissioners inviting the Board of Directors and the Joint Meeting of the Directors to invite the Board of Commissioners can be seen in the section Board of Commissioners' Meeting on Corporate Governance Chapter in this Annual Report.



MEETING FREQUENCY AND ATTENDANCE

During 2019, the Board of Directors held 40 (forty) meetings of the Directors. The frequency and attendance of Directors' meetings can be seen in the table below.

Table of Frequency and Attendance Level of the Board of Directors Meeting

Name	Position	Period
Kartika Wirjoatmodjo	President Director	January 1, 2019 - October 25, 2019
Royke Tumilaar*	Director of Corporate Banking	January 1, 2019 - December 9, 2019
	President Director	9 December 2019 - 31 December 2019
Sulaiman Arif Arianto	vice director	January 1, 2019 - December 31, 2019
Hery Gunardi	Director of Small Business and Networks	January 1, 2019 - May 16, 2019
	Business and Network Director	May 16 2019- December 9 2019
	Director of Consumer and Retail Transaction	9 December 2019 - 31 December 2019
Ahmad Siddik Badruddin	Director of Risk Management	January 1, 2019 - December 31, 2019
Rico Usthavia Frans	Director of Information Technology and Operations	January 1, 2019 - December 9, 2019
	Director of Information Technology	9 December 2019 - 31 December 2019
Darmawan Junaidi	Director of Treasury and International Banking	January 1, 2019 - December 9, 2019
	Director of Treasury, International Banking, and Special Asset Management	9 December 2019 - 31 December 2019
Alexandra Askandar	Director of Institutional Relations	January 1, 2019 - December 9, 2019
	Director of Corporate Banking	9 December 2019 - 31 December 2019
Agus Dwi Handaya	Compliance Director	January 1, 2019 - May 16, 2019
	Director of Compliance and HR	May 16, 2019- December 31, 2019
Panji Irawan	Director of Finance and Strategy	January 1, 2019 - December 9, 2019
	Director of Operations	9 December 2019 - 31 December 2019
Donsuwan Simatupang	Director of Retail Banking	January 1, 2019 - December 9, 2019
	Director of Institutional Relations	9 December 2019 - 31 December 2019
Riduan**	Director of Commercial Banking	January 7, 2019 - December 31, 2019
Silvano Winston Rumantir*	Director of Finance and Strategy	9 December 2019 - 31 December 2019

* Effective after obtaining approval from OJK on the Fit and Proper Test.

** Effective office since 15 May 2019.

	Director Meetings			Joint Meeting of the Board of Directors with the Board of Commissioners		
	Total and Attendance Percentage			Total and Attendance Percentage		
	Total Meeting	Total Attendance	Percentage	Total Meeting	Total Attendance	Percentage
	33	28	85%	12	4	33%
	40	38	95%	13	11	85%
	40	36	90%	13	12	92%
	40	38	95%	13	11	85%
	40	35	88%	13	5	38%
	40	35	88%	13	10	77%
	40	35	88%	13	10	77%
	40	37	93%	13	8	62%
	40	32	80%	13	8	62%
	40	40	100%	13	12	92%
	40	40	100%	13	9	69%
	40	38	95%	13	13	100%
	2	1	50%	-	-	-