



# RISK MONITORING COMMITTEE

The Risk Monitoring Committee was established by the Board of Commissioners of Bank Mandiri to assist in carrying out duties and responsibilities of oversight and advisory to the Board of Directors to ensure the adequacy of the Bank's risk management procedures and methodology, hence to control the Bank's business activities at acceptable limits and beneficial to the Bank.

## Legal Basis of Establishment

The establishment of the Committee is guided by and refers to the prevailing laws and regulations as well as banking best practices in Indonesia, such as:

1. SOE Minister Regulation No. PER-12/MBU/2012 regarding Supporting Organs of the Board of Commissioners/SOE Supervisory Board in lieu of SOE Minister Regulation No. PER-06/MBU/04/2021.
2. OJK Regulation No. 55/POJK.03/2016 on the Implementation of Governance for Commercial Banks.
3. OJK Regulation No. 17/POJK.03/2014 concerning Implementation of Integrated Risk Management for Financial Conglomerates.
4. Bank Mandiri's Articles of Association and its amendments.
5. Decree of the Board of Commissioners No. KEP. KOM/006/2021 dated 1 October 2021 concerning Membership Composition of the Audit Committee, Risk Monitoring Committee, Integrated Governance Committee and Remuneration and Nomination Committee of PT Bank Mandiri (Persero) Tbk.

6. Board of Directors Decree No. KEP.DIR/037/2021 dated 1 October 2021 concerning Determination of the Risk Monitoring Committee Membership of PT Bank Mandiri (Persero) Tbk.

## Risk Monitoring Committee Charter

In carrying out its duties and responsibilities, the Bank Mandiri Risk Monitoring Committee has a Risk Monitoring Committee Charter, which was most recently updated on 15 November 2021 based on the Decree of the Board of Commissioners No. KEP. KOM/010/2021. The Charter includes:

1. General Purpose
2. Basic Regulations
3. Duties, Responsibilities and Authority
4. Composition, Structure and Membership Requirements, and Tenure
5. Meeting
6. Reports and Recommendations
7. Handling Complaints/Reporting Regarding Alleged Violations Regarding Financial Reporting
8. Closing

## Duties and Responsibilities of the Risk Monitoring Committee

The duties and responsibilities of the Risk Monitoring Committee include:

1. Monitoring and evaluating:
  - a. Conformity between the risk management policy and the Company's integrated risk management policy and the implementation of the policy.
  - b. Implementation of the work plan and duties of the Risk Management

Committee, Integrated Risk Management Committee, Risk Management Work Unit, and Integrated Risk Management Work Unit of the Company.

- c. Adequacy of the process of identifying, measuring, monitoring, controlling and risk management information systems.
  - d. The Company's compliance with the Articles of Association, Bank and Capital Market Supervisory Authority regulations, as well as other laws and regulations related to risk management.
2. Carrying out monitoring and review of:
    - a. Risk Profile Reports, both Individual and Consolidated with Subsidiaries.
    - b. Risk based Bank Soundness Reports, both Individual and Consolidated with Subsidiaries.
    - c. Other reports related to the management of 10 (ten) types of risk, namely Credit Risk, Market Risk, Operational Risk, Liquidity Risk, Legal Risk, Compliance Risk, Reputation Risk, Strategic Risk, Intra Group Transaction Risk, and Insurance Risk.
    - d. General credit policies and other obligations required by the Regulator to be submitted to the Board of Commissioners by the Board of Directors.
  3. Providing recommendations to the Board of Commissioners for:
    - a. Items that can support an increase in the effectiveness

## RISK MONITORING COMMITTEE

- of the implementation of risk management in the Company.
  - b. Conformity between the Company's risk management policies and integrated risk management policies with the implementation of these policies to ensure that the Company has managed risks adequately.
4. Conducting regular meetings with relevant work units to discuss matters that are within the scope of supervision.
  5. Reporting the results of monitoring and review periodically, as well as providing input on matters that need to be considered by the Board of Commissioners.
  6. Developing the Risk Monitoring Committee Charter and conduct a review as needed, at least every 2 (two) years.

### Risk Monitoring Committee Authority

The Risk Monitoring Committee has the authority to:

1. Communicate with the Head of Work Unit and other parties in the Company to obtain information, clarification and request needed documents and reports.
2. Access records or information about employees, funds, assets and other company resources related to the implementation of their duties.
3. Obtain a Risk Profile Report, Bank Soundness Report, and other reports related to the application of risk management, both individually and Consolidated with Subsidiaries.

4. Obtain input and or suggestions from outside parties of the Company relating to their duties.
5. Perform other authorities granted by the Board of Commissioners.

### Risk Monitoring Committee Tenure

The tenure of members of the Risk Monitoring Committee must not be longer than the tenure of the Board of Commissioners as stipulated in the Articles of Association and can be re-elected for the next 1 (one) period. If a member of the Commissioner that serves as the Chairman of the Risk Monitoring Committee resigns prior to the tenure as Commissioner of the Company, the Chairman of the Risk Monitoring Committee is replaced by another Independent Commissioner. If the tenure as the Board of Commissioners ends, the tenure as a member of the Risk Monitoring Committee will also end.

### Structure, Membership and Expertise of the Risk Monitoring Committee

The structure and membership of the Risk Monitoring Committee are as follows:

1. The Risk Monitoring Committee shall consist of at least 3 (three) persons who are from the Independent Commissioners and Independent Parties.
2. The composition of the membership of the Risk Monitoring Committee is at least 1 (one) Independent Commissioner as Chairman and concurrently a member, 1 (one) Independent Party who has expertise in finance, and 1 (one) Independent Party who

- has expertise in the field of risk management.
3. Members of the Risk Monitoring Committee from Independent Parties are considered to have expertise in the financial sector in terms of meeting the following criteria:
    - a. Having knowledge in economics, finance and/or banking.
    - b. Having work experience of at least 5 (five) years in the economic, financial and/or banking fields.
  4. Members of the Risk Monitoring Committee from Independent Parties are considered to have expertise in the field of risk management in terms of meeting the following criteria:
    - a. Having knowledge in the field of risk management; and/or
    - b. Having work experience of at least 2 (two) years in the field of risk management.
  5. Members of the Directors of the Company and other Banks are prohibited from becoming members of the Risk Monitoring Committee.
  6. Independent Commissioners and Independent Parties who are members of the Risk Monitoring Committee at least 51% (fifty one percent) of the total members of the Risk Monitoring Committee.
  7. The Chairperson of the Risk Monitoring Committee can only concurrently hold the position of Chair of the Committee at most in 1 (one) another Committee.
  8. In carrying out the daily tasks of the Committee, it can be assisted by staff and or appointed Committee Secretaries based on the decision of the Risk Monitoring Committee meeting.



