



BOARD OF DIRECTORS

Quarter III	Monthly/quarterly review of the Company's performance. Quarterly review of the Company and Subsidiaries' performance. Monthly review of strategic, business and human capital plans. Review on Integrated Governance implementation. Discussion on Financial and Business Plan Fiscal Year 2022.
Quarter IV	Monthly/quarterly review of the Company's performance. Quarterly review of the Company and Subsidiaries' performance. Monthly review of strategic, business and human capital plans. Review on Integrated Governance implementation. Discussion on Financial and Business Plan Fiscal Year 2022.

Board of Directors Meetings Implementation

The following are agenda, date and participants of the Director's Meeting in 2021.

Board of Directors Meetings Agenda

No.	Date	Meetings Agenda	Participants	Unattending participant	Reasons of Absence
1	11 January 2021	1. General Discussion 2. IT Strategy Update & Proposal	All Directors	-	-
2	13 January 2021	1. Financial Performance December 2020 Update 2. Consolidated Financial Statements 31 December 2020 (Audited) 3. Risk Management Proposal	All Directors	-	-
3	18 January 2021	1. General Discussion: The Company Latest Development Update 2. Human Capital Proposal 3. Office of Chief Economist Update 4. SISM Update	All Directors	-	-
4	20 January 2021	1. Performance Assessment 2020 2. SISM Update	All Directors	-	-
5	26 January 2021	1. Financial Performance December 2020 2. Public Expose & Analyst Meeting Q4 2020 Preparation Update 3. Human Capital Proposal 4. SISM Update	All Directors	-	-
6	27 January 2021 Join Meeting	1. Macroeconomics Development Update 2. Financial Performance December 2020	All Directors	-	-
7	2 February 2021	1. The 2021 Annual GMS Implementation Update 2. Human Capital Proposal	All Directors	-	-
8	8 February 2021	1. General Discussion: The Company Latest Development Update 2. Corporate Secretary Proposal 3. Human Capital Proposal	All Directors	-	-
9	15 February 2021	1. General Discussion: The Company Latest Development Update 2. Financial Performance January 2021 3. Loans Strategy	All Directors	-	-
10	22 February 2021	1. General Discussion: The Company Latest Development Update 2. Bank Mandiri Pension Fund Proposal 3. Loans Strategy 4. Human Capital Proposal	All Directors	-	-

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No.	Date	Meetings Agenda	Participants	Unattending participant	Reasons of Absence
11	1 March 2021	1. General Discussion: The Company Latest Development Update 2. Corporate Secretary Proposal 3. Human Capital Discussion	All Directors	-	-
12	8 March 2021	1. General Discussion: a. The Company Latest Development Update b. The 2021 Annual GMS Resolution Proposal c. Office of The Board Update 2. Policy Revision Proposal	All Directors	Riduan	Annual Leave
13	16 March 2021	1. General Discussion: a. The Company Latest Development Update b. The 2021 Annual GMS Resolution Follow Up 2. Corporate Real Estate Proposal	All Directors	-	-
14	22 March 2021	1. General Discussion: a. The Company Latest Development Update b. IT Update 2. Financial Performance February 2021 3. Human Capital Proposal	All Directors	-	-
15	5 April 2021	1. General Discussion: The Company Latest Development Update 2. Human Capital Proposal	All Directors	-	-
16	12 April 2021	General Discussion: The Company Latest Development Update	All Directors	-	-
17	19 April 2021	1. General Discussion: The Company Latest Development Update 2. Financial Performance March 2021 3. IT Update 4. Loans Portfolio Update	All Directors	Aquarius Rudianto	Sick Leave
18	26 April 2021	1. General Discussion: The Company Latest Development Update 2. Public Expose and Analyst Meeting Q1 2021 Preparation Update 3. Ied Fitr of 2021 Preparation Update 4. Human Capital Proposal	All Directors	-	-
19	3 May 2021	1. General Discussion: The Company Latest Development Update 2. Corplan Initiative Update	All Directors	-	-
20	10 May 2021	1. General Discussion: The Company Latest Development Update 2. Adjustment of Bank Business Plan 2021-2023 Proposal 3. Digital Platform Initiative Update 4. Campaign & Promotion Strategy Update	All Directors	Ahmad Siddik Badruddin	Annual Leave
21	17 May 2021	Financial Performance April 2021	All Directors	Ahmad Siddik Badruddin	Annual Leave
22	20 May 2021 Joint Meeting	1. Macroeconomics Development Update 2. Financial Performance April 2021	All Directors	Ahmad Siddik Badruddin	Annual Leave
23	24 May 2021	1. General Discussion 2. Human Capital Update & Proposal	All Directors	-	-
24	31 May 2021	1. General Discussion: The Company Latest Development Update 2. IT Update and Proposal 3. Loans Portfolio Update	All Directors	-	-
25	7 June 2021	1. General Discussion 2. Operations Directorate Update 3. Investor Relations Update	All Directors	-	-



