

BOARD OF DIRECTORS

| Name | Position | Material | Presenter | Date |
|------|----------|--|---|---------------|
| | | Overview Ciso | Ciso - Chief Information Security Office | 29 March 2021 |
| | | Overview SORH IT | Senior Operational Risk Head Information Technology | 30 March 2021 |
| | | Update Corporate Plan, RKAP RBB, dan Bankwide Performance | SPM dan CTF | 30 March 2021 |
| | | Overview IT Applications Development | IT Applications Development | 31 March 2021 |
| | | Manajemen Risiko | Market Risk, RetailProduct Delivery & Fraud Risk, Credit Portofolio Risk | 31 March 2021 |
| | | Overview IT Audit | IT Audit | 1 April 2021 |
| | | Overview IT Applications Support | IT Applications Support | 5 April 2021 |
| | | Overview SISM & Mandiri Capital Indonesia | SISM & Mandiri Capital Indonesia | 5 April 2021 |
| | | Kepegawaian dan On Boarding HC | HCBP dan HC Strategy talent management | 7 April 2021 |
| | | Overview Enterprise Data Management | Enterprise Data Management | 13 April 2021 |
| | | Good Corporate Governance, APU-PPT | Compliance & AML-CFT | 15 April 2021 |

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 President Director shall lead the Board of Directors Meeting, and in the event that the President Director is absent or unavailable, the Vice President Director shall lead. If the Vice President 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 decree regarding Scope of Duties and Authority of the Board of Directors, as well as the Stipulation of Substitute Director List. If the assigned Substitute Director is also unavailable, the Board of Directors Meeting shall be led by a member of the Board of Directors attended and assigned at the meeting.

Board of Director Meetings Plan

The Board of Director meetings plan for 2021 as uploaded on the Bank Mandiri website are as follows:

Quarter I

- Monthly/quarterly review of the Company's performance.
- Quarterly review of the Company and Subsidiaries' performance.
- Preparation of the Annual General Meeting of Shareholders.
- Monthly review of strategic, business and human capital plans.
- Review and approval of the Audit Financial Statements.
- Selection of External Auditor for Fiscal Year 2021.

Quarter II

- 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.
- Monthly/quarterly review of the Company's performance.



BOARD OF DIRECTORS

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| 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 | - | - |