## RISK MONITORING COMMITTEE

In 2021, the composition of Risk Monitoring Committee underwent some changes, as follows.

### Period of 1 January - 1 August 2021

The composition of the Risk Monitoring Committee for the period of 1 January to 1 August

2021 appointed based on the Decree of the Board of Directors No. KEP.DIR/053/2020 concerning the Determination of Risk Monitoring Committee Membership on 20 July 2020 is as follows:

Name	Position in the Committee	Position in the Company	Skills
Andrinof A. Chaniago	Chairman and Member	Vice President Commissioner/ Independent Commissioner	Macroeconomic
Ardan Adiperdana	Member	Commissioner	Accounting, Audit
Boedi Armanto	Member	Independent Commissioner	Audit, Banking
Loeke Larasati A.	Member	Independent Commissioner	Legal
Nawal Nely	Member	Commissioner	Accounting, Banking
Arif Budimanta	Member	Commissioner	Finance
Lista Irna	Member	Independent Party	Risk Management
Chrisna Pranoto	Member	Independent Party	Compliance, Risk Management

### Period of 2 August - 31 December 2021

The composition of the Risk Monitoring Committee for the

period of 2 August to 31 December 2021 which has been appointed based on the Decree of the Board of Directors No. KEP.DIR/037/2021

regarding the Determination of Membership of the Risk Monitoring Committee on 9 August 2021 are as follows:

Name	Position in the Committee	Position in the Company	Skills
Andrinof A. Chaniago	Chairman and Member	Vice President Commissioner/ Independent Commissioner	Macroeconomic
Boedi Armanto	Member	Independent Commissioner	Audit, Banking
Loeke Larasati A.	Member	Independent Commissioner	Legal
Nawal Nely	Member	Commissioner	Accounting, Banking
Arif Budimanta	Member	Commissioner	Finance
Chrisna Pranoto	Member	Independent Party	Compliance, Risk Management
Caroline Halim	Member	Independent Party	Risk Management, Audit

### Risk Monitoring Committee Profile

The profile of the Risk Monitoring Committee members as members

of the Board of Commissioners is presented in Chapter 3 Profile of the Board of Commissioners in this Annual Report.

The following is profile of the Risk Monitoring Committee members as non-Commissioners, independent parties.



#### Chrisna Pranoto

Member of Risk Monitoring Committee, Independent Party

#### Age

59 years old

#### Citizenship

Indonesian

#### Legal Basis of Appointment

30 April 2019 - Present

#### Educational Background

Appointed as member of the Risk Monitoring Committee as of 30 April 2019 pursuant to the Board of Directors Decree No. KEP.DIR /032/2019

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### Riwayat Pendidikan

- Bachelor of Agronomy from Bogor Agricultural University (1986)
- Master of International Business Management from Gadjah Mada University (1998)

### Professional Background

- President Commissioner of PT Gedung Bank Exim (October 2018 - present)
- Group Head Compliance at Bank Mandiri (2015 - 2018)
- Head of Change Management Office at Bank Mandiri (2014)
- President Commissioner of PT Mandiri Manajemen Investasi (2013 - 2015)
- Group Head Distribution Network II at Bank Mandiri (2013-2014)
- Group Head Central Operations at Bank Mandiri (2012 - 2013)
- Group Head Credit Operations at Bank Mandiri (2007-2012)
- Member of the Supervisory Board of Bank Mandiri Pension Funds (2006 - 2011)



### Caroline Halim

Member of Risk Monitoring Committee, Independent Party

#### Age

59 Years old

#### Citizenship

Indonesian

### Legal Basis of Appointment

2 August 2021 - Present

### Educational Background

Appointed as member of the Risk Monitoring Committee as of 2 August 2021 pursuant to the Board of Directors Decree No. KEP.DIR/037/2021

### Riwayat Pendidikan

- Bachelor of Agronomy from Bogor Agricultural University (1986)
- Master of International Business Management from Gadjah Mada University (1998)

### Professional Background

- Member of Audit Committee & Member of Risk Monitoring Committee of PT Bank Sahabat Sampoerna (2020 -July 2021)

- Member of Audit Committee & Member of Risk Monitoring Committee of PT Rabobank International Indonesia (2018 -2020)
- Group Head Risk Management PT Bank QNB Indonesia Tbk (2012 -2017)
- Group Head Risk Management PT Bank ICB Bumiputera Tbk (2010 - 2011)
- Group Head Credit Risk Analytic PT CIMB Niaga (1988 - 2010)

### Education Qualification and Work

#### Experience of Risk Monitoring Committee

Requirements for members of the Risk Monitoring Committee are as follows:

1. General Requirements
  - a. Having integrity, character and good morals.
  - b. Does not have personal interests/relationships that can cause conflict of interest against the Company.
2. Competency Requirements
  - a. Having sufficient expertise, ability, knowledge and experience related to their duties and responsibilities.
  - b. Having sufficient knowledge to read and understand financial statements and reports related to monitoring the implementation of banking risk management policies.
  - c. Able to work together and have the ability to communicate well and effectively and are willing to provide sufficient time to carry out their duties.
  - d. Having adequate knowledge of the Company's Articles of Association, laws and regulations in the banking sector, Capital Market, SOEs and other relevant laws and regulations.
  - e. Willing to enhance competencies continuously through education and training.

The qualifications and professional background of the Chairman and Members of the Risk Monitoring Committee are as follows.