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No.	Date	Meetings Agenda	Participants	Unattending participant	Reasons of Absence
26	15 June 2021	<ol style="list-style-type: none"> General Discussion: The Company Latest Development Update Corporate Secretary Proposal 	All Directors	-	-
27	21 June 2021	<ol style="list-style-type: none"> General Discussion: The Company Latest Development Update Financial Performance and Work Plan & Budget & Bank Business Plan Revision Proposal Loans Strategy & Projections Human Capital Proposal 	All Directors	-	-
28	28 June 2021	General Discussion: The Company Latest Development Update	All Directors	Aquarius Rudianto	Sick Leave
29	5 July 2021	<ol style="list-style-type: none"> General Discussion: The Company Latest Development Update Risk Management Proposal 	All Directors	Aquarius Rudianto	Sick Leave
30	12 July 2021	<ol style="list-style-type: none"> General Discussion: The Company Latest Development Update Business Strategy & Loans Portfolio Update Strategi BCM Strategy Update Government Solution Proposal 	All Directors	Aquarius Rudianto	Sick Leave
31	19 July 2021	<ol style="list-style-type: none"> General Discussion: The Company Latest Development Update Human Capital Proposal Distribution Strategy & Corporate Real Estate Update Financial Performance June 2021 	All Directors	-	-
32	26 July 2021	<ol style="list-style-type: none"> General Discussion: The Company Latest Development Update Business Performance and Strategy Update Stress Test of 2nd Batch of Covid-19 Public Expose & Analyst Meeting Q2 2021 Preparation 	All Directors	-	-
33	2 August 2021	<ol style="list-style-type: none"> General Discussion: The Company Latest Development Update Business Strategy and Loans Portfolio Update Human Capital Proposal 	All Directors	-	-
34	9 August 2021	<ol style="list-style-type: none"> General Discussion: <ol style="list-style-type: none"> The Company Latest Development Update Darwin Project Update Human Capital Proposal 	All Directors	-	-
35	16 August 2021	<ol style="list-style-type: none"> General Discussion: The Company Latest Development Update Financial Performance July 2021 Risk Management Proposal Strategic Review on Subsidiaries 	All Directors	-	-
36	23 August 2021	<ol style="list-style-type: none"> General Discussion: <ol style="list-style-type: none"> The Company Latest Development Update SISM Update Human Capital Proposal Digital Platform Update 	All Directors	-	-
37	30 August 2021	<ol style="list-style-type: none"> General Discussion: The Company Latest Development Update Periodic Benefits Update & Proposal Investor Relations Update 	All Directors	-	-

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No.	Date	Meetings Agenda	Participants	Unattending participant	Reasons of Absence
38	6 September 2021	1. General Discussion: The Company Latest Development Update 2. Risk Management Update 3. Human Capital Proposal	All Directors	-	-
39	13 September 2021	1. General Discussion: The Company Latest Development Update 2. Human Capital Proposal 3. Strategic Review on Subsidiaries 4. Human Capital Proposal	All Directors	-	-
40	20 September 2021	1. General Discussion: The Company Latest Development Update 2. Financial Performance August 2021 3. Strategic Review on Subsidiaries 4. 2022 Business Strategy Update 5. Human Capital Proposal	All Directors	-	-
41	23 September 2021 Joint Meeting	Financial Performance August 2021	All Directors	-	-
42	27 September 2021	1. General Discussion: a. The Company Latest Development Update b. Distribution Strategy Update 2. Darwin Project Update 3. 2022 Business Strategy Update	All Directors	-	-
43	4 October 2021	1. General Discussion: The Company Latest Development Update 2. 2022 Business Strategy 3. Human Capital Proposal	All Directors	-	-
44	11 October 2021	1. General Discussion: a. The Company Latest Development Update b. Digital Platform Development Update 2. Wholesale Banking Business Strategy 2022 Update	All Directors	-	-
45	18 October 2021	1. General Discussion: The Company Latest Development Update 2. Financial Performance September 2021 3. Retail Banking Strategy 2022 Update 4. Operations Directorate Update	All Directors	-	-
46	25 October 2021	1. General Discussion: The Company Latest Development Update 2. Kick Off Work Plan & Budget 2022 and Bank Business Plan 2022-2024 3. Public Expose & Analyst Meeting Q3 2021 Preparation Update	All Directors	Rohan Hafas	Annual Leave
47	1 November 2021	General Discussion: a. The Company Latest Development Update b. Human Capital Proposal	All Directors	Panji Irawan Rohan Hafas	Annual Leave Annual Leave
48	8 November 2021	1. General Discussion: a. The Company Latest Development Update b. Digital Platform Development Update c. Network & Retail Banking Update 2. Work Plan & Budget 2022 and Bank Business Plan 2022-2024 Proposal	All Directors	Ahmad Siddik Badruddin	Annual Leave



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No.	Date	Meetings Agenda	Participants	Unattending participant	Reasons of Absence
49	15 November 2021	<ol style="list-style-type: none"> General Discussion: The Company Latest Development Update Financial Performance October 2021 Work Plan & Budget 2022-2026 Proposal dan Recovery Plan Update Proposal Human Capital Proposal 	All Directors	-	-
50	22 November 2021	<ol style="list-style-type: none"> General Discussion: The Company Latest Development Update Human Capital Proposal Retail Business Development Update Corporate Real Estate Proposal 	All Directors	Aquarius Rudianto	Annual Leave
51	29 November 2021	General Discussion: <ol style="list-style-type: none"> The Company Latest Development Update Digital Platform Development Update 	All Directors	Aquarius Rudianto	Annual Leave
52	6 December 2021	<ol style="list-style-type: none"> General Discussion: <ol style="list-style-type: none"> The Company Latest Development Update Digital Platform Development Update Human Capital Proposal 	All Directors	-	-
53	13 December 2021	<ol style="list-style-type: none"> General Discussion: <ol style="list-style-type: none"> The Company Latest Development Update Digital Platform Development Update Financial Performance November 2021 	All Directors	Agus Dwi Handaya	Annual Leave
54	20 December 2021	<ol style="list-style-type: none"> General Discussion: <ol style="list-style-type: none"> The Company Latest Development Update IT Update Office of Chief Economist Update 2022 Chinese New Year Event Proposal Bank Mandiri Pension Fund Benefits Proposal Risk Management Proposal 	All Directors	Alexandra Askandar	Annual Leave

Meeting Frequency and Attendance

During 2021, the Board of Directors held 54 (fifty-four) meetings. The frequency and attendance of Director's meetings can be seen in the table below.

Name	Position	BOD Meetings		Joint Meeting of BOD & BOC		Total Meetings	Total and Attendance	%
		Total Meetings	Total Attendance	Total Meetings	Total Attendance			
Darmawan Junaidi	President Director	51	51	3	3	54	54	100%
Alexandra Askandar	Vice President Director	51	50	3	3	54	53	98%
Ahmad Siddik Badruddin	Director of Risk Management	51	48	3	2	54	50	93%
Rico Usthavia Frans ¹⁾	Director of Information Technology	11	11	1	1	12	12	100%
Agus Dwi Handaya	Director of Compliance & HR	51	50	3	3	54	53	98%

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Name	Position	BOD Meetings		Joint Meeting of BOD & BOC		Total Meetings	Total and Attendance	%
		Total Meetings	Total Attendance	Total Meetings	Total Attendance			
Panji Irawan	Director of Treasury & International Banking	51	50	3	3	54	53	98%
Riduan	Director of Commercial Banking	51	50	3	3	54	53	98%
Aquarius Rudianto	Director of Network & Retail Banking	51	45	3	3	54	48	89%
Toni Eko Boy Subari	Director of Operation	51	51	3	3	54	54	100%
Susana Indah K. Indriati	Director of Corporate Banking	51	51	3	3	54	54	100%
Rohan Hafas	Director of Institutional Relations	51	49	3	3	54	52	96%
Sigit Prastowo	Director of Finance & Strategies	51	51	3	3	54	54	100%
Timothy Utama ²⁾	Director of Information Technology	40	40	2	2	42	42	100%

Note:

1) Dismissed as Director of Information Technology at the AGMS dated 15 March 2021

2) Appointed as Director of Information Technology at the AGMS dated 15 March 2021

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.

Risk Management Certification

The Bank Indonesia Regulation Financial Services Authority Regulation No. 11/POJK.02/2021 of 2021 concerning the Management

of Professional Certification Institutions in the Financial Services Sector, with on the following classification:

No.	Position	Level	Validity
1.	Commissioner	Minimum Level 1	4 years
2.	Independent Commissioner	Minimum Level 2	4 years
3.	President Director and Directors of the Bank with assets > Rp10 trillion	5	2 years

After the certificate expires, a mandatory Refreshment Program must be taken regularly, at least:

a. 1 (one) time in 4 (four) years for certificate levels 1 and 2; or

b. 1 (one) time in 2 (two) years for certificate levels 3, 4, and 5.

In Bank Mandiri, as a bank with a total asset of > Rp10 Trillion, the entire members of its Board of Directors

are holders of Risk Management Certificate Level 5. This certification is also part of OJK's fit and proper test requirements. The certificates of the Board of Directors are as follows.