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### Risk Monitoring Committee Qualifications and Professional Background

Name	Period	Educational Background	Professional Background
Andrinof A. Chaniago	1 January - 31 December 2021	<ul style="list-style-type: none"> <li>Bachelor Degree in Social and Political Science</li> <li>Master Degree in Public Planning and Policy</li> </ul>	Professional background in banking and corporate oversight.
Ardan Adiperdana	1 January - 15 March 2021	<ul style="list-style-type: none"> <li>Bachelor Degree in Economics</li> <li>Master Degree in Business Administration</li> <li>Doctorate Degree in Strategic Management</li> </ul>	Professional background in accounting and audit.
Boedi Armanto	1 January - 31 December 2021	<ul style="list-style-type: none"> <li>Bachelor Degree in Agronomics</li> <li>Master Degree in Economics Application</li> <li>Doctorate Degree in Economics</li> </ul>	Professional background in banking oversight.
Loeke Larasati A.	1 January - 31 December 2021	<ul style="list-style-type: none"> <li>Bachelor Degree in Law</li> <li>Master Degree in Management</li> </ul>	Professional background in law and banking.
Nawal Nely	1 January - 31 December 2021	<ul style="list-style-type: none"> <li>Bachelor Degree in Accounting</li> <li>Executive Master of Business Administration</li> </ul>	Professional background in audit and oversight.
Arif Budimanta	1 January - 31 December 2021	<ul style="list-style-type: none"> <li>Bachelor Degree in Geology</li> <li>Master of Science in Natural Resource Economics</li> <li>Doctorate Degree in Social and Political Science</li> </ul>	Professional background in law and banking.
Lista Irna	1 January - 31 July 2021	<ul style="list-style-type: none"> <li>Bachelor Degree in Engineering</li> <li>Master of Business Administration</li> </ul>	Professional background in banking and risk management.
Chrisna Pranoto	1 January - 31 December 2021	<ul style="list-style-type: none"> <li>Bachelor Degree in Agronomics</li> <li>Master Degree in International Business Management</li> </ul>	Professional background in banking, risk management and compliance.
Caroline Halim	2 August - 31 December 2021	<ul style="list-style-type: none"> <li>Bachelor Degree in Accounting</li> </ul>	Professional background in banking, risk management and audit.

### Risk Monitoring Committee Independence

All members of Risk Monitoring Committee from independent party have no financial, management, shareholding relationship and/or family relationship

with the Board of Commissioners, Board of Directors and/or Controlling Shareholders or relationship with the Bank that can affect their abilities to act independently.

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## Risk Monitoring Committee Independence

Independence Aspects	Andrinof A. Chaniago	Boedi Armanto	Loeke Larasati A.	Nawal Nely	Arif Budimanta	Lista Irna*	Chrisna Pranoto	Caroline Halim
Does not have financial relations with the Board of Commissioners and Directors	√	√	√	√	√	√	√	√
Does not have management relations in the company, subsidiaries, or affiliates	√	√	√	√	√	√	√	√
Does not have shareholding relations in the company	√	√	√	√	√	√	√	√
Does not have family relations with the Board of Commissioners, Directors and/or with fellow members of Committee	√	√	√	√	√	√	√	√
Does not serve as the management in political parties, officials and in the government	√	√	√	√	√	√	√	√

\*) No longer served as member of the Risk Monitoring Committee

## Risk Monitoring Committee Meetings

Risk Monitoring Committee Meeting is held at least once a month. Risk Monitoring Committee Meeting is considered valid if it is attended by at least 51% of members including one Commissioner and Independent Party.

## Agenda of Risk Monitoring Committee Meetings

In 2021, 36 meetings were held with the date of implementation, agenda and meeting participants as follows.

## Risk Monitoring Committee Meeting Agenda

No.	Date	Meeting Agenda	Meeting Participants	Quorum Attendance
1.	27 January 2021	Update on Market Risk and Liquidity Risk (Specifically on Liquidity Excess Management Strategy and LIBOR Rules)	- Andrinof A. Chaniago - Ardan Adiperdana - Boedi Armanto - Loeke Larasati A. - Nawal Nely - Arif Budimanta - Lista Irna - Chrisna Pranoto	100%
2.	9 February 2021	Update on Risk Based Bank Rating (RBBR) II Year/2020 and Risk Dashboard of Quarter IV/2020	- Andrinof A. Chaniago - Ardan Adiperdana - Boedi Armanto - Loeke Larasati A. - Nawal Nely - Arif Budimanta - Lista Irna - Chrisna Pranoto	100%



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No.	Date	Meeting Agenda	Meeting Participants	Quorum Attendance
3.	18 February 2021	Proposal on Related Parties Funding	- Andrinof A. Chaniago - Ardan Adiperdana - Boedi Armanto - Loeke Larasati A. - Nawal Nely - Arif Budimanta - Lista Irna - Chrisna Pranoto	100%
4.	25 Februari 2021	Update Digital Banking	- Andrinof A. Chaniago - Ardan Adiperdana - Boedi Armanto - Loeke Larasati A. - Nawal Nely - Arif Budimanta - Lista Irna - Chrisna Pranoto	100%
5.	10 March 2021	1. Update on Stress Test Results of Borrowers Impacted by the COVID-19 and Loan at Risk (LoR) Trends 2. Proposal on Related Party Funding	- Andrinof A. Chaniago - Ardan Adiperdana - Boedi Armanto - Loeke Larasati A. - Nawal Nely - Arif Budimanta - Lista Irna - Chrisna Pranoto	100%
6.	17 March 2021	Anti-Fraud Report II Year/2021	- Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Nawal Nely - Arif Budimanta - Lista Irna - Chrisna Pranoto	100%
7.	1 April 2021	Update on Bank Syariah Indonesia (BSI) Merger Progress	- Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Nawal Nely - Arif Budimanta - Lista Irna - Chrisna Pranoto	100%
8.	8 April 2021	1. Proposal on Related Party Funding 2. Update on Write-Off Bankwide Progress	- Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Nawal Nely - Arif Budimanta - Lista Irna - Chrisna Pranoto	100%
9.	15 April 2021	Proposal on Loans Policy Revision (KPKD)	- Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Nawal Nely - Arif Budimanta - Lista Irna - Chrisna Pranoto	100%

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No.	Date	Meeting Agenda	Meeting Participants	Quorum Attendance
10.	20 April 2021	Update on the COVID-19 Impact Mitigation Progress to Employee's Health	- Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Nawal Nely - Arif Budimanta - Lista Irna - Chrisna Pranoto	100%
11.	6 May 2021	Update on Lebaran Holiday Operational Preparation in 2021	- Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Nawal Nely - Arif Budimanta - Lista Irna - Chrisna Pranoto	100%
12.	20 May 2021	Proposal on Related Party Funding	- Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Nawal Nely - Arif Budimanta - Lista Irna - Chrisna Pranoto	100%
13.	27 May 2021	1. IT Roadmap & Strategy 2. Jalin Project Progress Update	- Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Nawal Nely - Arif Budimanta - Lista Irna - Chrisna Pranoto	100%
14.	3 June 2021	Update on AML-CTF Program Strengthening and Mutual Evaluation Review (MER) Preparation	- Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Nawal Nely - Arif Budimanta - Lista Irna - Chrisna Pranoto	100%
15.	10 June 2021	1. Update on Sustainable Finance Action Plan (RAKB) Achievements 2021 as of Quarter I/2021 2. Update on Risk Dashboard of Quarter I/2021	- Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Nawal Nely - Arif Budimanta - Lista Irna - Chrisna Pranoto	100%
16.	17 June 2021	Update on Core Banking System Development Strategy	- Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Nawal Nely - Arif Budimanta - Lista Irna - Chrisna Pranoto	100%





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No.	Date	Meeting Agenda	Meeting Participants	Quorum Attendance
17.	1 July 2021	<ol style="list-style-type: none"> <li>Update on the COVID-19 Impact Mitigation Progress to Employee's Health</li> <li>Update on Litigation as at I Year/2021</li> </ol>	<ul style="list-style-type: none"> <li>- Andrinof A. Chaniago</li> <li>- Boedi Armanto</li> <li>- Loeke Larasati A.</li> <li>- Nawal Nely</li> <li>- Arif Budimanta</li> <li>- Lista Irna</li> <li>- Chrisna Pranoto</li> </ul>	100%
18.	1 July 2021	<ol style="list-style-type: none"> <li>Operational Risk Losses Trends</li> <li>Commercial Banking Segment Business Development</li> </ol>	<ul style="list-style-type: none"> <li>- Andrinof A. Chaniago</li> <li>- Boedi Armanto</li> <li>- Loeke Larasati A.</li> <li>- Nawal Nely</li> <li>- Arif Budimanta</li> <li>- Lista Irna</li> <li>- Chrisna Pranoto</li> </ul>	100%
19.	15 July 2021	Update on Risk Appetite Statement (RAS) Year 2021	<ul style="list-style-type: none"> <li>- Andrinof A. Chaniago</li> <li>- Boedi Armanto</li> <li>- Loeke Larasati A.</li> <li>- Nawal Nely</li> <li>- Arif Budimanta</li> <li>- Lista Irna</li> <li>- Chrisna Pranoto</li> </ul>	100%
20.	22 July 2021	Proposal on Related Party Funding	<ul style="list-style-type: none"> <li>- Andrinof A. Chaniago</li> <li>- Boedi Armanto</li> <li>- Loeke Larasati A.</li> <li>- Nawal Nely</li> <li>- Arif Budimanta</li> <li>- Lista Irna</li> <li>- Chrisna Pranoto</li> </ul>	100%
21.	29 July 2021	HR Management Update	<ul style="list-style-type: none"> <li>- Andrinof A. Chaniago</li> <li>- Boedi Armanto</li> <li>- Loeke Larasati A.</li> <li>- Nawal Nely</li> <li>- Arif Budimanta</li> <li>- Lista Irna</li> <li>- Chrisna Pranoto</li> </ul>	100%
22.	5 August 2021	<ol style="list-style-type: none"> <li>Proposal on Capital Addition to Subsidiary</li> <li>Update on Business Management and Performance of Overseas Branch Offices</li> </ol>	<ul style="list-style-type: none"> <li>- Andrinof A. Chaniago</li> <li>- Boedi Armanto</li> <li>- Loeke Larasati A.</li> <li>- Nawal Nely</li> <li>- Arif Budimanta</li> <li>- Chrisna Pranoto</li> <li>- Caroline Halim</li> </ul>	100%
23.	12 August 2021	<ol style="list-style-type: none"> <li>Update on BSI Merger Progress and Qanun Progress</li> <li>Update on Risk Based Bank Rating (RBBR) I Year/2021 and Risk Dashboard Quarter II/2021</li> </ol>	<ul style="list-style-type: none"> <li>- Andrinof A. Chaniago</li> <li>- Boedi Armanto</li> <li>- Loeke Larasati A.</li> <li>- Nawal Nely</li> <li>- Arif Budimanta</li> <li>- Chrisna Pranoto</li> <li>- Caroline Halim</li> </ul>	100%

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No.	Date	Meeting Agenda	Meeting Participants	Quorum Attendance
24.	19 August 2021	Proposal on Related Party Funding	- Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Nawal Nely - Arif Budimanta - Chrisna Pranoto - Caroline Halim	100%
25.	2 September 2021	Update on Mortgages Development and the COVID-19 Impact to the Performance	- Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Nawal Nely - Arif Budimanta - Chrisna Pranoto - Caroline Halim	100%
26.	9 September 2021	1. Update on Stress Test and Simulation of Allowance for Impairment Losses Adequacy 2. Update on RAKBA Achievements as of II Quarter 2021	- Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Nawal Nely - Arif Budimanta - Chrisna Pranoto - Caroline Halim	100%
27.	16 September 2021	Update on Business Wealth Development and Digiwealth Progress	- Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Nawal Nely - Arif Budimanta - Chrisna Pranoto - Caroline Halim	100%
28.	30 September 2021	1. Anti-Fraud Strategy Report I Year 2021 2. Update on Watchlist Borrowers of Wholesale Segment	- Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Nawal Nely - Arif Budimanta - Chrisna Pranoto - Caroline Halim	100%
29.	7 October 2021	1. Update on the COVID-19 Impact Mitigation Progress to Employee's Health 2. Bank Mandiri 23 <sup>rd</sup> Anniversary Events Report	- Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Nawal Nely - Arif Budimanta - Chrisna Pranoto - Caroline Halim	100%
30.	14 October 2021	1. Update on Mandiri Tunas Finance and Mandiri Utama Finance Performances 2. Update on Customer Complaint Management and Media Monitoring, including in the Subsidiaries	- Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Nawal Nely - Arif Budimanta - Chrisna Pranoto - Caroline Halim	100%



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No.	Date	Meeting Agenda	Meeting Participants	Quorum Attendance
31.	27 October 2021	Mandiri Capital Indonesia Business Update	- Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Nawal Nely - Arif Budimanta - Chrisna Pranoto - Caroline Halim	100%
32.	4 November 2021	1. Update on Idle Assets Settlement 2. Update on HR Management specifically on Loans, Risk, and IT	- Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Nawal Nely - Arif Budimanta - Chrisna Pranoto - Caroline Halim	100%
33.	11 November 2021	Update on BSI Merger Post Operational, including Assets Quality Update	- Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Nawal Nely - Arif Budimanta - Chrisna Pranoto - Caroline Halim	100%
34.	18 November 2021	1. Proposal on Recovery Plan Update Year 2021 2. RAKB Proposal for Year 2022-2026	- Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Nawal Nely - Arif Budimanta - Chrisna Pranoto - Caroline Halim	100%
35.	25 November 2021	Proposal on Related Party Funding	- Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Nawal Nely - Arif Budimanta - Chrisna Pranoto - Caroline Halim	100%
36.	09 December 2021	1. Risk Dashboard Update as of III Quarter 2021 2. Update on Operational Preparation for Christmas and New Year 2022 Holiday	- Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Nawal Nely - Arif Budimanta - Chrisna Pranoto - Caroline Halim	86%

### Meeting Frequency and Attendance of Risk Monitoring Committee

During 2021, the frequency and attendance of each member of the Risk Monitoring Committee were as follows.

### Risk Monitoring Committee Meeting Frequency and Attendance

Name	Position	Period	Total Meetings	Total Attendance	Percentage
Andrinof A. Chaniago	Chairman and Member	1 January - 31 December 2021	36	15	100%

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Name	Position	Period	Total Meetings	Total Attendance	Percentage
Ardan Adiperdana	Member	1 January - 15 March 2021	5	5	100%
Boedi Armanto	Member	1 January - 31 December 2021	36	35	97%
Loeke Larasati A.	Member	1 January - 31 December 2021	36	36	100%
Nawal Nely	Member	1 January - 31 December 2021	36	36	100%
Arif Budimanta	Member	1 January - 31 December 2021	36	36	100%
Lista Irna	Member	1 January - 31 July 2021	21	21	100%
Chrisna Pranoto	Member	1 January - 31 December 2021	36	36	100%
Caroline Halim	Member	2 August - 31 December 2021	15	15	100%

**Key Performance Indicators****Achievement of Risk Monitoring Committee**

The Key Performance Indicators (KPI) Achievement of the Risk Monitoring Committee in 2021 can be seen from the realization of work plans, quality of recommendations, and quality of communications carried out with the Board of Commissioners, Directors, and Executives of related Units.

In general, all work programs of the Committee as stated in the

2021 Risk Monitoring Committee Work Plans have been achieved. In addition, all recommendations of the Risk Monitoring Committee have been accepted by the Board of Commissioners and taken as consideration in the decision-making process on the proposals submitted by the Board of Directors. On the communication aspect, good and intense communication was carried out during 2021 to discuss issues at Bank Mandiri and the follow up of settlement progress by the Board of Directors.

**Risk Monitoring Committee Remuneration**

The remuneration of the Risk Monitoring Committee of Independent Non-Commissioners is regulated in the Decree of the Board of Commissioners No. KEP. KOM/002/2021 dated 26 April 2021 concerning Remuneration of Supporting Organs of the Board of Commissioners of PT Bank Mandiri (Persero) Tbk and regulated in the Letter of Assignment as a member of the Committee under the Board of Commissioners issued by Bank Mandiri.

No.	Description	Non-Commissioner Committee Members
1.	Salary/Honorarium	At most 20% of President Director's Salary
2.	Post-Employment Compensation	Not provided
3.	Holiday Allowance	In accordance with Bank Mandiri employee stipulation
4.	Bonus/Tantiem	Not provided
5.	Facilities	
	- Transportation Allowance	Not provided
	- Health	Provided as per the Bank's Internal rules
	- Employment	Provided as per the Bank's Internal rules
	- Business Trips	In accordance with Bank Mandiri employee stipulation/equivalent to Group Head

**Activities Report of the Risk Monitoring Committee in 2021**

The Risk Monitoring Committee has carried out its duties and functions as stipulated in the Risk Monitoring

Committee Charter by applying the GCG principles in accordance with prevailing regulations, and in line with the Committee 2021 work plans that has been approved by the Board of Commissioners.

The 2021 work plans of the Risk Monitoring Committee is divided into 2 (two) activities, namely Mandatory/Regular and Non-Regular as follows:



## RISK MONITORING COMMITTEE

1. Mandatory/Regular, which includes review of Risk Profile Report, review of Bank's Rating Report, review of Anti-Fraud Strategy Realization Report, review of Corporate Work Plans & Budget and Bank Business Plan, review of Sustainable Financial Action Plan Year 2021-2025, review of Recovery Plan 2021, implementation of Compliance, management of the Bank's 10 (Ten) Risks, and Internal Activities of the Risk Monitoring Committee.
2. Non-Regular, which includes the concern and focus of the Risk Monitoring Committee on certain issues concerning the management of the Bank's 10 types of risks.

The following were activities of the Risk Monitoring Committee in 2021:

1. Holding 36 meetings of the Risk Monitoring Committee.
2. Holding 42 internal discussions, discussions with related units, and joint discussions with the Audit Committee.
3. Reviewing and compiling recommendations of more than 25 Reports, such as Risk Profile Report (quarterly), the Bank's Rating Report (half year), Lending Report with ceiling above Rp3 trillion for individual and Loans Decision above Inhouse Limit

- (quarterly), Watchlist Report of Wholesale Segment Borrowers (quarterly).
4. Reviewing and preparing recommendations on 21 Proposals/Suggestions of the Board of Directors that require written approval from the Board of Commissioners, such as the proposals on related parties funding, the Bank's Corporate Actions Proposals, Appetite Statement (RAS) Proposal, Corporate Work Plans & Budgets Proposal, and the Bank Business Plan with its revisions, and Sustainable Finance Action Plan Proposal.
5. Preparing 4 (four) quarterly reports on the Activities of the Committee and have been submitted to the Board of Commissioners.
6. Conducting 7 (seven) work site visits including the preparation of the Visit Results Report, which were to Regional VII-Java 2 (05 March 2021), Regional II (21-23 April 2021), Regional II (06 September 2021), Regional III (19 October 2021), Regional X (26 October 2021), Regional IX (1-3 November 2021), and Bank Syariah Indonesia (17 November 2021).
7. Developing the 2022 Work Plans of the Risk Monitoring Committee.
8. Participating in at least 1 (one) capacity building related to

Banking/Risk Management for all committee members.

### Risk Monitoring Committee Work Plans for 2022

At the end of 2021, the Risk Monitoring Committee has drawn up the 2022 work plans and has obtained the approval of the Board of Commissioners. The 2022 work plans is divided into 2 (two) activities, which are Mandatory/Regular and Non-Regular, as follows:

1. Regular, which includes review of Risk Profile Report, review of Bank's Rating Report, review of Anti-Fraud Strategy Realization Report, review of Corporate Work Plans & Budget and Bank Business Plan, compliance implementation, management of the Bank's 10 (Ten) Risks, and Internal Activities of the Risk Monitoring Committee.
2. Non-Regular, which includes the concern and focus of the Risk Monitoring Committee and the Board of Commissioners on certain issues, such as Implementation of 3-3-1 Strategy, Loans, Operations & IT, and HR Management.

The work plan is one of KPIs that serves as a basic of performance effectiveness assessment of the Risk Monitoring Committee in 2022.

## COMMITTEES OF THE BOARD OF DIRECTORS

### INTEGRATED RISK COMMITTEE

The Integrated Risk Committee (IRC) was established to assist the Board of Directors in the formulation and improvement of the Integrated Risk Management

policy based on the results of the implementation assessment.

#### Structure and Membership of Integrated Risk Committee

Based on the Board of Directors' decree No. KEP.DIR/006/2021

dated 13 January 2021 concerning the Integrated Risk Committee, the composition and membership of IRC are as follows:

#### Integrated Risk Committee Member Composition

Chairman	Director of Risk Management
Secretary	Credit Portfolio Risk Group Head
Alternate Secretary I	Market Risk Group Head
Alternate Secretary II	Operational Risk Group Head
Company Permanent Member (Bank Mandiri)	1. Director of Risk Management 2. Director of Information Technology 3. Director of Operations 4. Director of Finance and Strategies 5. SEVP Wholesale Risk
Subsidiary Permanent Member	1. Director in charge of the Risk Management function of Bank Syariah Indonesia 2. Director in charge of the Risk Management function of Mandiri Sekuritas 3. Director in charge of the Risk Management function of Mandiri Tunas Finance 4. Director in charge of the Risk Management function of AXA Mandiri Financial Services
Non-permanent Member (According to Discussion Materials)	a. Members of the Board of Directors/SEVP of the Company other than the Permanent Members of the Company b. Director of Subsidiary Company other than Permanent Member from Subsidiary Company
Contributing Member	a. Group Head/other Group Head level from the Company and its Subsidiaries invited in relation to the material of the committee agenda b. Committee Secretary
Invitee	a. Director of Compliance & HR or Compliance & AML-CFT Group Head or the appointed Compliance & AML-CFT Group Officer of the Company b. SEVP Internal Audit or Internal Audit Group Head or Internal Audit Officers present as permanent invitees from the Company c. Executives in operational risk, namely the Senior Operational Risk Head related to the material of the committee agenda present as a permanent invitee from the Company

#### Integrated Risk Committee Members' Profile

The Integrated Risk Committee members profile as of 31 December 2021 is as follows:

Name	Position	Description	Educational Background
Ahmad Siddik Badruddin	Chairman and Permanent Member of the Company	Director of Risk Management	The Educational Background is presented in the Board of Directors' profile in this Annual Report.
Timothy Utama	Permanent Member of the Company	Director of Information Technology	
Toni Eko Boy Subari	Permanent Member of the Company	Director of Operations	
Sigit Prastowo	Permanent Member of the Company	Director of Finance & Strategies	
Yusak L. S. Silalahi	Permanent Member of the Company	SEVP Wholesale Risk	The Educational Background is presented in the Senior Executive profile in this Annual Report.

#### Integrated Risk Committee Duties and Responsibilities

In carrying out its functions, IRC provides recommendations to the Directors regarding:

1. Adequacy of the integrated identification, measurement, monitoring, risk control process, and Integrated Risk Management information system.
2. A comprehensive internal control system on the implementation of Integrated Risk Management.



## COMMITTEES OF THE BOARD OF DIRECTORS

3. Implementation of Risk Management in each Subsidiary.

4. Anything else required to formulate or evaluate the Integrated Mandiri Group Terms

### Duties Implementation of Integrated Risk Committee in 2021

In carrying out its duties and responsibilities, IRC holds at least 3 (three) meetings a year or at any time if deemed necessary at the request of the Permanent Members from the Company, or at the request of the Permanent

Members from the Subsidiaries by submitting discussion material and to coordinating with the Committee Secretary.

In 2021, IRC has provided recommendations through 5 (five) meetings and 2 (two) circulars, with the following details:

No.	Meeting Date	Agenda / Meeting Proposal	Attendance (%)	Description
1	5 February 2021	Consolidated Semester II/December 2020 Bank Mandiri Integrated Risk Profile and Risk Based Bank Rating (RBBR) Self-Assessment	100%	Online Meeting
2	8 February 2021	Consolidated Semester II/December 2020 Period Bank Mandiri Integrated Risk Profile and Risk Based Bank Rating (RBBR) Self-Assessment (IRC Follow-up Meeting 5 February 2021)	100%	Online Meeting
3	12 March 2021	Proposal of the Changes in the Methodology of Consolidated Risk Based Bank Rating (RBBR) Assessment and Consolidated & Integrated Risk Profile	-	Circular
4	16 April 2021	Self-Assessment of Bank Mandiri's Individual Risk Profile and Consolidation for Quarter I/March 2021	100%	Online Meeting
5	3 August 2021	Bank Mandiri Consolidated Period Semester I/June 2021 Integrated Risk Profile and Risk Based Bank Rating (RBBR) Self-Assessment	100%	Online Meeting
6	19 October 2021	Self-Assessment of Bank Mandiri's Quarter III/September 2021 Individual Risk Profile and Consolidation	71,43%	Online Meeting
7	2 November 2021	Proposal of Revision (Adjustment) of Mandiri Subsidiaries Management Principle Guidelines (MSMPG) Stipulations	-	Circular
8	14 December 2021	Proposal of the Changes in the Methodology of Consolidated Risk Based Bank Rating (RBBR) Assessment and Consolidated & Integrated Risk Profile	-	Circular

Note: There is no quorum rules for the implementation of the Integrated Risk Committee (IRC)

### Integrated Risk Committee Works Plan In 2022

IRC has set 2022 works plan that will be discussed through meetings at least 3 (three) times in one year, focusing on the following discussions:

1. Adequacy of Integrated Risk Management.
2. A comprehensive internal control system on the implementation of Integrated Risk Management.
3. Implementation of Risk Management in each Subsidiary.
4. Other matters needed in order to develop or evaluate the integrated risk management policies.

## COMMITTEES OF THE BOARD OF DIRECTORS

No.	Date	Agenda	Quorum Attendance (%)	Remark
37	23 November 2021	Risk Based Bank Rating Impementation SP (RBBR) Revision	100%	Circular
38	29 November 2021	Subsidiary Management SP (SPPPA) Revision	100%	Meeting
39	30 November 2021	Capital Market Service SPO Revision	100%	Circular
40	6 Desember 2021	Internal Audit Policy (KICN) Revision	100%	Meeting
41	31 Desember 2021	SP Calculation of Capital Adequacy (PKM) Revision	100%	Circular

**Policy and Procedure Committee Works Plan in 2022**

PPC has set the works plan that will be deliberated through meetings of at least 3 (three) times in a year.

The following are PPC works plan for 2022:

1. Adjustment/refinement of Operations Policy (KOPR).
2. Adjustment/alignment of the Company's Standard Procedures with regulatory as well as business/operations' needs.

## RISK MANAGEMENT AND CREDIT POLICY COMMITTEE

The Risk Management & Credit Policy Committee (RMPC) was established to assist the Board of Directors in identifying, measuring, and monitoring risk, establishing risk management policies and strategies, formulating credit policies, overseeing the implementation of credit policies, monitoring the development and

condition of the credit portfolio, and provide suggestions for improvement.

**Structure and Membership of Risk Management and Credit Policy Committee**

Based on the Board of Directors Decree No. KEP.DIR/009/2021

dated 13 January 2021 concerning Risk Management & Credit Policy Committee, the structure and membership of RMPC are as follows:

**I. RMPC - Risk Management Category A**

Chairman	Vice President Director
Secretary	Credit Portfolio Risk Group Head
Alternate Secretary I	Market Risk Group Head
Alternate Secretary II	Operational Risk Group Head
Voting Members	
Permanent Voting Member	<ol style="list-style-type: none"> <li>1. Vice President Director</li> <li>2. Director of Risk Management</li> <li>3. Director of Network &amp; Retail Banking</li> <li>4. Director of Operations</li> <li>5. Director of Finance &amp; Strategies</li> <li>6. SEVP Wholesale Risk</li> </ol>
Non-Permanent Voting Member	<ol style="list-style-type: none"> <li>1. Other Board of Directors Member related to the material present as invitee</li> <li>2. Other SEVPs related to the material present as invitee</li> </ol>
Permanent Non-Voting Member	Director of Compliance & HR or Compliance & AML-CFT Group Head or appointed Compliance & AML-CFT Group Head executive to be present at Committee Meetings.





## COMMITTEES OF THE BOARD OF DIRECTORS

Contributing Non-Voting Member	<ol style="list-style-type: none"> <li>Group Head/other Group Head level invited in relation to material for Committee agenda</li> <li>Committee Secretary</li> </ol>
Invitee	<ol style="list-style-type: none"> <li>Internal Audit SEVP*) or Internal Audit Directorate Group Head or Internal Audit Directorate official present as invitee.</li> <li>Official in operational risk, the Operational Risk Senior Head related to material for committee agenda present as invitee.</li> </ol>

### II. Category B RMPC - Credit Policy

Chairman	President Director
Secretary	Credit Portfolio Risk Group Head
Alternate Secretary I	Policy & Procedure Group Head
Alternate Secretary II	Wholesale Banking SORH
Permanent Member	<ol style="list-style-type: none"> <li>President Director</li> <li>Director of Risk Management</li> <li>Director of Operations or Wholesale Credit Operations Group Head/Retail Credit Operations Group Head (as per segment)</li> <li>Related SEVP Internal Audit or Chief Internal Audit</li> </ol>
Non-Permanent Member	<ol style="list-style-type: none"> <li>Director of Credits according to the discussion segment of the Committee Agenda</li> <li>Risk SEVP according to the discussion segment of the Committee Agenda</li> <li>Board of Directors Member and SEVP related to the material present as invitee.</li> </ol>
Contributing Member	<ol style="list-style-type: none"> <li>Group Head/other Group Head level invited in relation to the material of Committee agenda.</li> <li>Committee Secretary</li> </ol>
Invitee	<ol style="list-style-type: none"> <li>Director of Compliance &amp; HR or Compliance &amp; AML-CFT Group Head or appointed Compliance &amp; AML-CFT officials.</li> <li>Official in operational risk, the Senior Operational Risk Head according to discussion segment.</li> </ol>

### Risk Management and Credit Policy Committee Members' Profile

The Risk Management and Credit Policy Committee members profile as of 31 December 2021 is as follows:

#### I. RMPC - Risk Management Category A

Name	Position	Description	Educational Background
Alexandra Askandar	Chairman/Permanent Voting Member	Vice President Director	
Ahmad Siddik Badruddin	Permanent Voting Member	Director of Risk Management	The Educational Background is presented in the Board of Directors' Profile Section of this Annual Report
Aquarius Rudianto	Permanent Voting Member	Director of Networks & Retail Banking	
Toni Eko Boy Subari	Permanent Voting Member	Director of Operations	
Sigit Prastowo	Permanent Voting Member	Director of Finance & Strategies	
Yusak L. S. Slalahi	Permanent Voting Member	SEVP Wholesale Risk	The Educational Background is presented in the Executive Officials Profile Section of this Annual Report

## COMMITTEES OF THE BOARD OF DIRECTORS

## II. RMPC - Credit Policy Category B

Name	Position	Description	Educational Background
Darmawan Junaidi	Permanent Member	President Director	The Educational Background is presented in the Board of Directors' Profile Section of this Annual Report
Ahmad Siddik Badruddin	Permanent Member	Director of Risk Management	
Toni Eko Boy Subari	Permanent Member	Director of Operations	
Sugiharto	Permanent Member	Wholesale Credit Operations Group Head*	-
Harsono Rudi Firnadi	Permanent Member	Retail Credit Operations Group Head*	-
Danis Subyantoro	Permanent Member	SEVP Internal Audit**	The Educational Background is presented in the Executive Officials Profile Section of this Annual Report
Lisbeth Juniar	Permanent Member	Chief Auditor Wholesale & Corporate Center Audit**	-
Satria	Permanent Member	Chief Auditor Retail Audit**	-
Deni Hendra Permana	Permanent Member	Chief Auditor IT Audit**	-
Asep Syaeful Rochman	Permanent Member	Chief Auditor Senior Investigator**	-

\*According to Segment

\*\*Replacing each other

### Risk Management and Credit Policy Committee Duties and Responsibilities Description

#### I. Category A RMPC - Risk Management

The Category A RMPC's duties, authorities, and responsibilities are:

- 1) Monitoring risk profile and management of all risks to establish risk appetite, risk limit, and integrated risk management strategy as well as capital adequacy.
- 2) Establishing a risk management framework and methodology to identify, measure and mitigate risks, including for stress conditions and contingency plans.
- 3) Performing improvements to the implementation

of risk management on a regular basis and incidentally as a follow-up to changes in internal and external conditions that affected the capital adequacy and Company risk profile.

- 4) Discussing and establishing strategic matters in the scope of risk management including in Subsidiaries.
- 5) Determining items related to business decisions that had specific conditions (such as allocation and limit allocations in credit portfolio management).
- 6) Offering recommendations to the President Director regarding:

- a. Preparation and/or adjustment/improvement of Policies, Strategies and Guidelines for The Risk Management Implementation.
- b. Enhancement or improvement of the Risk Management implementation based on the evaluation of the Risk Management implementation.
- c. Determination of items related to business decisions, including those that deviated from normal procedures.
- 7) Delegating authority to appointed officials to decide and implement operational activities.



## COMMITTEES OF THE BOARD OF DIRECTORS

### II. Category B - Credit Policy

The Category B RMPC's duties, authorities, and responsibilities are as follows:

- 1) Offering input to the board of directors in drafting and/or adjusting/improving the crediting policy or financing of the Bank, especially in relation to the formulation of prudence principles in credits.
- 2) Monitoring and evaluating the development and quality of the credit portfolio or the overall financing.
- 3) Supervising the application of the crediting policy and formulating a resolution in the event of any obstacles or constraints in its application, as well as conduct periodic review of the Credit Policy

and advise the board of directors in the event necessary changes or improvement.

- 4) Monitoring and evaluating the correctness of the implementation of credit decision, the process of giving, development and quality of credit provided to the parties related to the Bank and certain large debtors.
- 5) Monitoring and evaluating the correctness of the provisions of the Minimum credit allowance (BMPK), adherence to the provisions of other laws and regulations in the implementation of credit grants, and the settlement of non-performing loans in accordance to those stipulated in the credit policy.

- 6) Ensuring and evaluating the Bank's efforts in fulfilling the adequacy of amount of allowance for credit write-off

- 7) Submitting a written report periodically and providing suggestions for corrective measures to the Board of Directors with a copy to the Board of Commissioners regarding the results of supervision over the implementation of credit policy and the results of monitoring and evaluation on the matters referred to in the above.

### Risk Management and Credit Policy Committee Duties Implementation in 2021

In 2021, the RMPC deliberated through 12 (twelve) meetings and 6 (six) circulars, with the following details:

No.	Date	Agenda	Attendance (%)	Description
1	18 January 2021	Approval of Individual Risk Based Bank Rating Self-Assessment as of December 2020 (Semester II)	100%	Online Meeting
2	5 & 8 January 2021	Approval of Consolidated Risk Based Bank Rating Self-Assessment and Integrated Risk Profile as of December (Semester II) 2020	100%	Online Meeting
3	8 February 2021	Review of Banking Book Interest Rate Risk Limit	-	Circular
4	5 March 2021	Credit Policy Review (KPKD)	100%	Online Meeting
5	12 March 2021	Proposal of Changes in Subsidiaries Rating Assessment Methodology in Consolidated Risk Based Bank Rating (RBBR) Assessment.	-	Circular
6	19 March 2021	Proposal of Changes to the Risk Based Bank Rating (RBBR) Methodology on an Individual & Consolidated basis.	-	Circular
7	16 March 2021	Application for approval of Bank Mandiri's Sustainability Bond Framework.	-	Circular
8	16 April 2021	Approval of Bank Mandiri Individual and Consolidated Risk Profile Self-Assessment for Quarter I/March 2021	100%	Online Meeting
9	7 May 2021	Approval of Bank Mandiri Risk Appetite Statement (RAS) 2021	100%	Online Meeting
10	7 May 2021	Review of Bankwide Treasury Activity Limit 2021	100%	Online Meeting
11	4 June 2021	Approval of Bank Mandiri Bottom-Up Stress Testing Results in 2021	100%	Online Meeting

## COMMITTEES OF THE BOARD OF DIRECTORS

No.	Date	Agenda	Attendance (%)	Description
12	4 June 2021	Update on Sustainable Finance Action Plan (RAKB) Q1-21 & Selection of Underlying Asset Sustainability Bonds.	100%	Online Meeting
13	15 July 2021	Approval of Self-Assessment of Bank Mandiri Risk Profile and Bank Soundness Level (TKB) Individually for Semester I/June 2021 Period	100%	Online Meeting
14	3 August 2021	Approval of Self-Assessment of Integrated Risk Profile and Bank Soundness Level (TKB) of Bank Mandiri on a Consolidated basis for Period Semester I/June 2021	100%	Online Meeting
15	3 August 2021	Liquidity Risk Limit Review	-	Circular
16	19 October 2021	Approval of Self-Assessment of Individual and Consolidated Risk Profile of TRW III 2021	100%	Online Meeting
17	6 December 2021	Revision of Risk Management Policy (KMNR)	-	Circular
18	8 December 2021	Changes in the Risk Based Bank Rating (RBBR) and Individual Risk Profile Assessment Methodology.	-	Circular
19	30 December 2021	Review of Limit Interest Rate Risk in Banking Book (IRRBB)	100%	Offsite Meeting

### Risk Management and Credit Policy Committee Works Plan in 2022

RMPC has established a work plan that will be discussed through at least 2 (two) meetings in a year. RMPC works plan in 2022 are as follows:

1. Monitor risk profile and management of all risks in order to establish a risk appetite and risk management strategies integrated and capital adequacy.

2. Monitor and evaluate the development and quality of the credit portfolio or the overall financing.

### TRANSFORMATION COMMITTEE

The Transformation Committee (TFC) was established based on the Decree of the Board of Directors Meeting dated 9 August 2021 as stated in the Minutes of the Board of Directors Meeting No. 34 dated

9 August 2021. TFC is a committee that established to assist the Board of Directors in anticipating and determining the Bank's transformation needs.

### Structure and Membership of the Transformation Committee

Based on the Decree of the Board of Directors No. KEP.DIR/66/2021 dated 31 December 2021 regarding the Transformation Committee, the membership structure of TFC is as follows:

#### Transformation Committee Membership Composition

Chairman	President Director
Secretary	Head of Business Transformation
Alternate Secretary	Head of Corporate Transformation
Voting Members	
Permanent Voting Member	<ol style="list-style-type: none"> <li>1. President Director</li> <li>2. Vice President Director</li> <li>3. Director of Finance &amp; Strategy</li> <li>4. Director Risk Management</li> <li>5. Director of Information Technology</li> <li>6. Director of Operations Director</li> <li>7. Director of Compliance &amp; HR</li> </ol>
Non-Permanent Voting Member	Board of Directors Member/SEVP related to the material present as invitee
Permanent Non-Voting Member	Compliance & AML-CFT or appointed Compliance & AML-CFT Group officials to be present in Committee Meeting